

Acknowledgements

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Jamshid Damooei, Ph.D.

Principal Researcher

Damooei Global Research

Tel: (805) 231-2064

Email: jd@damooei.com

Alidad Damooei

Principal Researcher

Damooei Global Research

Tel: (805) 402-9999

Email: aad@damooei.com



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Executive Summary

Regardless of any explicit economic benefits, creating recreational and park space is an essential element of sound land planning for a region, state, or for the nation as a whole. Nonetheless, it is important to recognize that allocation of lands to parks and recreation is among the best uses of the available resources and it can be captured in explicit monetary terms. This study covers a wide area of economic and the social benefits that the Conejo Recreation and Park District (CRPD) brings to Ventura County and its residents. CRPD provides access to open space, parks, community centers, and playfields to local residents of Thousand Oaks, Newbury Park, and Westlake Village. Such spaces have been found to be associated with improved lifestyles.

Economic impact studies require a large amount of data to capture the entirety of economic changes that an institution can bring to a community. The first set of data for this purpose consists of information that presents the direct flow of resources from an institution to the community. This includes budgetary and capital expenditures of the institution in the community. The second and equally important component of the economic impact of an institution is comprised of the flow of resources to a specific community that would have not otherwise be coming to that community if the aforementioned institution did not exist; this component will include the impact of resources that are generated as byproducts of the institution in question.

We used an input-output analysis to calculate the economic impacts of the agency. The principal purpose of using an input-output framework is to analyze the interdependence of industries in an economy through market-based transactions. We chose IMPLAN (Impact Analyses for Planning) to identify and measure the economic impact of the project.

Our research indicates that the Conejo Recreation and Park District is an economic engine of Ventura County. It fuels output, tax revenue, and job creation, both through its direct budgetary expenditures, and indirectly through affiliated organizations that use its facilities, visitors who are brought to the area for activities, and volunteers who freely donate their creative energy to community causes.

Areas of Economic Activities

The CRPD produces directly or indirectly through its own activities and those of affiliated organizations the following streams of economic activities that create output:

 Economic impact of its budgetary expenditures



- ✚ Economic impact of the institution's capital expenditures for construction and maintenance of CRPD property
- ✚ Anticipated economic impact of the Lang Ranch Community Park Project
- ✚ Business generated for local companies serving those visiting the Conejo Valley for events and activities facilitated by the CRPD
- ✚ Economic impact of operational expenditures of affiliated organizations that depend on CRPD facilities
- ✚ Economic impact of volunteers' labor facilitated by CRPD

It is important to note that the “economic benefits” of the CRPD are not limited to these six categories. These areas lend themselves best to quantitative and monetary analysis. Harder to measure, yet nevertheless tangible, “social benefits” of the agency mean that the figures presented in this section are a baseline, albeit an impressive one, for the economic impact of the agency.

The largest category of expenditures made by the Conejo Recreation and Park District is for general operational purposes. The agency has budgeted expenditures from the current fiscal year, 2008-2009, through the 2010-2011 fiscal year. Although actual expenditures may differ from budgeted levels, the study used these estimates to calculate the economic impact of the agency if the budgeted expenditures are realized for the 2009-2010 and 2010-2011 fiscal years. For 2008-2009, actual expenditures were used. We used the actual and the expected budgets to calculate the economic impacts in four separate categories of the overall economic impacts of CRPD. They are:

- ✚ Impact on the gross regional and the gross statewide output (regional and state production levels).
- ✚ Employment impact on the region (Ventura County) and the State of California.
- ✚ Business tax generated regionally and statewide.
- ✚ All categories of tax impacts within the county and the state.

The study takes each of the highlighted areas of activities, sets up an appropriate model for it in order to calculate its pertinent impacts. Chapter Three of this report provides detailed information, tabulated and explained for each case. This executive summary provides an overview of the aggregate impacts for the county and the state.

Regional Aggregate Economic Impacts

Putting the entire measurable economic impact through the highlighted activities together in 2009, the Conejo Recreation and Park District generated \$83,281,175 in economic output within Ventura County. Nearly 784¹ jobs were sustained through this activity across the community in hundreds of distinct public and private entities. Government revenues were sustained through \$3,223,952 in indirect business taxes and \$12,451,534 in all forms of taxes earned by local, state and the federal governments.

“Putting the entire measurable economic impact through the highlighted activities together in 2009, the Conejo Recreation and Park District generated \$83,281,175 in economic output within Ventura County. Nearly 784 jobs were sustained through this activity across the community.”

The CRPD economic activities are greater when considered on the state level. Economic output generated by the Conejo Recreation and Park District across the state are in the nine figures, totaling \$110,260,210. Including jobs created within the county, 933² jobs were generated across the state. Such business activity generated \$4,374,499 in indirect business taxes and \$16,379,213 in all different forms of tax revenues for local, state and federal governments.

“Economic output generated by the Conejo Recreation and Park District across the state are in nine figures, totaling \$110,260,210 [in 2009]”

Direct economic impact of CRPD in the near future includes its plan to complete the Lang Ranch Community Park (LRCP). This project will generate \$51,060,160 in terms of regional output in Ventura County over the period of its construction. These expenditures will create more than 340 jobs in the community. The economic output and jobs will be spread across over 400 different industries through direct, indirect, and induced expenditures. As a result of this economic activity, government revenues will be bolstered by \$1,216,286 in indirect business taxes and by \$6,079,844 in overall tax revenue of local, state, and federal governments.

¹ This includes a portion of unpaid volunteer laborers.

² This includes a portion of unpaid volunteer laborers.

“For every dollar spent by the organization, some \$2.07 were added to the regional and some \$2.74 to the state gross regional products.”







In brief, this study shows that for every dollar spent by the organization, some \$ 2.07 were added to the regional and some \$2.74 to the state gross regional products.

Harder to Quantify Social and Economic Benefits

The facilities operated by the Conejo Recreation and Park District provide a very wide array of services to the entire community; everybody from the youngest toddlers to the eldest senior citizens can find programs and activities that are specifically targeted to their needs. Such facilities include the Alex Fiore Thousand Oaks Teen Center, Borchard Community Center, Conejo Community Center, Dos Vientos Community Center, Goebel Senior Adult Center, Hillcrest Center for the Arts, the Old Meadows Community Center, and others. These public and affordable resources create a tangible, positive impact in the lives of Conejo Valley residents.

In order to better understand the impact of such resources in a more tangible way, our research focused on two representative facilities: The Alex Fiore Thousand Oaks Teen Center and the Goebel Senior Adult Center. The services offered by these two centers to distinct populations are representative of the work done by other facilities within the Conejo Recreation and Park District. In order to understand the ways these two facilities benefit the community, survey instruments were created and distributed to those served programs at the two centers.

Based on the data collected through these surveys, several significant areas of social benefit were identified. These centers help members of our community by:

-  Creating mentoring relationships for adolescents.
-  Helping teenagers develop social skills to get along with peers and their family.
-  Encouraging healthy habits to counteract sedentary lifestyle habits.
-  Providing an outlet for artistic expression and self-discovery.
-  Enabling families to keep their jobs and go to school.
-  Developing better self-confidence and self-image among youths, particularly teenagers.

- ✚ Reducing the risk of social isolation and loneliness among senior citizens.

Although all of these benefits have merit in their own right based on the fact that they improve quality of life for residents, they can also be traced to potential economic benefits. For instance, encouraging healthy habits can improve public health thereby creating economic savings on health care costs. Unfortunately, such economic benefits can be hard to quantify and communicate in monetary terms. Despite this reality, it is important to demonstrate that these benefits do exist while keeping in mind the potential ways in which the regional economy and society may benefit.

The Final Outcome of the Study

This study provides compelling evidence that investments in the CRPD have an impressive return comparable with or greater than many business investments that create jobs, add to the regional output, or generate tax incomes for various levels of the government. However, what is impressive about the CRPD is that it solely focuses on serving the common good of the community by providing support in areas that are much needed for the continued social health, environmental sustainability, and the economic prosperity of the Conejo Valley.

***“Investments in the CRPD have an impressive return comparable with
or greater than many business investments that create jobs, add to the regional
output, or generate tax incomes”***

1) Background Information and Scope of the Study

The Conejo Recreation and Park District (CRPD) is an independent special district established in 1963 after voter mandate authorized its creation. The district manages many acres of parks and playfields across Thousand Oaks, Newbury Park, and Westlake Village in over 46 distinct sites. The CRPD also oversees dozens of diverse facilities, ranging from community centers, parks, playfields, pools, as well as specialized facilities such as the Goebel Senior Adult Center and Alex Fiore Thousand Oaks Teen Center (refer to section 1.1 for a list of CRPD owned and managed properties and facilities). Services provided and hosted within these indoor and outdoor facilities range from community theatre programs to an equestrian program for physically and mentally disabled individuals.

Extensive research on the national and state levels attests to the economic impact of park services across the country. A 2007 study of the National Park Service found that the National Park System generated \$11.79 billion of spending within 50 miles of all park sites; this translates to \$4 of private spending for every \$1 of tax money invested in the parks system that year (Stynes 1). Such expenditures created 209,000 jobs. In California, a focused study of ten diverse California National Parks including the Redwood National Park and the Santa Monica Mountains National Recreation Area found that visitors of these sites spent \$643 million in nearby communities, supporting 16,900 non-National Park Service jobs and supporting an additional \$266 million in community benefits (Martinez 2).

As this demonstrates, the economic benefits of parks are well-documented. Although distinct and independent from the National Parks System, the CRPD generates a similarly proportionate impact in its local community. This study intends to evaluate and measure dimensions of economic and social benefits accruing to Ventura County residents as a result of the operations of the Conejo Recreation and Park District (CRPD). The ultimate objective of this study is to highlight the social investments made through the CRPD and its remarkably high return in helping to create a healthier economy, happier people, and greater social assets for its constituents.

Planning for recreation and parks is an essential element of sound land planning for a region, a state, and the nation as a whole. Through such planning, communities can recognize that for certain lands, recreation is the best economic and social use regardless of other economic or social values that they may possess. Nonetheless, it is important to recognize that allocation of lands to parks and recreation by

itself can be among the best uses of the available resources from the direct economic impact that can be captured in explicit monetary terms.

Economic assessment is an important tool to measure the potential or effective costs and benefits of a program, an institution, or a company. It can only be meaningfully realized when it is conducted within an integrated framework where pertinent analyses capture the full spectrum of explicit and hidden costs and benefits of that particular economic activity. CRPD serves a variety of economic and social purposes. In order to develop a comprehensive economic assessment of the CRPD, we focused on the following pattern of activities in which the institution is involved in a regular and systematic manner:

- ✚ Serving the community by increasing regional output and sales of private business in Ventura County, the state of California, and the nation as a whole. Such impacts occur through a multitude of CRPD activities and presence in the region, such as budgetary expenditures, capital expenditures, and activities that bring thousands of people from other areas to the region regularly for events.
- ✚ Creating hundreds of jobs in the region, state, and the nation.
- ✚ Creating millions of dollars in various forms of tax revenue for local, regional, state, and federal governments.
- ✚ The economic impacts of many volunteers that enable the institution to function better and in the process create paid jobs, contribute to the regional, statewide and nationwide employment and bring more tax revenue to various levels of governments.

While the above economic impacts are relatively easy to quantify, there are additional economically hard-to-measure impacts that, nevertheless, help the economy in a tangible manner. These include:

- ✚ Improving the quality of life of teenagers and young people by helping them to engage in activities offered by the Alex Fiore Thousand Oaks Teen Center.
- ✚ Helping seniors to stay healthy and enjoy a fuller life by being engaged with young people and other social groups in their community.
- ✚ Helping people in the region to appreciate arts and creative talents within their community.
- ✚ Promotion of healthy living that helps to reduce chronic diseases and improve quality of life.

- ✚ Creation of a wider social network for parents to relate to other parents in their community which creates a better sense of citizenship.
- ✚ Building and promoting a greater sense of community within the region that can be mobilized in times of need.
- ✚ Strengthening and promoting volunteerism and philanthropy in the region.
- ✚ Helping to protect and maintain green space providing relief and respite from more urbanized areas.
- ✚ Preserving and protecting natural lands helping to promote important habitats, ecological diversity, and a healthy watershed.

The Conejo Recreation and Park District provides access to parks, playfields, and open space to residents of the Conejo Valley. These resources are very well-utilized by area residents. A community attitudes survey of Thousand Oaks released in 2009 indicates that 91% of residents report that they or someone in their household had visited a park or recreation facility in the last year (McLarney 32). This is a sign that the agency is providing a valued service to residents. Such high usage and availability of the parks for residents likely improves quality of life. A Quinnipiac College study featuring an opinion survey found that access to greenery and open space is one of the key determinants of whether people believe that a particular region has a good quality of life (“Attracting Investment” Par. 12).

While quality of life might seem like an abstract and relative notion, it has real economic consequences for a community. As the United States moves away from a manufacturing economy and towards a services-based economy, firms must compete for intellectual and human capital in order to succeed. To this end, businesses have an incentive to locate in communities with a better quality of life since such areas are more attractive to potential employees. Economic theory verifies this intuitive conclusion:



“Technology gives firms flexibility in location decisions by eliminating the need to locate all business operations and organizational structures in one central location. Now firms can make location decisions based on the competitive qualities of alternate business sites, and the primary factor in site competitiveness is qualities of life. Some scholars believe that local governments can recruit and maintain modern firms by using new quality of life economic development strategy... Quality of life is an important factor in business relocation, expansion, and initiation decisions because firms need to recruit and retain highly skilled employees... Community living standards influence the location decisions of talented professionals and differentiate jurisdictions from each other. Communities with high quality of life ratings have a competitive advantage in the recruitment and retention of talented workers” (Dula 2).

Such theory suggests that the quality of life improvements facilitated by parks and open space may be an attractive component to some business owners who chose to settle in the area. Anecdotes and statements by business leaders verify this economic argument.

A good case study of this phenomenon is Portland, Oregon. In 1980, the city established a boundary on urban development around the city. As a result, orchards, creeks, and forests surround the outskirts of the city. Since the decision was made, countless companies have decided to locate near the urban boundary in order to be closer to the open space. In response to queries as to why Intel decided to locate near the boundary, a company spokeswoman responded that “This is where we are headed worldwide... Companies that can locate anywhere they want will go where they can attract good people in good places” (“Attracting Investments” 4). Intel’s statements seem to verify the theoretical prediction: companies that depend on human capital locate in desirable locations which attract skilled labor.

The desire to locate in an area with a superb quality of life seems to be even stronger for small businesses. A Colorado study found that although bottom-line considerations are important for large businesses, “decision-makers in smaller companies ranked recreation/park/open spaces as their highest priority” (Love, Crompton, More 1994). This trend fits well into the economic theory. Managers and owners of a small business are more likely to live near their business locations. As such, the benefits of operating in a pleasant environment are enjoyed by the business decision-makers who chose to locate their business in a particular area.

There is generally little debate that quality of life is an important personal consideration for individuals when deciding where to live. Economic theories seem to indicate, however, that quality of life influences business decisions as well. The parks and open spaces managed by the Conejo Park and Recreation District that enhance quality of life therefore seem to be an important competitive advantage for the community in seeking service-based firms and employers to come to the community. Attracting employers not only creates jobs but it expands the tax base and it spurs economic development. Most importantly, such economic development is sustainable since it is focused in industries with positive long term prospects.

In a nationwide study conducted at Pennsylvania State University (Godbey, G., Graefe, A. & James, S. W. 1992), researchers compiled a listing of the benefits of local recreation and park services as perceived by the American public. Participants in the study were divided into two groups: users of local recreation and park services and non-users. Surprisingly, 71% of non-users said they received some benefit from their communities' parks and recreational services. Among the benefits stated by the non-users we can mention include: keeping kids off the streets in safe facilities and engaged in athletic activities (services offered by community centers such as the Alex Fiore Thousand Oaks Teen Center), community awareness, and feeling confident that they have a place to go if they so desire. Looking at the individual users' list of benefits we can list the following:

- ✚ Individual and family benefits identified by users of local parks and recreation services include: personal, social, facility, activity, environmental, and economic benefits.
- ✚ Personal benefits include the ability to use the facilities for exercise, fitness & conditioning, fun and entertainment, learning and education, relaxation, and health.
- ✚ Social benefits include: getting to know people, group participation, interaction between adults and kids.
- ✚ Community awareness and pride including the fostering of "team spirit."
- ✚ Facility benefits entail having instructional classes, the joy of playing, a place to go, a place for recreation, exposure to arts, crafts, and watching organized sports.
- ✚ Environmental benefits include: enjoying fresh air, nature, and a place to be outdoors.

- ✚ Economic benefits in this study put the focus on making all of the services affordable for the members of a community.
- ✚ **Finally, based on the conclusions of the study, a vast majority of the American public uses local recreation and park services.** Park and playground use is the most common use. Park and recreational service use continues throughout the life cycle. Recreational participation declines with age, but park use does not. In fact, people between the ages of 65 and 74 use local parks more frequently than any other age group from those 15 and older. This trend is apparent in the Conejo Valley as demonstrated by the Thousand Oaks community attitudes survey discussed earlier. The majority of people that do not use parks and recreational services still receive substantial benefits from them. 75% of respondents said that "local recreation and park services are worth \$45.00 or more per member of their household" per year. This dollar value adjusted on an average rate of price increases of 2.5% per year is worth \$68 in 2009.³

³ Using a rate of inflation of 2.5% is quite modest and the overall average rate might be several percentage points higher, which adds the 2009 dollar value of the benefit cited in that Pen State study.

1.1) List of CRPD Owned and Managed Properties and Facilities

Parks at a Glance November 2009	General				Sports Courts/Fields							Amenities						Conejo Recreation & Park District (805) 495-6471 - www.crpdp.org
	Year Acquired	Total Acres	Turf Acres	Gymnasium	Baseball Fields	Basketball Courts	Horseshoe Pits	Soccer Fields	Softball Fields	Tennis Courts	Volleyball Courts	Play Areas	Restrooms	Picnic Structures	Picnic Tables	Barbecue Grills	Fitness Trails (miles)	
																		Special Features
Banyan Park	1964	7.4	2.60									Yes	1	1	2	5		
Beyer Park	1972	4	2.10			3			1			Yes						Handball Court, Tetherball
Borchard Community Park	1969	28.7	14.30	1		1	3	1	3	4	2	Yes	2	1	32	16		Bocci Courts, Skate Park
Cañada Park	1977	9.2	3.50			1						Yes			5	5		Handball Court
Community Pool at CLU	2009	0.6										No	2		5			Community Pool
Conejo Community Park	1972	38.4	7.90		1							Yes	2	3	57	5	0.4	
Conejo Creek North Park	1972	44.1	7.50								2	Yes	2	3	27	11	0.67	
Conejo Creek South Park	1972	54.7	30.00		1			12				No	8				0.65	
Conejo Creek Southwest Park	1974	14.1										No						
Conejo Creek West Park	1972	51.1										No						Equestrian Park
Conejo Valley Botanic Garden	1973	39.6										No			4			Botanic Garden
Cypress Park	1969	5	2.70		1							Yes	1		2			
Dog Park	1972	3.5	3.50									No			8			Off-leash Dog Park
Dos Vientos Community Park	2002	27.8	13.10	1	5	1		3		2	2	Yes	1	1	16	16		
Dos Vientos Neighborhood Park	1998	5.2	4.00			1					1	Yes	1		4	4		
Dos Vientos Playfield	2008	26										No						
El Parque de la Paz	1986	4.8	3.40			1	2					Yes	1	1	9			
Estella Park	1963	1.9	0.90			1				1		Yes	1		2	1		
Evenstar Park	1971	4	3.50						1			Yes			3	3		
Fiore Playfield	1972	9.6	5.70		4	1						Yes	1					
Glenwood Park	1973	5.2	4.10						1			Yes	1		2	2		
Goebel Senior Adult Center	1974	6.5					2					No	3					Senior Adult Center
Hickory Park	1969	4.6	4.20			1						Yes			2	2		
Hillcrest Center		8.8										No	4					
Kimber Park	1979	8.3	6.10			1					1	Yes		1	6	6	0.4	
Lang Ranch Community Park	1993	124										No						
Lang Ranch Neighborhood Park	1993	10.4	4.40			1						Yes		1	11	7		
Lynn Oaks Park	1971	8.8	4.10			1					1	Yes			2	2	0.25	
McCrea Ranch	1995	354										No						
Newbury Gateway Park	1984	6.9	1.30									Yes			5			
Newbury Park High School Pool												Yes	1					Pool
North Ranch Neighborhood Park	1987	12	8.00			1						Yes			5			
North Ranch Playfield	1987	12	9.20			1		2	2	2	1	Yes	4		6	3	0.47	
Northwood Park	1983	8.5										Yes						
Oakbrook Neighborhood Park	1970	13.5	4.00			1					1	Yes			4	4		Netball Court
Oakbrook Regional Park	2002	431										No	1					
Old Meadows Park	1967	31	3.10					1				Yes	2		6	1		
Pepper Tree Playfield	1977	21.7	12.70					4	2			Yes	4	1	8		0.83	
Rancho Conejo Playfield	1997	12.7	10.80			1			2	2		Yes	1		2			
Russell Park	1971	7	5.80								1	Yes			10	2		
Southshore Hills Park	1983	4.5	3.50			1						Yes			2	2		
Spring Meadow Park	1978	7.2	5.40			1						Yes			5	5	0.3	
Stagecoach Inn Museum	1968	5	0.20									No	2					
Stagecoach Inn Park	1979	4.9	2.50			1						Yes			3	3		
Suburbia Park	1969	2	1.60									Yes			2	1		
Sunset Hills Park	1978	5.8	5.50			1						Yes			4	2		
Sycamore Neighborhood Park	2006	4.5	3.20			1						Yes			2	2	0.45	
Thousand Oaks Community Park	1970	35.8	17.70	1		1		2	2	4	1	Yes	3	1	18	3	0.4	Racquetball Courts
Thousand Oaks High School Pool												No	1					Pool
Thousand Oaks Teen Center		3.8		1		1					1	No	2				2	Teen Center
Triunfo Park	1971	23.4	8.50			1		2	2	3	1	Yes	1		17	1		
Walnut Grove Equestrian Center		13										No	1		2			Therapeutic Horsemanship Facility
Walnut Grove Park	1981	6.5	3.00			1						Yes			4	3	0.7	Handball Court
Waverly Park	1973	5.5	5.20		1							Yes	1	1	8	5		
Wendy Park	1973	4.3	3.90			1	1					Yes			3	2		
Wildflower Playfield	1978	19	13.40			1		2	2	4		Yes	4		1	1	0.4	
Wildwood Neighborhood Park		5.8	1.00									Yes	1		2	1		
Wildwood Park	1967	1824										No	2		20	10		

2) Methodology of the Study and Needed Data/Information

Economic impact studies require a large amount of data to capture the entirety of economic changes that an institution can bring to a community. The first set of data for this purpose consists of information that presents the direct flow of resources from an institution to the community. This includes budgetary and capital expenditures of the institution in the community. The second and equally important component of the economic impact of an institution is comprised of the flow of resources to that specific community that would have not be coming to that community if the concerned institution was not in existence. This component will include the impact of resources that are generated as byproducts of the institution in question.

The difficulty in measuring the pertinent economic impact stems from the inability to always convert such impacts explicitly into measurable monetary terms. The reason for this is that many positive developments in a society do not have a market and thus it is hard, if not impossible, to measure their outcomes in terms of their market values. There is no market for outcomes such as enhancing the cultural appreciation of a community or creation of a stronger community bond through local sports. Therefore it is difficult to assign a financial and monetary value for the outcome of such progress.

This study finds reliable estimates of these hard-to-measure economic impacts. For example, a parent who has a safe place for their child after school, such as the Alex Fiore Thousand Oaks Teen Center, may be more likely to keep their job or to put more hours into it. This may generate two clear streams of regional output: one by the job taken by the parent and the other one by the institution that take cares for the children. This study takes on such challenges and strives to look beyond the conventional method of calculating the economic impact.

2.1) Methodology of the Study

Considering the limitations and insufficiencies highlighted above, the primary objective of this study is to concentrate on the economic impact of the Conejo Recreation and Park District and measure it in quantitative terms. The study also makes every effort to identify other social impacts that result from the activities of the CRPD in the county.

We used an input-output analysis to calculate the economic impacts of the agency. The principal purpose of using an input-output framework is to analyze the interdependence of industries in an economy through market-based transactions. Input-output analysis can provide important and timely

information on the interrelationships in a regional economy and the impacts of changes on that economy.




We chose IMPLAN (Impact Analyses for Planning) to identify and measure the economic impact of the agency.⁴ IMPLAN employs a regional social accounting system and can be used to generate a set of balanced economic/social accounts and multipliers.⁵ The model describes the transfer of money between industries and institutions and contains both market-based and non-market financial flows, such as inter-institutional transfers.

An economic impact analysis traces spending within an economy brought about by any activity. It measures the cumulative effects of the spending brought about by that activity within a specific region. The Conejo Recreation and Park District is an economic engine of Ventura County. It fuels output, tax revenue, and job creation both through its direct budgetary expenditures and indirectly through affiliated organizations that use its facilities, visitors who are brought to the area for activities, and volunteers who freely donate their creative energy to community causes. This section of the report details the various ways in which the Conejo Recreation and Park District generates economic impacts both on the local county and greater state level.

This economic analysis measures the cumulative effects of spending brought about by the activities of the CRPD within its region. This analysis, like any other with similar research, aimed to measure the following impacts:

⁴ IMPLAN is a computer software package that consists of procedures for estimating local input-output models and associated databases. The acronym is for *Impact Analyses and Planning*. IMPLAN was originally developed by the U.S. Forest Service in cooperation with the Federal Emergency Management Agency and the U.S. Department of the Interior's Bureau of Land Management to assist in land and resource management planning. Since 1993, the IMPLAN system has been developed under exclusive rights by the Minnesota Implan Group, Inc. (Stillwater, Minnesota) which licenses and distributes the software to users. Currently there are hundreds of licensed users in the United States including universities, government agencies, and private companies.

⁵ The social accounting system is an extension of input-output analysis. Input-output analysis has been expanded beyond market-based transaction accounting to include non-market financial flows by using a Social Accounting Matrix (SAM framework).



-  **Direct effects:** Budgetary, capital and other related expenditures that create jobs and add to the production capacity of our region, impact of the issuant payroll when constructed facilities open for operations, operating expenses made locally, and local purchases made by families and individuals attending CRPD-related functions in relation to the operation of the institution as a whole.
-  **Indirect effects:** The economic activity generated among the region's businesses to meet the CRPD's demand for operation and beyond.
-  **Induced effects:** The effects of expenditures made in the city/county/state by CRPD employees and others who receive income because of their work in relation to the activities of the institution as a whole.

Expenditures which are directly discussed in this section include current fiscal year budgeted operational and capital expenditures along with long-term projections of these figures based on the agency's desired budget. Separate analysis is also provided to discuss the economic impact of the anticipated Lang Ranch Community Park project.

In addition to explicit expenditures made by the agency itself, the report accounts for the annual expenditures of third-party organizations that can operate due to the use of CRPD property; such groups include athletic organizations and charitable nonprofits.

The consumption and expenditure patterns of individuals are also considered in this section. First, the expenditures of visitors are considered. Expenditures were modeled using national data on known in-state traveler consumption pattern trends combined with total numbers of visitors observed for various CRPD events. Second, the economic output of volunteers was measured.

In order to effectively communicate these impacts we created the following categories of economic activities generated by the CRPD either through direct involvement or through its indirect and induced impact within its industry and institution. These economic activities include:

-  Economic impact of its budgeted operational expenditures
-  Economic impact of the institution's capital expenditures for construction and maintenance on CRPD property


- ✚ Expected economic impact of the anticipated Lang Ranch Community Park Project
- ✚ Business generated for local companies serving those visiting the Conejo Valley for events and activities facilitated by the CRPD
- ✚ Economic impact of operational expenditures of affiliated organizations that depend on CRPD facilities
- ✚ Economic impact of volunteers' programs facilitated by CRPD

It is important to note that the economic benefits of the CRPD are not limited to these six defined categories. These areas are featured since they lend themselves best to quantitative and monetary analysis. Harder to measure yet nevertheless tangible social benefits of the agency mean that the figures presented in this section are an impressive baseline for the economic impact of the agency.

2.2) Data Collection

The study used all possible channels to gather the information that were needed for the conduct of this study. Some of the needed information were readily available in the organization and were easy to collect. For a significant numbers of data items, the study used specifically formatted questionnaires that were then sent out by the CRPD management to pertinent organizations and institutions to gather the needed information. The study used three user surveys to gather the information with regard to teens who attend Alex Fiore Thousand Oaks Teen Center, their parents, and the seniors who attend the senior adult center. In summary, the following data items were gathered through such efforts:

- ✚ In-house financial information on the CRPD regular budgetary expenditures.
- ✚ Financial data for the present and future capital expenditures.
- ✚ Financial data gathered from affiliated institutions whose operations directly relate to the existence and operation of CRPD.
- ✚ Data gathered from various sports and other events that are brought about and facilitated by CRPD.
- ✚ Information gathered through surveys to generate case studies regarding the Alex Fiore Thousand Oaks Teen Center and senior center.

 Data gathered for type and hours of activities of volunteers.

We used the information processed them and where relevant employed them to estimate the pertinent impacts.

3) Estimates of Economic Impacts Using an Input-Output Model

The objective of this study is to calculate the overall economic impacts of the Conejo Recreation and Park District's various functions in monetary terms, to the extent possible. At the same time, as indicated before, it is clear that the overall impact at best is going to be an underestimation of the true overall impact simply because of the inability to quantify in monetary terms many of the benefits generated by the institution in the lives of thousands of people and families. The following highlights various components of this study in trying to measure all the impacts in terms of monetary saving or income generation over a period of time.

3.1) Economic Impact of Operational Budget

Operational expenditures make up the single largest category of expenses made by the Conejo Recreation and Park District. The agency has budgeted such expenditures from the current fiscal year, 2008-2009, through the 2010-2011 fiscal year. Although actual expenditures may differ from budgeted levels, the study used these estimates to calculate the economic impact of the agency if the budgeted expenditures are realized for all the years considered. For 2008-2009, actual expenditures were used.

For the three fiscal years of 08/09, 09/10, and 10/11, the agency has spent or is budgeted to spend \$24,951,787, \$23,728,315, and \$22,163,523, respectively. We used the actual and the expected budgets to calculate the economic impacts in four separate categories of the overall economic impacts of CRPD.

They are:

- ✚ Impact on the gross regional and the gross statewide output (regional and state production levels).
- ✚ Employment impact on the region (Ventura County) and the State of California.
- ✚ Business tax generated regionally and statewide.
- ✚ All categories of tax impacts within the county and the state.

Each category of impacts has been broken down into their respective direct, indirect and induced impacts.

3.1.1) Ventura County

	2009 Economic Impact of Operational Expenditures in Ventura County					
	Direct	Indirect	Induced	TOTAL		
Output Impact	\$19,911,528	\$5,039,331	\$8,481,357	\$33,432,217		
Indirect Business						
Tax Impact	\$553,737	\$320,569	\$584,184	\$1,458,490		
Employment Impact	185.9	33.1	64.3	283.3		
Tax Impact	Employee Compensation	Proprietary Income	Household Expenses	Enterprises	Indirect Business Tax	TOTAL
	\$1,191,052	\$351,157	\$2,247,373	\$227,260	\$1,388,258	\$5,405,101

The above table shows that the Conejo Recreation and Park District, through its annual budget, adds some \$33.4 million dollars to the regional output of Ventura County in 2009. It creates more than 283 jobs in the county and generates some \$ 1.5 million in business taxes at current prices through its operation.⁶ The overall impact of CRPD generated tax revenues reaches some \$ 5.4 million throughout the year.⁷

*“at the county level over the next three years, from its
mere operational budget, the Conejo Recreation and Park District
will be creating \$94,705,371 in economic output”*

We also looked ahead and used the expected budgetary expenditures of CRPD in the next two years. These estimates are presented below:

⁶ Using the definition given in Implan, Indirect Business Tax (IBT) includes taxes on sales, property, and production, but it excludes employer contributions for social insurance and taxes on income. IBT is reported separately as well as a component of the overall tax impacts. In the separate report the value is adjusted for the rate of inflation whereas the figure in the overall tax impact is based on the constant prices of 2007.

⁷ We need to bear in mind that the amount given as the direct impact differs with the gross budgetary spending of CRPD. This is to allow for the regional trade transfers that relate to the sums of spending that go outside the region. Such transfers depend on the type of activities, nature of those activities, and the economic size of a regional economy.

2010 Economic Impact of Operational Expenditures in Ventura County						
	Direct	Indirect	Induced	TOTAL		
Output Impact	\$18,935,194	\$4,793,200	\$7,987,624	\$31,716,019		
Indirect Business Tax Impact	\$526,586	\$305,250	\$547,652	\$1,379,488		
Employment Impact	171.5	30.5	59.3	261.3		
Tax Impact	Employee Compensation	Proprietary Income	Household Expenses	Enterprises	Indirect Business Tax	TOTAL
	\$1,098,706	\$323,931	\$2,073,128	\$209,640	\$1,280,622	\$4,986,028

2011 Economic Impact of Operational Expenditures in Ventura County						
	Direct	Indirect	Induced	TOTAL		
Output Impact	\$17,686,492	\$4,479,015	\$7,391,628	\$29,557,135		
Indirect Business Tax Impact	\$491,859	\$285,530	\$504,450	\$1,281,840		
Employment Impact	155.4	27.6	53.8	236.8		
Tax Impact	Employee Compensation	Proprietary Income	Household Expenses	Enterprises	Indirect Business Tax	TOTAL
	\$995,495	\$293,501	\$1,878,381	\$189,947	\$1,160,322	\$4,517,645

Putting these estimates together, at the county level over the next three years, from its mere operational budget, the Conejo Recreation and Park District will be creating \$94,705,371 in economic output, nearly 781 jobs, \$4,119,818 in indirect taxes, and \$14,908,774 in total taxes for all various levels of local, state and national governments.

3.1.2) State of California

We also looked at the economic impact of CRPD operational budgets at the state level. The findings are presented below:

2009 Economic Impact of Operational Expenditures in the State of California						
	Direct	Indirect	Induced	TOTAL		
Output Impact	\$24,951,788	\$7,787,263	\$14,768,215	\$47,507,265		
Indirect Business Tax Impact	\$697,599	\$437,512	\$885,316	\$2,020,427		
Employment Impact	227.9	45.3	98.7	371.9		
Tax Impact	Employee Compensation	Proprietary Income	Household Expenses	Enterprises	Indirect Business Tax	TOTAL
	\$1,795,388	\$411,842	\$2,915,730	\$393,757	\$1,924,416	\$7,441,133

The above table shows that CRPD adds some \$47.7 million to the regional production of the state of California. It creates some 372 jobs at the state level (based on an estimate of 2009) and generates more than \$2.0 million in indirect business annual tax and nearly \$7.4 million in terms of its overall tax impacts.



Using the expected budget of CRPD for the next two years, we calculated the same categories of economic impacts for the next two years at the state level. The findings are tabulated below:

2010 Economic Impact of Operational Expenditures in the State of California						
	Direct	Indirect	Induced	TOTAL		
Output Impact	\$23,728,316	\$7,404,050	\$13,919,415	\$45,051,781		
Indirect Business Tax Impact	\$663,393	\$416,242	\$830,715	\$1,910,350		
Employment Impact	210.2	41.8	91	343.1		
Tax Impact	Employee Compensation	Proprietary Income	Household Expenses	Enterprises	Indirect Business Tax	TOTAL
	\$1,656,187	\$379,911	\$2,689,665	\$363,228	\$1,775,211	\$6,864,202

2011 Economic Impact of Operational Expenditures in the State of California						
	Direct	Indirect	Induced	TOTAL		
Output Impact	\$22,163,524	\$6,915,987	\$12,890,561	\$41,970,072		
Indirect Business Tax Impact	\$619,645	\$389,016	\$765,872	\$1,774,533		
Employment Impact	190.5	37.9	82.5	310.8		
Tax Impact	Employee Compensation	Proprietary Income	Household Expenses	Enterprises	Indirect Business Tax	TOTAL
	\$1,500,606	\$344,222	\$2,437,001	\$329,107	\$1,608,449	\$6,219,385

Using the estimate of economic impact for the three year period (2009 to 2011), the study finds that on the state level, the agency is creating \$134,529,118 in economic output, over 1020 jobs, \$5,705,310 in indirect taxes, and \$20,524,720 in total tax revenues.

3.2) Economic Impact of Capital Expenditures

Each year, the Conejo Recreation and Park District funds various capital expenditure projects within its properties spread across the Conejo Valley. The nature, size, and complexity of the projects vary tremendously; they include upgrading gymnasium facilities, building playgrounds, installing picnic and barbeque pads, and various other building and maintenance projects necessary to maintain the agency's facilities.

The CRPD budgets these expenditures well into the future, allowing this report to analyze the economic impact of expenditures from fiscal years 2008-2009 to 2018-2019. The economic impact calculations given in this report assume that the following capital expenditure budget will be executed.

Capital Expenditure Budget											
Capital Expenditure Location	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019
Banyan Neighborhood Park				\$30,000.0	\$100,000.0	\$1,000,000.00		\$7,000.00			
Borchard (Community) Park	\$55,500.0		\$37,000.0	\$150,000.0			\$505,600.00		\$135,000.00	\$75,000.00	\$117,000.00
Borchard Center	\$93,000.0	\$290,000.0		\$150,000.0							
Borchard District Shop		\$22,000.0									
CLU	\$2,688,732.0										
Conejo Community Center		\$350,000.0									
Conejo Community Park	\$553,828.0		\$110,000.0	\$135,000.0	\$500,000.0				\$5,000.00		\$26,000.00
Conejo Creek North	\$76,900.0						\$72,000.00				\$800,000.00
Conejo Creek South	\$3,353,718.0	\$115,000.0								\$5,000.00	
Conejo Creek Southwest			\$100,000.0		\$1,000,000.0		\$500,000.00				
Conejo Creek West					\$50,000.0				\$150,000.00		\$8,000.00
Districtwide	\$180,436.0	\$307,000.0	\$352,000.0	\$362,000.0	\$372,000.0	\$372,000.00	\$372,000.00	\$372,000.00	\$372,000.00	\$372,000.00	\$372,000.00
Districtwide Non-Recurring									\$720,000.00	\$600,000.00	
Dos Vientos Community Center		\$217,000.0	\$5,000.0	\$305,000.0	\$5,000.0	\$255,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00
Dos Vientos Community Park	\$50,000.0				\$48,000.0		\$9,500.00			\$310,000.00	\$140,000.00
Dos Vientos Playfield	\$100,000.0	\$100,000.0									
Estrella Neighborhood Park			\$6,000.0		\$65,000.0						
Flore Playfield			\$23,000.0								
Glenwood Neighborhood Park						\$6,000.00					
Hillcrest Center	\$76,000.0			\$30,000.0		\$36,000.00	\$7,000.00	\$36,000.00	\$90,000.00	\$505,000.00	\$441,830.00
La Canada Neighborhood Park										\$200,000.00	
Las Flores Access	\$10,000.00										
McCrea Ranch	\$1,000,000.0	\$450,000.0				\$150,000.00					
North Ranch Playfield			\$138,000.00								\$325,000.00
Northwood (Neighborhood) Park	\$823,747.00		\$240,000.00			\$750,000.00					
Oakbrook Neighborhood Park	\$120,000.00	\$100,000.00	\$850,000.00			\$259,300.00					
Oakbrook Neighborhood/Service Yard	\$100,000.00	\$100,000.00	\$975,000.00								
Old Meadows Center				\$225,000.00			\$44,500.00	\$20,000.00		\$27,000.00	
Open Space	\$182,000.0	\$120,000.0	\$120,000.0	\$120,000.0	\$120,000.0	\$120,000.00	\$120,000.00	\$120,000.00	\$120,000.00	\$120,000.00	\$120,000.00
Pepper Tree Playfield				\$45,000.00							
Rancho Conejo Playfield		\$345,000.00									
Russell Neighborhood Park			\$12,800.00	\$10,500.00							
Southshore Hills	\$60,000.0						\$60,000.00				
Spring Meadow Neighborhood Park							\$175,000.00				
Stagecoach Inn Museum	\$16,500.00		\$25,000.00								
Stagecoach Inn neighborhood parking				\$5,000.00							
Suburbia Neighborhood Park										\$35,000.00	
Thousand Oaks (Community) Park	\$50,000.00		\$40,000.00	\$240,000.00			\$7,500.00	\$120,000.00	\$350,000.00	\$95,000.00	\$225,000.00
Thousand Oaks Center		\$475,000.00									
Triunfo Community Park						\$100,000.00					
Walnut Grove Equestrian	\$100,000.00							\$30,000.00			
Walnut Grove Neighborhood Park						\$250,000.00					
Waverly Neighborhood Park					\$175,000.00		\$50,000.00				
Wendy Park	\$125,000.0										
Wildflower Playfield					\$60,000.00						
Wildwood Neighborhood Park	\$30,000.00						\$35,000.00	\$60,000.00	\$500,000.00		
Subtotal	\$9,845,361.00	\$2,991,000.00	\$3,033,800.00	\$1,807,500.00	\$2,495,000.00	\$3,298,300.00	\$1,963,100.00	\$770,000.00	\$2,447,000.00	\$2,349,000.00	\$2,579,830.00

Source: Conejo Recreation and Park District, 2009

Capital expenditures are a particularly important source of economic output. The construction and maintenance of physical structures and spaces require a great deal of local expenditures, thereby generating relatively strong economic output multipliers.

3.2.1) Ventura County

The following discussion presents a clear picture of the likely economic impact of CRPD capital expenditures in the current year as well as the next ten years within Ventura County.

	2009 Economic Impact of Actual Capital Expenditures in Ventura County					
	Direct	Indirect	Induced	TOTAL		
Output Impact	\$9,355,641	\$2,741,307	\$2,923,781	\$15,020,729		
Indirect Business Tax Impact	\$60,491	\$115,942	\$201,379	\$377,812		
Employment Impact	68.8	18.6	22.2	109.6		
Tax Impact	Employee Compensation	Proprietary Income	Household Expenses	Enterprises	Indirect Business Tax	TOTAL
	\$583,586	\$61,058	\$774,227	\$166,746	\$362,432	\$1,948,049

As the above table indicates, in 2009, CRPD's capital expenditures have generated more than \$15 million in term of regional production, some 110 jobs and more than \$377,000 in indirect business taxes. The overall tax impact of this capital expenditure was around \$1.95 million.

"in 2009, CRPD's capital expenditures have generated more than \$15 million in terms of regional production [and] some 110 jobs"

Over the next ten years, the economic output that will likely result from CRPD capital expenditures will exceed \$52 million in Ventura County if capital expenditures can proceed as planned. This spending will create nearly 350 jobs in the same time period. Indirect taxes generated will reach \$1,300,435 and total tax revenue generated will reach \$6,086,554.

"Over the next ten years, the economic output that will likely result from CRPD capital expenditures will exceed \$52 million in Ventura County"

A detailed breakdown of the economic impacts from capital expenditures year-over-year from 2010 to 2018 can be seen in Appendix A.

3.2.2) State of California

The following set of tables provide detailed information about the economic impact of CRPD capital expenditures at the state level for the current year of 2009 and for the next ten years.

2009 Economic Impact of Actual Capital Expenditures in the State of California						
	Direct	Indirect	Induced	TOTAL		
Output Impact	\$9,723,361	\$3,533,724	\$4,378,599	\$17,635,684		
Indirect Business Tax Impact	\$65,837	\$131,218	\$262,481	\$459,536		
Employment Impact	71.3	21.5	31.5	124.2		
Tax Impact	Employee Compensation	Proprietary Income	Household Expenses	Enterprises	Indirect Business Tax	TOTAL
	\$669,856	\$75,068	\$864,217	\$214,398	\$440,809	\$2,264,348

As the above table shows, CRPD capital expenditures in 2009 resulted in \$17,635,684 of state regional production. It brought some 124 new jobs to the state, a sum of \$459,536 in indirect business tax and a total \$2,264,348 in total tax income from various levels of local, state and federal governments.

“CRPD capital expenditures in 2009 resulted in \$17,635,684 of state regional production [and]... some 124 jobs”

On the state level, the economic impacts are amplified slightly. Economic output resulting from CRPD capital expenditures over the next ten years is \$59,395,136. Over the same time period, this spending will create more than 426 jobs. Government revenues from these expenditures will total \$1,535,795 in indirect taxes and \$8,012,914 in total taxes.

“On the state level... economic output resulting from CRPD capital expenditures over the next ten years is \$59,395,136”

For a detailed breakdown of such economic impact estimations over the years can be found in Appendix A.

3.3) Economic Impact of Anticipated Lang Ranch Community Park⁸

In calculating the economic impact of the agency's capital expenditures, we excluded the improvement of the Lang Ranch Community Park. Currently, the park is comprised of 124 acres that can be accessed at the corner of Avenida de Los Arboles and Westlake Blvd. The anticipated project intends to improve this space in order to allow the community to better utilize the space.

This report shows the economic benefits that the community will derive from the design and construction necessary to improve the space. The public expenditures necessary to create this park will translate into real jobs and economic output in a variety of industries over the life of the project through 2012. The following table shows the breakdown of the economic impact of this park in terms of regional productions, jobs, and various tax revenues at the county and the state levels.

*"In 2009, the local economic output resulting from the
Lang Ranch Community Park project will total \$8,453,293"*

3.3.1) Ventura County

	2009 Economic Impact of Lang Ranch Community Park Project in Ventura County					
	Direct	Indirect	Induced	TOTAL		
Output Impact	\$5,300,000	\$1,560,614	\$1,592,679	\$8,453,293		
Indirect Business						
Tax Impact	\$32,315	\$65,967	\$109,698	\$207,980		
Employment Impact	37.2	10.4	12.1	59.7		
Tax Impact	Employee Compensation	Proprietary Income	Household Expenses	Enterprises	Indirect Business Tax	TOTAL
	\$316,139	\$33,870	\$421,752	\$93,934	\$199,589	\$1,065,284

In 2009, the local economic output resulting from the Lang Ranch Community Park project will total \$8,453,293. This spending will generate 60 jobs in the community. Government revenue from the project will total \$207,980 in indirect taxes and \$1,065,284 in overall tax revenues.

⁸ The timeline of the economic impacts associated with the Lang Ranch Community Park capital project are expected to be delayed 12 to 24 months due to litigation.

	2010 Economic Impact of Lang Ranch Community Park Project in Ventura County					
	Direct	Indirect	Induced	TOTAL		
Output Impact	\$1,890,000	\$571,855	\$712,131	\$3,173,985		
Indirect Business Tax Impact	\$9,233	\$18,656	\$48,824	\$76,713		
Employment Impact	15	4.2	5.3	24.4		
Tax Impact	Employee Compensation	Proprietary Income	Household Expenses	Enterprises	Indirect Business Tax	TOTAL
	\$134,726	\$16,127	\$184,722	\$33,333	\$71,858	\$440,766

In 2010, the local economic output resulting from the Lang Ranch Community Park project will total \$3,173,985. This spending will generate more than 24 jobs in the community. Government revenue from the project will total \$76,713 in indirect taxes and \$440,766 in overall tax incomes for various levels of the governments.

	2011 Economic Impact of Lang Ranch Community Park Project in Ventura County					
	Direct	Indirect	Induced	TOTAL		
Output Impact	\$10,000,000	\$2,897,784	\$2,914,347	\$15,812,132		
Indirect Business Tax Impact	\$60,973	\$120,910	\$198,886	\$380,769		
Employment Impact	65.3	18.3	21.2	104.7		
Tax Impact	Employee Compensation	Proprietary Income	Household Expenses	Enterprises	Indirect Business Tax	TOTAL
	\$554,784	\$59,438	\$740,121	\$164,843	\$350,254	\$1,869,440

In 2011, the local economic output resulting from the Lang Ranch Community Park project will increase nearly fivefold as the project moves towards its more intensive construction stages. Output will total \$15,812,132. This spending will generate 105 jobs in the community. Government revenue from the project will total \$280,769 in indirect taxes and \$1,869,440 in overall tax revenue.

	2012 Economic Impact of Lang Ranch Community Park Project in Ventura County					
	Direct	Indirect	Induced	TOTAL		
Output Impact	\$15,000,000	\$4,313,320	\$4,307,430	\$23,620,750		
Indirect Business Tax Impact	\$88,204	\$174,910	\$287,711	\$550,824		
Employment Impact	94.4	26.4	30.7	151.5		
Tax Impact	Employee Compensation	Proprietary Income	Household Expenses	Enterprises	Indirect Business Tax	TOTAL
	\$802,556	\$85,984	\$1,070,668	\$238,464	\$506,682	\$2,704,354

In 2012, the overall spending goes even further and the project will continue to generate increased economic production of \$23,620,750, more than 151 jobs, \$550,824 in indirect business taxes and an overall tax revenue of \$2,704,354 for various levels of local, state and federal governments.

***“Overall, the Lang Ranch Community Park Project will
generate \$51,060,160 in terms of regional output... [and] 340 jobs... spread
across over 400 different industries”***

Overall, the Lang Ranch Community Park Project will generate \$51,060,160 in terms of regional output in Ventura County over the period of its construction. These expenditures will create more than 340 jobs in the community. The economic output and jobs will be spread across over 400 different industries through direct, indirect, and induced expenditures. As a result of this economic activity, government revenues will be bolstered by \$1,216,286 in indirect business taxes and by \$6,079,844 in overall tax revenue of local, state and federal governments.

3.3.2) State of California

The same series of impact estimations have been done at the state level. They are presented in the following set of tables.

2009 Economic Impact of Lang Ranch Community Park Project in the State of California						
	Direct	Indirect	Induced	TOTAL		
Output Impact	\$5,300,000	\$1,956,155	\$2,301,737	\$9,557,892		
Indirect Business						
Tax Impact	\$33,503	\$72,099	\$137,851	\$243,583		
Employment Impact	34.9	10.7	15.4	61		
Tax Impact	Employee Compensation	Proprietary Income	Household Expenses	Enterprises	Indirect Business Tax	TOTAL
	\$347,901	\$40,907	\$454,307	\$116,165	\$233,735	\$1,193,015

The economic impact of the Lang Ranch Community Park project is elevated relative to the county level when considered on the state level. Economic output in 2009 will total \$9,557,892. This spending will generate 61 jobs including those created in Ventura County. Government revenue from the project will total \$243,583 in indirect business taxes and \$1,193,015 in its overall tax revenues.

	2010 Economic Impact of Lang Ranch Community Park Project in the State of California					
	Direct	Indirect	Induced	TOTAL		
Output Impact	\$1,888,921	\$642,166	\$1,013,507	\$3,544,593		
Indirect Business Tax Impact	\$9,580	\$19,814	\$60,485	\$89,880		
Employment Impact	13.3	4.2	6.6	24.1		
Tax Impact	Employee Compensation	Proprietary Income	Household Expenses	Enterprises	Indirect Business Tax	TOTAL
	\$155,438	\$15,747	\$195,778	\$40,385	\$84,222	\$491,570

Economic output in 2010 will total \$3,544,593. This spending will generate 24 jobs including those created in Ventura County. Government revenue from the project will total \$89,880 in indirect business taxes and \$491,570 in its overall tax revenue.

	2011 Economic Impact of Lang Ranch Community Park Project in the State of California					
	Direct	Indirect	Induced	TOTAL		
Output Impact	\$10,000,000	\$3,617,243	\$4,218,300	\$17,835,543		
Indirect Business Tax Impact	\$63,213	\$132,415	\$250,619	\$445,977		
Employment Impact	61.3	18.8	27	107.1		
Tax Impact	Employee Compensation	Proprietary Income	Household Expenses	Enterprises	Indirect Business Tax	TOTAL
	\$610,552	\$71,787	\$797,252	\$203,854	\$410,176	\$2,093,592

Economic output in 2011 will total \$17,835,543. This spending will generate 107 jobs including those created in Ventura County. Government revenue from the project will total \$445,977 in indirect business taxes and \$2,093,592 in overall tax incomes.

	2012 Economic Impact of Lang Ranch Community Park Project in the State of California					
	Direct	Indirect	Induced	TOTAL		
Output Impact	\$15,000,000	\$5,373,307	\$6,239,219	\$26,612,526		
Indirect Business Tax Impact	\$94,819	\$195,416	\$369,025	\$659,260		
Employment Impact	88.7	27.2	39	154.9		
Tax Impact	Employee Compensation	Proprietary Income	Household Expenses	Enterprises	Indirect Business Tax	TOTAL
	\$883,189	\$103,848	\$1,153,314	\$294,898	\$593,365	\$3,028,615

Economic output in 2012 will total \$26,612,526. This spending will generate 155 jobs including those created in Ventura County. Government revenue from the project will total \$659,260 in indirect business taxes and \$3,028,615 in total tax revenues.

“On the state level, Lang Ranch Community project will add \$57,550,554 to the state production. The state will benefit from the creation of 347 jobs”

Putting all the estimates together, on the state level, the Lang Ranch Community project will add \$57,550,554 to the state production. The state will benefit from the creation of 347 jobs. Just like the economic benefits on the county level, jobs and output from the project will be spread across over 400 industries. Government revenues will benefit from \$1,438,700 in indirect business taxes and from \$6,806,792 in overall tax revenue.

3.4) Visitor Spending in the Community

To calculate the economic benefits of visitor travel to the region, the study used the available information gathered by the pertinent offices of CRPD and calculated the number of visitors coming to the Conejo Valley to attend events and activities hosted on CRPD property between June 2008 and June 2009. The majority of events considered were athletic events and tournaments, drawing both the individual athletes and spectators.

“The economic output generated as a result of visitor spending in Ventura County is \$6,220,252... Such spending supported about 84 jobs.”

In order to calculate the expenditure of such visitors, visits were classified into three distinct categories: half day visits, full day visits, and two day visits. Based on the length of a given visit, expenditure

patterns of in-state leisure travelers based on figures from DKS&A and Global Directions were used to calculate the total expenditures for such travelers. In-house questionnaires and surveys determined that 20,467 half day visits, 26,641 full day visits, and 11,160 two day visits occurred between June 2008 and June 2009. These visits generated \$5,547,797.15 in spending. The exact distribution of such expenditures across different entities in the area is as follows:



Length of Stay (Days)	Total	Lodging		Food		Entertainment		Transportation		Shopping		Total
		Expenditures Per Person Per Night	Total Expenditures	Expenditures Per Person Per Day	Total Food Expenditures	Expenditures Per Person Per Day	Total Entertainment Expenditures	Expenditures Per Person Per Day	Total Transport. Expenditures	Expenditures Per Person Per Day	Total Shopping Expenditures	Spending of Visitors
0.50	20467	\$ 48.68	\$ -	\$ 28.10	\$ 287,561.35	\$ 16.10	\$164,759.35	\$ 23.40	\$ 239,463.90	\$ 17.40	\$ 178,062.90	
1	26640.5	\$ 48.68	\$ -	\$ 28.10	\$ 748,597.17	\$ 16.10	\$428,911.55	\$ 23.40	\$ 623,386.97	\$ 17.40	\$ 463,544.16	
2	11160.2	\$ 48.68	\$ 543,277.93	\$ 28.10	\$ 627,202.54	\$ 16.10	\$359,358.04	\$ 23.40	\$ 522,296.78	\$ 17.40	\$ 388,374.53	
Total	58267.7	-	\$ 543,277.93	-	\$1,663,361.06	-	\$953,028.93	-	\$1,385,147.64	-	\$1,029,981.58	\$5,574,797.15

Source: DKS&A/Global Directions California 2008 Data Tables (Public Version)

Nevertheless, the economic impacts of these expenditures are greater when one considers direct, indirect, and induced output. Such effects are considered both on the local and state level. Moreover, it is important to keep in mind the number of visitors calculated for the purposes of this study.

3.4.1) Ventura County

2008-2009 Economic Impact of Visitor Spending in Ventura County						
	Direct	Indirect	Induced	TOTAL		
Output Impact	\$4,037,801	\$1,176,314	\$1,006,137	\$6,220,252		
Indirect Business Tax Impact	\$283,711	\$54,603	\$69,297	\$407,612		
Employment Impact	68.2	7.8	7.6	83.6		
Tax Impact	Employee Compensation	Proprietary Income	Household Expenses	Enterprises	Indirect Business Tax	TOTAL
	\$237,471	\$8,304	\$266,326	\$115,167	\$386,692	\$1,013,960

The economic output generated as a result of visitor spending in Ventura County is \$6,220,252. Based on the actual level of expenditures this indicates a multiplier of 1.12 times on the original expenditures. Such spending supported about 83.6 jobs across the county. In terms of government revenue, such spending results in \$407,612 in indirect and \$1,013,960 in overall tax impacts.

It is also important to note that the businesses that benefit most from this economic activity include local retail establishments (such as restaurants) which are particularly at risk as a result of the recent economic recession. By encouraging visitor travel, the CRPD is helping such businesses keep their doors open.

3.4.2) State of California

	2008-2009 Economic Impact of Visitor Spending in the State of California					
	Direct	Indirect	Induced	TOTAL		
Output Impact	\$4,713,858	\$1,827,159	\$1,741,450	\$8,282,467		
Indirect Business Tax Impact	\$335,706	\$70,688	\$104,392	\$510,786		
Employment Impact	69	10.2	11.6	90.9		
Tax Impact	Employee Compensation	Proprietary Income	Household Expenses	Enterprises	Indirect Business Tax	TOTAL
	\$319,541	\$11,692	\$343,626	\$156,571	\$484,791	\$1,316,221

At the state level, visitors' expenditures added \$8,282,467 in the form of direct, indirect, and induced impacts to the overall state production. 91 jobs are created across the state. Total indirect tax revenue is \$510,786 while total direct tax revenue is \$1,316,221 across the state in forms of various local, state and federal governments.

3.5) Economic Impact Resulting from Affiliated Organizations

The Conejo Recreation and Park District has relationships with a variety of affiliated organizations that use the agency's property for free. This public service is afforded to groups whose purpose benefits the local community in some tangible way. Just two examples of the myriad of groups include: community sports organizations that encourage exercise and healthy habits, and Ride-On, which teaches horseback riding to children and adults with mental and physical disabilities.

These organizations and institutions depend on the property of the Conejo Recreation and Park District to facilitate their operations. Without the agency, they could face greater costs of operation or difficulty finding appropriate venues. Such problems could reduce the scope of their work significantly. As such, the economic impact of these organizations is considered due to the special role the CRPD has played in making these activities possible.

"The overall economic impact of affiliated organizations totals \$2,619,259... [and] 46 jobs in Ventura County... At the state level... economic output totals \$7,613,599 [and creation of] 83 jobs."

The total annual budgeted expenditures for all these organizations in their most recent fiscal year available are \$5,243,367. The largest share of these expenditures is by community sports leagues, whose

share of this total is 65.5%. In addition to the sports leagues, the following institutions were among the affiliated organizations considered in this section of the report:

- ✚ Conejo Valley Historical Society (Stagecoach Inn): The historic inn and four acres of adjacent land are used for cultural and educational purposes.
- ✚ Chumash Interpretive Center: Facility dedicated to increasing awareness about the Chumash people and culture.
- ✚ Ride-On: A non-profit teaching horseback riding to children and adults with physical and developmental disabilities. The organization operates on a 13-acre ranch in partnership with the Conejo Recreation and Park District.
- ✚ Arts Council of the Conejo Valley: The council is an arts and education alliance of community arts organizations that partners with the district to provide a variety of programming opportunities.
- ✚ Las Flores Community Garden: This nonprofit is located on the CRPD's Waverly Park property. Members are assigned 200-square-foot plots for a small yearly fee plus refundable deposit on which they may grow vegetables and flowers; any sales of such produce must be for nonprofit purposes.
- ✚ Conejo Valley Botanical Garden: This organization operates on 33 unique acres of terrain owned by the CRPD. The property has separate areas serving as a natural habitat for various species of animals and as a recreational area for community residents.
- ✚ ETI (Equestrian Trails, Inc): This is a volunteer-run organization partnering with the district to provide the community with equestrian facilities.

The study took each of these organizations and calculated the economic impacts through increased regional output, job creation, and various indirect and other tax revenues. The upshot of such calculations are summed up and presented in the following tables in terms of their county and state impacts.

3.5.1) Ventura County

	2009 Economic Impact of Affiliated Organizations in Ventura County					
	Direct	Indirect	Induced	TOTAL		
Output Impact	\$1,602,259	\$622,538	\$394,463	\$2,619,259		
Indirect Business Tax Impact	\$84,814	\$24,127	\$29,466	\$138,408		
Employment Impact	37.6	5.4	3.1	46.1		
Tax Impact	Employee Compensation	Proprietary Income	Household Expenses	Enterprises	Indirect Business Tax	TOTAL
	\$94,282	\$6,465	\$115,069	\$49,001	\$134,915	\$399,733

The overall economic output of affiliated organizations totals \$2,619,259. Such output resulted in the creation of 46 jobs in Ventura County. Indirect taxes totaled \$138,408 and overall tax revenue totaled \$399,733 as a result of this economic activity.

3.5.2) State of California

	2009 Economic Impact of Affiliated Organizations in the State of California					
	Direct	Indirect	Induced	TOTAL		
Output Impact	\$4,102,737	\$1,623,172	\$1,887,690	\$7,613,599		
Indirect Business Tax Impact	\$257,650	\$64,092	\$113,663	\$435,405		
Employment Impact	57	13	12.9	83		
Tax Impact	Employee Compensation	Proprietary Income	Household Expenses	Enterprises	Indirect Business Tax	TOTAL
	\$332,332	\$20,279	\$380,485	\$121,077	\$423,546	\$1,277,718

The economic impact of these organizations increases dramatically when one looks at the state level rather than the county level. The economic output totals \$7,613,599. The sudden jump in the multiplier impact is accounted for by the modeled expenditure patterns of sports leagues whose spending is generally less concentrated within a particular locality. In terms of employment, such spending created 83 jobs across the state of California. The spending also generated \$435,405 in indirect taxes and \$1,277,718 in overall tax revenue.

3.6) Economic Impact of Volunteer Labor

The Conejo Recreation and Park District offers members of the community a wide range of volunteering opportunities ranging from coaching in youth sports leagues to leading educational workshops at the Goebel Senior Adult Center. Volunteerism is acknowledged widely for its social benefits such as the help

it provides for those in need or the satisfaction volunteers garner from their work. However, the additional economic benefits of volunteerism are often forgotten.

This study takes a closer look at the economic impact of volunteerism and goes further than many similar studies to make an attempt at estimating the output, job creation and tax impact of volunteers. It is true that volunteers do not receive monetary compensation for their work and as such do not pay any direct tax from the financial compensation that they do not receive. However, one can argue that by volunteering to work without pay, they are in reality paying for their own work and this can be considered as payment to the organization that is using their services. Indeed, a number of such organizations will not be able to deliver their services or retain some other jobs that become available as a direct result of being assisted (or subsidized as it may be argued) by the volunteers. While there might be some argument about the number of paid jobs that the work of volunteers creates or their tax payments, there is no doubt about the indirect and even part of the induced job creation or tax revenue that volunteers create in an economy. The same is true about the regional output impact of volunteers work.

“Volunteers associated with CRPD programs generated \$17,535,425 in economic output in Ventura County. Their free and voluntary labor generated 202 jobs, out of which about 48 were paid... [At the state level,] volunteers associated with CRPD programs generated \$19,663,303 in economic output.”

This study gathered detailed information for work of different volunteers during the entire year. The number of working hours in each specific organization or industry was transformed to their respective Full Time Equivalent workload during the year (calculating the respective FTE). The estimated FTE were then used to set up the necessary IMPLAN models to calculate the respective economic impacts. The following tables present the aggregate findings for both the county and the state levels.

3.6.1) Ventura County

	2009 Economic Impact of Volunteerism in Ventura County					
	Direct	Indirect	Induced	TOTAL		
Output Impact	\$10,840,308	\$3,262,169	\$3,432,948	\$17,535,425		
Indirect Business Tax Impact	\$247,679	\$149,524	\$236,447	\$633,650		
Employment Impact	153.6	22.4	26	202.1		
Tax Impact	Employee Compensation	Proprietary Income	Household Expenses	Enterprises	Indirect Business Tax	TOTAL
	\$717,026	\$60,662	\$908,972	\$328,198	\$604,550	\$2,619,407

In 2008-2009, volunteers associated with CRPD programs generated \$17,535,425 in economic output in Ventura County. Their free and voluntary labor generated 202 jobs, out of which about 48 were paid. This generated an equivalent of some \$633,650 in indirect business taxes, out of which \$385,971 were the share of indirect and induced. The total tax revenue amounted to \$2,619,407⁹.

The same calculations were conducted for the state of California. The findings are presented in the following table.

3.6.2) State of California

	2009 Economic Impact of Volunteerism in the State of California					
	Direct	Indirect	Induced	TOTAL		
Output Impact	\$10,840,308	\$3,919,011	\$4,903,985	\$19,663,303		
Indirect Business Tax Impact	\$248,825	\$161,963	\$293,974	\$704,762		
Employment Impact	144.8	24.1	32.8	201.7		
Tax Impact	Employee Compensation	Proprietary Income	Household Expenses	Enterprises	Indirect Business Tax	TOTAL
	\$810,528	\$63,464	\$967,822	\$372,196	\$672,769	\$2,886,778

In 2008-2009, volunteers associated with CRPD programs generated \$19,663,303 in economic output in the State of California. Their free and voluntary labor generated an equivalent of 202 jobs. Such activities generated \$704,762 in indirect business taxes, out of which the share of the indirect and induced amounts to \$455,937. The overall tax revenue amounts to an equivalent of \$2,886,778¹⁰.

⁹ The true value of the taxes may be less due to income taxes that are not paid by volunteer workers.

¹⁰ The true value of the taxes may be less due to income taxes that are not paid by volunteer workers.

4) Hard to Quantify Social and Economic Impacts

The Conejo Recreation and Park District has a pivotal role in the region, serving everyone from the youngest to the oldest members of the community. This section of the report attempts to understand the less monetary though nevertheless real benefits resulting from the agency's work. As such, qualitative research is combined with quantitative data gathered from survey instruments to shed light on an area difficult for traditional economic analysis. Social benefits considered include the public health benefits created by the district, the positive resources offered by the Alex Fiore Thousand Oaks Teen Center and senior adult center, and the impact of arts and theater supported by the agency in the community.

In addition to these discussions, this section takes a deeper look into the impact of the Alex Fiore Thousand Oaks Teen Center and senior adult center through data gathered using survey instruments. Using the thoughts and responses of those residents impacted by these centers, we can better understand the positive impact of such resources in the community.

4.1) Impact of Park Services on Public Health

Inactivity and sedentary lifestyles are serious public health concerns across the United States. A lack of physical activity threatens an individual's well-being since it increases one's risk for various chronic diseases that can be life-threatening. Obesity is often the consequence of inactivity and, with it, one's health risks increase dramatically.

*"By providing the community with access to parks,
the CRPD is improving the health of the community."*

One solution to this problem is to create space in a community that encourages physical activity. The Center for Disease Control and Prevention (CDC) recommends the creation of parks and playgrounds to combat obesity since access to parks have been shown to promote exercise (Gies 5). The need to promote exercise and physical activity is particularly poignant in suburban communities such as those served by the Conejo Recreation & Park District. Dependence on automobiles reduces the likelihood of incidental physical activity during one's daily routine of commuting to work or running errands. The lack of incidental exertion increases the need to give community members greater resources that facilitate physical activity.

By providing the community with access to parks, the CRPD is improving the health of the community. Improvements in local health are also an important economic contribution to the area since weight and obesity problems have serious direct and indirect costs to society. The CDC observes the sources of these costs do not only include direct medical expenses, but they also impose costs through the consequences of morbidity and mortality (“Economic Consequences” par. 1). Research in 1998 found that the costs of obesity were \$78.5 billion nationally and \$7.7 billion for California. The physical activity facilitated by the parks, therefore, not only makes the community healthier but it also makes it wealthier.

The health benefits created by the CRPD are particularly important for younger populations who are still developing physically. Free play in parks can help youths develop muscular strength, coordination, language, and cognitive abilities. Children with certain conditions such as Attention Deficit Hyperactivity Disorder (ADHD) can also benefit from parks. Research shows that children suffering from ADHD who take part in outdoor activities in green settings are better able to concentrate on schoolwork after their play (Geis 15). This is a particularly important consideration since ADHD is an issue facing many young people.



Beyond free play, the CRPD hosts over 55 community sports organizations providing community members the opportunity to participate in organized, competitive athletic activity. Such intense physical activity has even greater benefits to participants. Many of these organizations, such as the American Youth Soccer Organization (AYSO), are designed to encourage youth competition. Fortunately, athletic competition has a variety of additional health benefits for youth participants. Research has found that youths participating in competitive sports enjoy greater health benefits than those engaging in moderate recreational exercise such as free play. These youths not only benefit in the short-term but there is evidence that there may be long-term cardiovascular advantages for those in competitive youth

sports (Bergeron 28). Thus, by facilitating youth athletic competitions, the CRPD is improving the future health of young people in the community.

4.2) Youth Theater and Arts

Young people can learn a great deal by tapping into their artistic capabilities. The Conejo Recreation and Park District provides a variety of opportunities to younger community members with a passion for artistic creativity through the Center for the Arts within the Hillcrest Center and its relationship with an affiliated non-profit, the Arts Council of the Conejo Valley. The activities of affiliated groups range from art shows to theater productions. For instance, in 2008-2009, theater groups affiliated with the CRPD organized over ten different theatrical productions.



In 1999, the GE Fund and the John D. and Catherine T. MacArthur Foundation funded a comprehensive series of studies managed by the Arts Education Partnership and the President's Committee on the Arts and the Humanities titled, "The Impact of the Arts on Learning." The various findings of this study are remarkable. One particularly important finding based on data from the National Educational Longitudinal Survey, a study which followed 25,000 students over 10 years, concerns the influence of the arts on educational outcomes. The study found that students involved with the arts gain noticeable academic advantages.

Particularly noteworthy is the fact that such gains can be seen across the socio-economic spectrum, meaning that socio-economic advantage is not an alternate cause explaining both academic success and access to the arts (Catterall 2). By facilitating artistic programs, the CRPD is thereby providing an indirect educational enrichment service to the community.

Given the prevalence of theater productions through organizations like the Youth Arts' Ensemble that are affiliated with the CRPD, it is important to pay particular attention to the benefits of theater. The

data-driven analysis included in the Arts Education Partnership study also found that student involvement in theater arts “associates with a variety of developments for youths: gains in reading proficiency, gains in self-concept and motivation, and higher levels of empathy and tolerance for others” (Catterall 2). Such specific gains associated with involvement in theater only further establish the importance of services provided through CRPD affiliated organizations.

4.3) Services offered by Various Community Centers

The Conejo Recreation and Park District operates a variety of community centers across the Conejo Valley. These facilities include the Alex Fiore Thousand Oaks Teen Center, Borchard Community Center, Conejo Community Center, Dos Vientos Community Center, Goebel Senior Adult Center, Hillcrest Center for the Arts, and the Old Meadows Community Center. Collectively, these centers provide a myriad of services, programs, and activities geared towards all members of the community.

In order to understand the benefits of these centers for the community, Damooei Global Research selected two of the facilities for in-depth case studies based on participant surveys and additional desk research. The study into the Alex Fiore Thousand Oaks Teen Center demonstrates how youths can benefit from having programs and activities to keep them occupied outside of school. Research into the Goebel Senior Adult Center demonstrates the positive benefits of creating a sense of community for senior citizens.

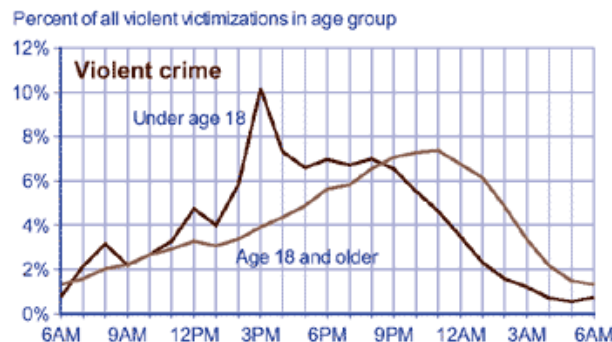
4.3.1) Alex Fiore Thousand Oaks Teen Center Case Study

The Conejo Recreation and Park District provides youths in the community a variety of after-school opportunities that can keep them productively and safely engaged beyond school hours. All the centers operated by the agency, including The Alex Fiore Thousand Oaks Teen Center, open their doors to young people during the academic year, summers, and the holiday season. The Alex Fiore Thousand Oaks Teen Center, in particular, offers a variety of activities that include sports, concerts, dances, arts, workshops, and excursions.

The extensive operating hours of the Alex Fiore Thousand Oaks Teen Center ensure that youths are positively engaged in a safe space during critical hours. During the academic school year, the center is open in the school week from 2PM to as late as 10PM on Friday nights. These are important times to offer such a service since after-school hours tend to be associated with great risks for young people. Young people are at the greatest risk of being a victim of crime between 2PM and 6PM and they are also

the most likely to perpetrate violent crimes between 3PM and 6PM (“After School Programs Fact Sheet” par. 5). These startling facts are best illustrated visually.

“By providing youths a supervised environment, the Alex Fiore Thousand Oaks Teen Center helps reduce the likelihood that a teen will suffer from crime during such critical [after-school] hours of the day”



Courtesy of: National Crime Justice Reference Service

The above diagram shows that students are most at risk when the school bell rings; 23% of all violent crime victims under the age of 18 are victimized between 2 and 4PM. By providing youths a supervised environment, the Alex Fiore Thousand Oaks Teen Center helps reduce the likelihood that a teen will suffer from crime during such critical hours of the day.

Particular types of programming such as workshops also allow education and learning to extend beyond traditional school hours. Free SAT practice tests and workshops on test-taking skills equip participating teenagers with much needed skills that can bring academic success. Improved academic performance, particularly on the SAT, can increase the likelihood that a student will attend college and earn an undergraduate degree. This could bring long-term economic benefits to these youths since the lifetime earning potential of a college graduate is \$2.1 million versus \$1.2 million for a high-school graduate according to the Census Bureau (“Amount of schooling affects earning potential” par. 1). As the economy moves toward a greater orientation to skilled service-based industries, the earning premium of higher education can be expected increase over time.

The potential for after-school services to create a lasting economic impact in a community is demonstrated by a study of the Boys and Girls Clubs of Oxnard and Port Hueneme conducted by a co-author of this report. This full-spectrum economic impact study accounted for a variety of economic

impacts and savings that included but were not limited to annual expenditures, increased educational attainment, and reduced levels of teenage parenthood. The study found that for every \$1 invested in the club through donations, \$4 of economic benefits was generated. Such research illustrates the potential and widespread impacts that are caused by serving our community's youths.

Further details regarding the opinions and experiences of those who use the resources of the facility are available in Appendix B. We conducted a thorough survey of both teen participants and their parents to learn about the ways in which the Alex Fiore Thousand Oaks Teen Center impacts their lives. The many positive qualitative findings regarding the facility's services indicate that the community is benefiting from the operations of the various community centers.

4.3.2) Goebel Senior Adult Center Case Study

The Conejo Recreation and Park District provides special services to senior citizens in the community through the Goebel Senior Adult Center. The center provides a diverse set of services to senior citizens. Services include enrichment opportunities through classes ranging in topics from how to use the internet to a course on genealogy. Additional opportunities include athletic programs, music and dance, parties, arts and crafts, and regional group travel. Not only do such activities stimulate seniors intellectually and physically, but they also provide seniors much needed environments in which to socialize and develop a sense of community. This is particularly important for a segment of the population that can often face serious difficulty adjusting to changing roles and life circumstances.

Although retirement is often referred to as one's "golden years," seniors face a myriad of potentially devastating problems. Loneliness is chief among these risks. It can often be precipitated by the death of a loved one or changing life conditions that separate one from prior social circles at work. One University of Michigan survey conducted by AARP scholar, Katherine Fiori, found that nearly 60% of those aged 70 or older experience some type of loneliness. Another related study by Fiori finds that friendships—not family relationships—can play the largest role in helping seniors avoid loneliness (Senior Journal 2005 par. 12). These findings indicate that the center is playing a much needed role in the community. The opportunities to make friendships with other senior citizens can help combat the feelings of isolation that can often come with old age.

The issue of loneliness is not merely an issue of comfort or friendship. The risks of loneliness are real and serious. According to researchers at the University of Chicago, people who are lonely tend to have higher blood pressure and a greater risk for heart attack and stroke. Most troubling, the study found

that these increased risks are worse for older subjects in the study (Senior Report 2006 Par. 1). Providing social outlets to senior citizens may very well reduce certain health risks.

In addition to physical risks associated with loneliness, changing life roles can precipitate mental health problems among seniors. In particular, seniors face a high risk of suicide. Data from the Center for Disease Control and Prevention indicates that senior citizens are at a higher risk of dying from suicide than the rest of the population. Nationally, the suicide rate is 11 per 100,000 but for those 65 and older the rate increases to 14.3 per 100,000. The risks are particularly pronounced for certain older demographics. Among non-Hispanic white men age 85 and older, there is a suicide rate of 49.8 per 100,000 people (Sutherland Par. 5-6).

By providing a place for senior citizens to interact and find friendships that can counteract loneliness, the Conejo Recreation and Park District is providing a much needed service to senior citizens. Further information about the impact of the program and participants' feelings about the center can be found in Appendix C.

The results of the survey distributed to participants indicate a very high level of satisfaction with the center. Based on this data, it is safe to say that seniors can access a nurturing and social environment through the Goebel Senior Adult Center that may reduce the risks described in this section facing senior citizens across this country.

5) Summary of Findings and Conclusion

As shown in clear terms and explained in some details, the Conejo Recreation and Park District has a strong economic presence in our region. Its functions impact every person and family either directly through utilization of its numerous services and economic impact, or indirectly through its improvements in the quality of life in the community.

“This report clearly demonstrates that the CRPD creates hundreds of jobs, contributes tens of millions of dollars to the economy, has a positive role in the development of youths, and is a place of hope and joy for senior citizens.”

The CRPD brings the entire community together to appreciate arts, participate in physical activity, care for the young and the older members of the community, and relate to one another as neighbors and friends. This report clearly demonstrates that the CRPD creates hundreds of jobs, contributes tens of millions of dollars to the economy, has a positive role in the development of youths, and is a place of hope and joy for senior citizens.

Section three of this report showed that the CRPD contributes to the economic life of its community through its budgetary and capital expenditures and the spending of visitors who come to our area for the functions and events that are either created directly by the institutions or through the presence and activities of its affiliated institutions, economic activities of affiliated institutions, and the work of volunteers. This study also showed in section four that the work of CRPD goes far beyond these direct economic activities and touches the lives of many people and their families through its centers serving many members of the community, both young and old.

5.1) Summary of Economic Impact Findings

Chapter Three of this report brought many lines of information together, some depicting a picture of what the present impact of the institution is and what the likely impact is going to be in the near future. The following charts puts all the impacts together in order to give a collective picture of the current year economic impact of CRPD in Ventura County as well as the state of California.

5.1.1) Ventura County

Since the mission of the CRPD is first to serve the local areas of Newbury Park, Thousand Oaks, and the Ventura County portion of Westlake Village, it is important first to begin the analysis on the regional level.

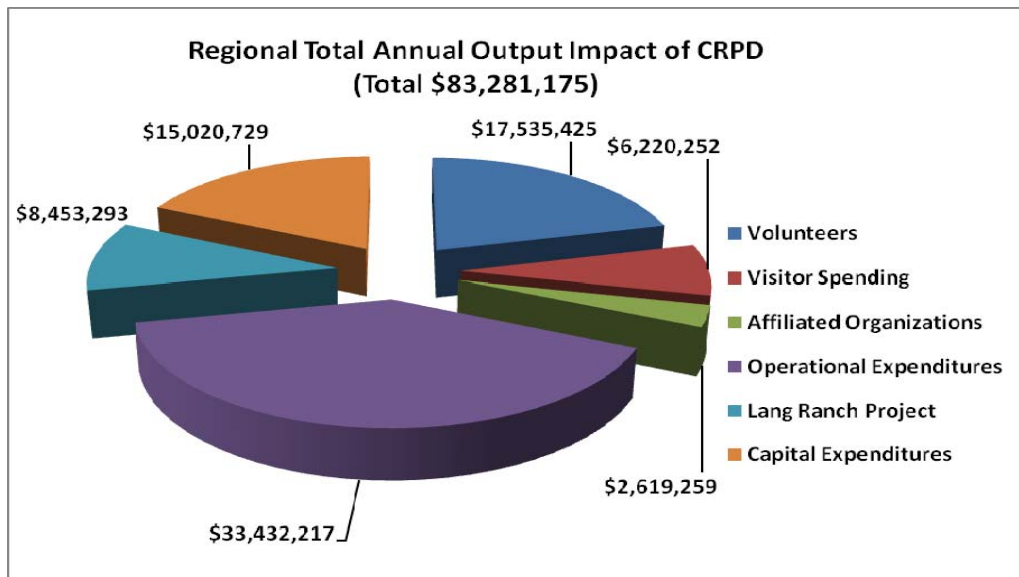
	2009 Economic Impact of CRPD in Ventura County					
	Direct	Indirect	Induced	TOTAL		
Output Impact	\$51,047,537	\$14,402,273	\$17,831,365	\$83,281,175		
Indirect Business Tax Impact	\$1,262,747	\$730,732	\$1,230,471	\$3,223,952		
Employment Impact	551.3	97.7	135.3	784.4		
Tax Impact	Employee Compensation	Proprietary Income	Household Expenses	Enterprises	Indirect Business Tax	TOTAL
	\$3,139,556	\$521,516	\$4,733,719	\$980,306	\$3,076,436	\$12,451,534

In 2009, the Conejo Recreation and Park District generated \$83,281,175 in economic output within Ventura County. Nearly 784¹¹ jobs were sustained through this activity across the community in hundreds of distinct public and private entities. Government revenues were sustained through \$3,223,952 in indirect business taxes and \$12,451,534 in all forms of taxes earned by local, state and the federal governments.

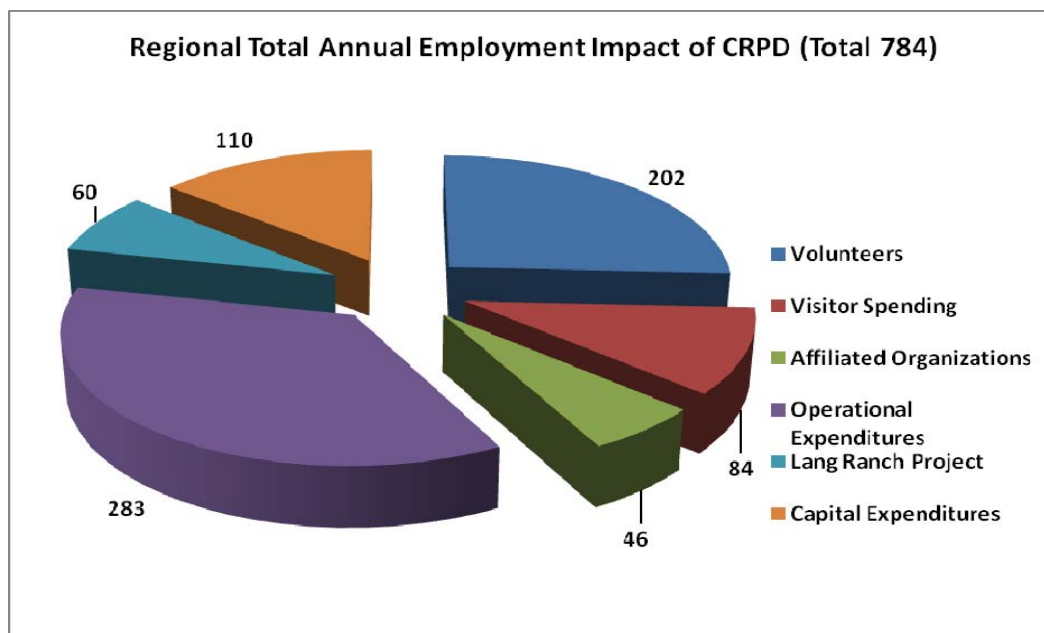
On the county level “in 2009, the Conejo Recreation and Park District generated \$83,281,175 in economic output... nearly 784 jobs... \$3,223,952 in indirect business taxes and \$12,451,534 in all forms of taxes”

In order to understand the contributions of various activities to these outcomes, the diagrams below depict graphic segments and contributions of different economic activity categories to these figures.

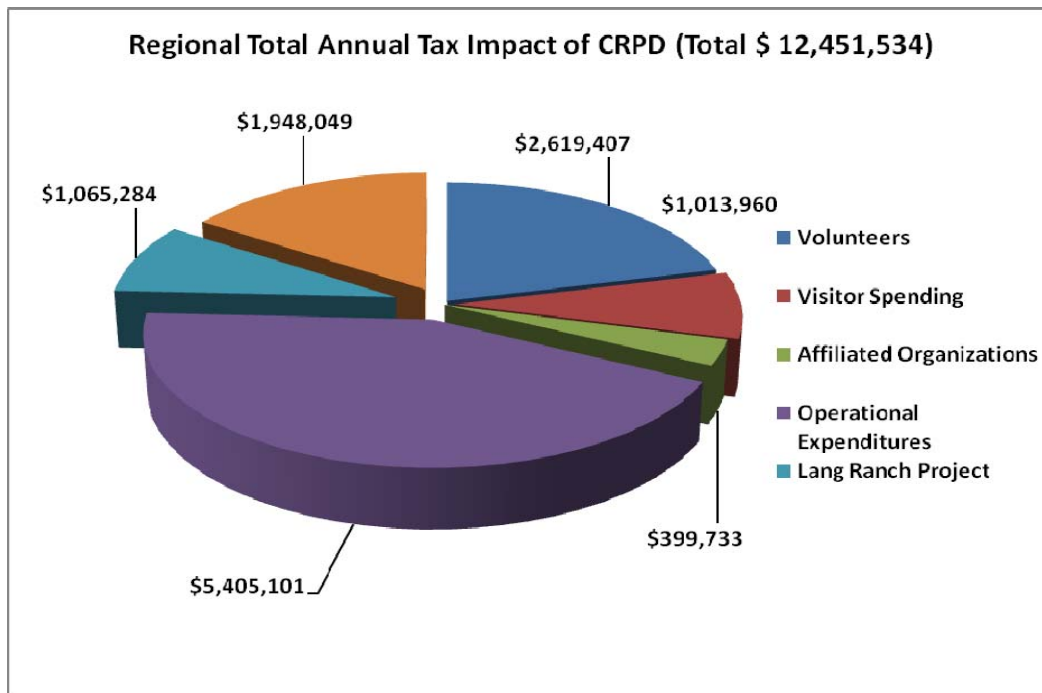
¹¹ This includes a portion of unpaid volunteer laborers.



The \$83.3 million of economic output generated by the district is accounted for across all six categories considered in this study. As expected, the largest contributor to this figure is the operational expenditures of the agency that account for 40% of the output created. Other significant contributors include the impact of volunteer labor and capital expenditures, which account for 21% and 18%, respectively.



The relative importance of these categories to job creation is similar to the findings for output impact. It is important to note, however, that the proportional share of visitor spending to job creation is greater. Visitor spending accounts for 10.3% of the 784 jobs created by the agency. Operational expenditures, nevertheless, lead the way, accounting for 36.1% of the job creation.



Over \$12.5 million in taxes are generated directly or indirectly through the activities of the district. The largest share is once again accounted for by operational expenditures which contribute 43.4% of the tax revenue generated.

5.1.2) State of California

The overall impact of the CRPD on the State of California is equally impressive and is indeed greater when considered on this level rather than on the county level. The following table presents various components of such varied economic impacts.

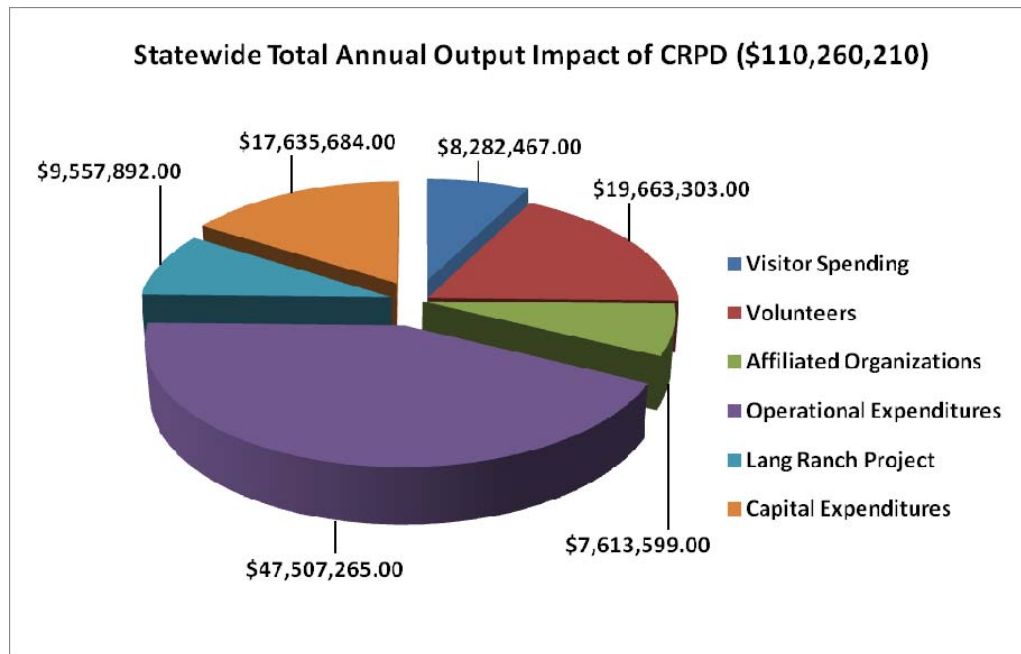
	2009 Economic Impact of CRPD in the State of California					
	Direct	Indirect	Induced	TOTAL		
Output Impact	\$59,632,052	\$20,646,484	\$29,981,676	\$110,260,210		
Indirect Business Tax Impact	\$1,639,120	\$937,572	\$1,797,677	\$4,374,499		
Employment Impact	604.9	124.8	202.9	932.7		
Tax Impact	Employee Compensation	Proprietary Income	Household Expenses	Enterprises	Indirect Business Tax	TOTAL
	\$4,275,546	\$623,252	\$5,926,187	\$1,374,164	\$4,180,066	\$16,379,213

Economic output generated by the Conejo Recreation and Park District across the state was in the nine figures, totaling \$110,260,210. Including jobs created within the county, 933¹² jobs were generated across the state. Such business activity generated \$4,374,499 in indirect business taxes and \$16,379,213 in all different forms of tax revenues for local, state and the federal governments.

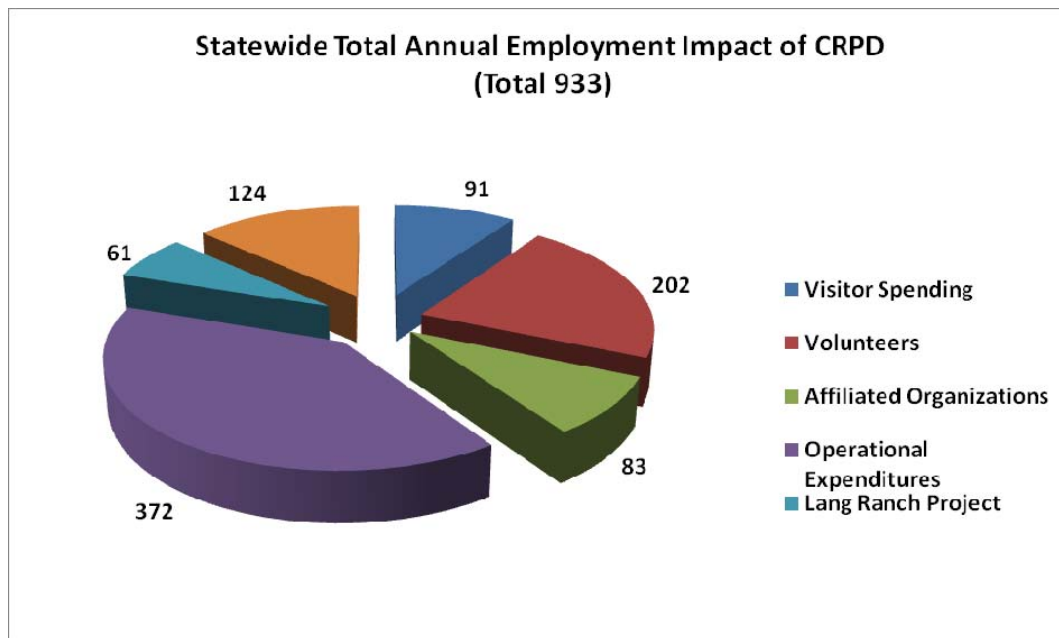
In 2009 "Economic output generated by the Conejo Recreation and Park District across the state was in nine figures"

¹² This includes a portion of unpaid volunteer laborers.

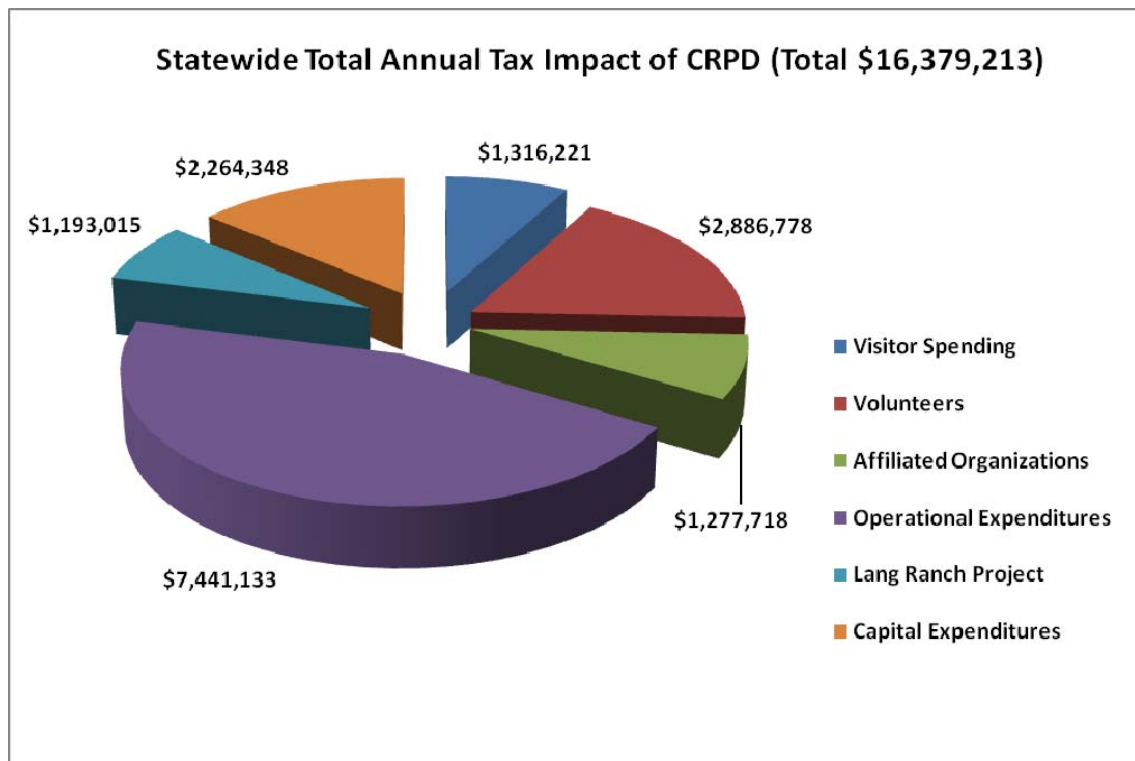
Once again, we shall consider the relative contribution of the six different categories of economic activity in generating output, jobs, and tax revenue.



Similar to the findings for the county level, operational expenditures accounted for the largest share of output. The impact of volunteerism was the next most significant economic impact.



Operational expenditures account for the largest proportion of jobs created across the state. The two activities accounting for the next largest shares include the impact of volunteers and capital expenditures.



\$16.4 million in taxes are generated directly or indirectly through the activities of the district across the state. The largest share is once again accounted for by operational expenditures. Capital Expenditures and volunteer labor follow next in terms of their contribution to the tax impact of the agency.

5.2) Harder to Measure Economic and Social Benefits

The various community centers operated by the Conejo Recreation and Park District provide valuable services to all members of the community. In order to better understand these benefits, in-depth analysis was conducted for the Alex Fiore Thousand Oaks Teen Center and Goebel Senior Adult Center. The results of these findings are generally applicable to other centers within the district.

In order to conduct these case studies of the two centers, three survey instruments were created with the intention of creating an opportunity to hear from various groups who directly benefit from the services of CRPD. First, teens who participate in the Alex Fiore Thousand Oaks Teen Center were surveyed. They represent the younger demographics whose lives are enriched by CRPD activities. Second, the parents of teenage participants were surveyed. This enables us to understand the way parents benefit from having these community services available for their families. Finally, senior citizens

participating in the Goebel Adult Senior Center were surveyed. Cumulatively, the three surveys represent a fair cross-section of the region that benefits from the operations of the community centers.

Each of these three surveys has its own specific theme that was built on issues of those specific groups. Findings of the surveys made it possible to assess the contribution of CRPD in clear terms. It is true that in almost all cases, it was difficult if not impossible to use the findings to make a concrete estimation of the institution's economic impact in monetary terms. Nonetheless, the clear positive economic consequences of the district are abundantly clear, confirming that monetary calculations in this report provide an underestimated baseline for the true economic impacts.

5.2.1) Teen Survey Results

The surveys circulated to teens inquiring about the impact of the Alex Fiore Thousand Oaks Teen Center on their lives yielded the following results:

- ✚ A vast majority of participants in the Alex Fiore Thousand Oaks Teen Center are middle-school aged children in the 7th and 8th grade; in total, they make up 80.3% of participants. This group of adolescents is most vulnerable to peer pressure and at risk by finding themselves between being a teen and a child. A social investment in the community is created by putting emphasis on helping teens to respect themselves and others, solve conflict without resorting to violence, developing good social habits, and learning healthy habits of exercise.
- ✚ A vast majority of teen respondents (89.2%) said that they find staff in the Alex Fiore Thousand Oaks Teen Center helpful either most of the time or always. This shows that for the most part the teens attending the Alex Fiore Thousand Oaks Teen Center look up to the staff as a source of knowledge. The fact that youths have this attitude regarding the staff is important since it is a building block for trust and mentoring. Many social studies point out the importance of having good mentors in the lives of young people. This need becomes more of an issue in communities where parents are busy struggling to make ends meet. The survey shows that many volunteers and staff in the Alex Fiore Thousand Oaks Teen Center can be a source of help to our teens to become better and more productive citizens in their future lives.
- ✚ Over half of the respondents (53.3%) felt that they liked the other kids most of the time while another fifth (22.9%) indicated that they always like the kids at the center. This indicates that the vast majority of youths attending the center have positive relationships and interactions with their peers. Getting along with peers is a good sign for growing up to be able to get along

with others in a community. The teen survey shows that the climate of the Alex Fiore Thousand Oaks Teen Center is definitely conducive for such positive transformation in those who attend this Alex Fiore Thousand Oaks Teen Center.

✚ 50.5% of respondents indicate that they either exercise always or most of the time when coming to the Alex Fiore Thousand Oaks Teen Center. An additional 28.3% indicate that they exercise sometimes when coming to the center. These results show that the opportunity for improved health through physical activity is being enjoyed by Alex Fiore Thousand Oaks Teen Center participants. Lack of exercise and inappropriate nutrition have unfortunately become alarming trends in our communities, particularly among our young people. Developing healthy habits at a young age is the best way to reduce such high risk towards building a healthier future society with greater productivity, happier life and much lower cost of healthcare. The Alex Fiore Thousand Oaks Teen Center seems to have made great strides in the right direction, thereby generating higher economic return in terms of more productive social capital in the years to come.

✚ In order to understand whether sports are having this expected outcome, the survey asked respondents whether the sports and physical activities in the center have helped them lose weight. Although a majority were uncertain or said that it has not helped, a significant proportion of 24.5% said that the programs have helped them lose weight. Moreover, since it is uncertain what proportion of these respondents needed to lose weight, it is possible that some of those who said “no” did not need to lose weight. The fact that nearly a quarter of program participants have lost weight due to programming offered by the center is a sign that the program is helping youths improve their health.

5.2.2) Parent Survey Results

The results of the survey distributed to parents of teens participating in the Alex Fiore Thousand Oaks Teen Center are presented below:

✚ When asked whether the Alex Fiore Thousand Oaks Teen Center has made it easier for parents to keep their jobs, half of the respondents indicated that it is either true or very true that the center has made that possible. By allowing parents to keep their jobs, the Alex Fiore Thousand Oaks Teen Center is providing an economic benefit to the community. If such parents could not keep their jobs, the region would lose economic output and tax revenue.

- ✚ 38.0% of parents report that the Alex Fiore Thousand Oaks Teen Center has made it easier for them to go to school. By facilitating these individuals to pursue their education and upgrade their skills, the Alex Fiore Thousand Oaks Teen Center is helping these individuals become more productive members of the community. Greater productivity will ultimately result in greater economic output and tax revenue. Once again, the exact magnitude of this impact is hard to measure, but that should not reduce the praiseworthiness of the Alex Fiore Thousand Oaks Teen Center's service to parents.
- ✚ Over two-thirds of respondents (68.4%) indicated that they either agree or strongly agree that their children have been better able to make friends since going to the Alex Fiore Thousand Oaks Teen Center. This reconfirms the influence of Alex Fiore Thousand Oaks Teen Center in helping young people become more sociable and better settled in their own community to get along with other people of their own age group.
- ✚ A strong majority (74.7%) of parents either agrees or strongly agrees their child has a better self-image since attending the Alex Fiore Thousand Oaks Teen Center. Enrichment programs that engage these teenagers are the likely cause of this improvement. Such improvement is pivotal to create a socially and psychologically better adolescent and hopefully more peaceful adult in the years to come.
- ✚ A strong majority of parents (61.2%) either agree or strongly agree that their child seems to enjoy going to school more since going to the Alex Fiore Thousand Oaks Teen Center. The impact of the Alex Fiore Thousand Oaks Teen Center therefore seems to extend beyond its own operational hours. Liking school is strongly associated with what goes on in a school environment and could be a basis of developing better social and academic skills that both have a much pronounced impact on the economy in the years to come.

5.2.3) Adult Senior Survey Results

The results of the surveys distributed to participants at the Goebel Adult Senior Center are provided below:

- ✚ Social isolation and loneliness are real problems for many senior citizens across the United States. While the general nationwide realities are useful, more specific data about those served by the Conejo Recreation and Park District is critical for understanding the role of the agency in serving the community. When asked whether participants of the center are having sufficient social interaction, a substantial majority of adult senior citizens attending the center (74.9%)

said that they are having “about enough.” This is an important finding, indicating that seniors in the Conejo Valley have access to a center that brings a better quality of life to them and protects them against such widespread problems that many in their stage of life have to struggle with.

- ✚ A similarly high level of senior adult center participants (74.5%) indicated that physical and mental health issues have not interfered with their social activities.
- ✚ High marks were given to the quality of the programs. They all show creation of an environment that keeps senior citizens physically, mentally and socially active. These are all indicating a significant economic contribution in bringing a higher quality of life to many senior citizens in the Conejo Valley.

5.3) Concluding Remarks and Policy Implications

This study shows that the Conejo Recreation and Park District is a vital institution that brings both economic prosperity and social improvements to the residents of Ventura County. In 2009, the institution spent \$40,097,148 comprised of its budgetary and total capital expenditures (for maintaining the existing structure and new projects). This study shows that the total contribution of the institution in the same year reached \$83,281,175 in economic output within Ventura County and \$110,260,210 within the state of California. This shows that for every dollar spent by the organization, some \$2.07 were added to the regional and some \$2.74 to the state gross regional products. The total number of paid jobs (full time plus full-time- equivalent; FTE) was about 161 in the institution upon conclusion of 2009. Total jobs created in Ventura County through various activities and contribution of CRPD reached 784 in the county and 933 within the state of California.

“For every dollar spent by the organization, some \$2.07 were added to the regional and some \$2.74 to the state gross regional products”

The direct economic impact of the CRPD in the near future includes its plan to complete the Lang Ranch Community Park. This project will generate \$51,060,160 in terms of regional output in Ventura County over the period of its construction. These expenditures will create more than 340 jobs in the community. The economic output and jobs will be spread across over 400 different industries through direct, indirect, and induced expenditures. As a result of this economic activity, government revenues will be bolstered by \$1,216,286 in indirect business taxes and by \$6,079,844 in overall tax revenue of local, state and federal governments.

The Lang Ranch Community project impact goes much further than its immediate economic impact during the period of its construction. It will help land preservation for maintaining a greener environment, a place for the community to use for recreation, and at the same time add to the natural beauty of the region and its quality of life, both of which are vital for its continued economic prosperity.

Conejo Valley is a community with a significant number of families with children and at the same time, a growing number of senior citizens that are projected to increase in proportion to other segments of its population. This study shows that the CRPD has successfully created a place for youth and older populations to get together, enjoy each other's company, utilize their talents and learn new skills or develop their artistic talents. Although this study did not go further to measure their tangible economic impact in monetary terms, the survey results provided strong evidence that teens, their families, and senior citizens are direct beneficiaries of this institutions' investment for betterment of their economic and social lives.

This study demonstrates that the investment of the CRPD provides much needed support to create a more prosperous community in the Conejo Valley.

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Appendix A: Capital Expenditures

As discussed in section 3.2.1, the economic output that will likely result from CRPD capital expenditures will exceed \$52 million in Ventura County if capital expenditures can proceed as planned through 2018. This spending will create nearly 350 jobs in the same time period. Indirect taxes generated will reach \$1,300,435 and total tax revenue generated will reach \$6,086,554. Below, a year-by-year breakdown of these economic impacts can be seen:

2010 Economic Impact of Budgeted Capital Expenditures in Ventura County						
	Direct	Indirect	Induced	TOTAL		
Output Impact	\$2,959,000	\$832,194	\$935,741	\$4,726,935		
Indirect Business Tax Impact	\$20,193	\$39,329	\$64,154	\$123,677		
Employment Impact	22.8	5.6	6.9	35.3		
Tax Impact	Employee Compensation	Proprietary Income	Household Expenses	Enterprises	Indirect Business Tax	TOTAL
	\$187,667	\$17,502	\$242,690	\$48,014	\$116,075	\$611,947
2011 Economic Impact of Budgeted Capital Expenditures in Ventura County						
	Direct	Indirect	Induced	TOTAL		
Output Impact	\$3,033,800	\$863,366	\$900,373	\$4,797,539		
Indirect Business Tax Impact	\$19,613	\$38,321	\$61,445	\$119,379		
Employment Impact	20.9	5.5	6.5	32.9		
Tax Impact	Employee Compensation	Proprietary Income	Household Expenses	Enterprises	Indirect Business Tax	TOTAL
	\$174,109	\$17,423	\$228,648	\$48,841	\$109,751	\$578,772
2012 Economic Impact of Budgeted Capital Expenditures in Ventura County						
	Direct	Indirect	Induced	TOTAL		
Output Impact	\$1,807,500	\$488,316	\$550,671	\$2,846,487		
Indirect Business Tax Impact	\$13,227	\$24,752	\$37,405	\$75,384		
Employment Impact	13.4	3.1	3.9	20.4		
Tax Impact	Employee Compensation	Proprietary Income	Household Expenses	Enterprises	Indirect Business Tax	TOTAL
	\$107,775	\$9,198	\$136,861	\$26,503	\$67,718	\$348,054
2013 Economic Impact of Budgeted Capital Expenditures in Ventura County						
	Direct	Indirect	Induced	TOTAL		
Output Impact	\$2,485,000	\$683,100	\$736,943	\$3,905,044		
Indirect Business Tax Impact	\$16,936	\$31,738	\$49,826	\$98,499		
Employment Impact	16.8	4.2	5.1	26.1		
Tax Impact	Employee Compensation	Proprietary Income	Household Expenses	Enterprises	Indirect Business Tax	TOTAL
	\$138,466	\$12,962	\$179,209	\$36,289	\$86,590	\$453,516

2014 Economic Impact of Budgeted Capital Expenditures in Ventura County						
	Direct	Indirect	Induced	TOTAL		
Output Impact	\$3,298,300	\$908,218	\$945,845	\$5,152,363		
Indirect Business						
Tax Impact	\$21,925	\$40,807	\$63,651	\$126,384		
Employment Impact	20.8	5.3	6.4	32.6		
Tax Impact	Employee Compensation	Proprietary Income	Household Expenses	Enterprises	Indirect Business Tax	TOTAL
	\$172,600	\$16,695	\$224,968	\$47,062	\$108,721	\$570,045
2015 Economic Impact of Budgeted Capital Expenditures in Ventura County						
	Direct	Indirect	Induced	TOTAL		
Output Impact	\$1,963,100	\$538,099	\$553,759	\$3,054,958		
Indirect Business						
Tax Impact	\$12,939	\$23,805	\$37,092	\$73,835		
Employment Impact	11.9	3.1	3.7	18.6		
Tax Impact	Employee Compensation	Proprietary Income	Household Expenses	Enterprises	Indirect Business Tax	TOTAL
	\$98,574	\$9,635	\$128,778	\$27,114	\$62,106	\$326,207
2016 Economic Impact of Budgeted Capital Expenditures in Ventura County						
	Direct	Indirect	Induced	TOTAL		
Output Impact	\$770,000	\$200,974	\$222,200	\$1,193,174		
Indirect Business						
Tax Impact	\$5,656	\$10,017	\$14,814	\$30,487		
Employment Impact	4.9	1.1	1.4	7.5		
Tax Impact	Employee Compensation	Proprietary Income	Household Expenses	Enterprises	Indirect Business Tax	TOTAL
	\$39,811	\$3,380	\$50,502	\$9,748	\$25,012	\$128,453
2017 Economic Impact of Budgeted Capital Expenditures in Ventura County						
	Direct	Indirect	Induced	TOTAL		
Output Impact	\$2,447,000	\$653,495	\$679,099	\$3,779,594		
Indirect Business						
Tax Impact	\$16,640	\$29,589	\$45,063	\$91,293		
Employment Impact	14.2	3.5	4.3	22		
Tax Impact	Employee Compensation	Proprietary Income	Household Expenses	Enterprises	Indirect Business Tax	TOTAL
	\$116,425	\$10,945	\$150,818	\$31,002	\$73,293	\$382,483
2018 Economic Impact of Budgeted Capital Expenditures in Ventura County						
	Direct	Indirect	Induced	TOTAL		
Output Impact	\$2,337,000	\$623,667	\$645,482	\$3,606,149		
Indirect Business						
Tax Impact	\$15,595	\$27,488	\$42,633	\$85,716		
Employment Impact	13	3.3	4	20.3		
Tax Impact	Employee Compensation	Proprietary Income	Household Expenses	Enterprises	Indirect Business Tax	TOTAL
	\$107,596	\$10,334	\$140,025	\$28,714	\$67,198	\$353,867

	2019 Economic Impact of Budgeted Capital Expenditures in Ventura County					
	Direct	Indirect	Induced	TOTAL		
Output Impact	\$2,579,830	\$659,796	\$715,078	\$3,954,704		
Indirect Business Tax Impact	\$18,840	\$32,120	\$47,009	\$97,969		
Employment Impact	14.8	3.4	4.3	22.5		
Tax Impact	Employee Compensation	Proprietary Income	Household Expenses	Enterprises	Indirect Business Tax	TOTAL
	\$119,207	\$10,202	\$151,464	\$29,383	\$74,905	\$385,161

As discussed in section 3.2.2, economic output resulting from CRPD capital expenditures over the next ten years is \$59,395,136 on the state level. Over the same time period, this spending will create more than 426 jobs. Government revenues from these expenditures will total \$1,535,795 in indirect taxes and \$8,012,914 in total taxes. A detailed breakdown of these impacts year-over-year can be seen below:

	2010 Economic Impact of Budgeted Capital Expenditures in the State of California					
	Direct	Indirect	Induced	TOTAL		
Output Impact	\$2,958,836	\$1,042,629	\$1,346,424	\$5,347,888		
Indirect Business Tax Impact	\$21,029	\$42,821	\$80,353	\$144,204		
Employment Impact	23.8	6.5	9.8	40.1		
Tax Impact	Employee Compensation	Proprietary Income	Household Expenses	Enterprises	Indirect Business Tax	TOTAL
	\$231,218	\$23,037	\$290,124	\$67,081	\$150,952	\$762,411

	2011 Economic Impact of Budgeted Capital Expenditures in the State of California					
	Direct	Indirect	Induced	TOTAL		
Output Impact	\$3,033,800	\$1,083,469	\$1,301,263	\$5,418,532		
Indirect Business Tax Impact	\$20,375	\$41,850	\$77,311	\$139,535		
Employment Impact	22.7	6.6	9.6	38.9		
Tax Impact	Employee Compensation	Proprietary Income	Household Expenses	Enterprises	Indirect Business Tax	TOTAL
	\$221,321	\$24,366	\$284,295	\$70,263	\$148,274	\$748,519

	2012 Economic Impact of Budgeted Capital Expenditures in the State of California					
	Direct	Indirect	Induced	TOTAL		
Output Impact	\$1,807,500	\$619,747	\$793,811	\$3,221,058		
Indirect Business Tax Impact	\$13,795	\$26,988	\$46,951	\$87,734		
Employment Impact	15.1	3.9	6	24.9		
Tax Impact	Employee Compensation	Proprietary Income	Household Expenses	Enterprises	Indirect Business Tax	TOTAL
	\$141,829	\$13,396	\$175,872	\$40,160	\$94,458	\$465,715

	2013 Economic Impact of Budgeted Capital Expenditures in the State of California					
	Direct	Indirect	Induced	TOTAL		
Output Impact	\$2,484,949	\$855,848	\$1,064,208	\$4,405,004		
Indirect Business						
Tax Impact	\$17,629	\$34,605	\$62,661	\$114,895		
Employment Impact	19.7	5.4	8.1	33.1		
Tax Impact	Employee Compensation	Proprietary Income	Household Expenses	Enterprises	Indirect Business Tax	TOTAL
	\$189,567	\$19,339	\$239,148	\$56,505	\$125,569	\$630,128
	2014 Economic Impact of Budgeted Capital Expenditures in the State of California					
	Direct	Indirect	Induced	TOTAL		
Output Impact	\$3,298,300	\$1,136,400	\$1,368,854	\$5,803,554		
Indirect Business						
Tax Impact	\$22,799	\$44,549	\$80,236	\$147,584		
Employment Impact	25.3	7.1	10.6	42.9		
Tax Impact	Employee Compensation	Proprietary Income	Household Expenses	Enterprises	Indirect Business Tax	TOTAL
	\$244,514	\$26,052	\$311,619	\$75,724	\$163,593	\$821,501
	2015 Economic Impact of Budgeted Capital Expenditures in the State of California					
	Direct	Indirect	Induced	TOTAL		
Output Impact	\$1,963,100	\$671,459	\$802,112	\$3,436,671		
Indirect Business						
Tax Impact	\$13,450	\$25,991	\$46,805	\$86,246		
Employment Impact	14.9	4.2	6.3	25.4		
Tax Impact	Employee Compensation	Proprietary Income	Household Expenses	Enterprises	Indirect Business Tax	TOTAL
	\$144,815	\$15,586	\$185,005	\$45,192	\$96,929	\$487,526
	2016 Economic Impact of Budgeted Capital Expenditures in the State of California					
	Direct	Indirect	Induced	TOTAL		
Output Impact	\$770,000	\$253,471	\$321,120	\$1,344,590		
Indirect Business						
Tax Impact	\$5,900	\$10,923	\$18,654	\$35,477		
Employment Impact	6.5	1.6	2.5	10.6		
Tax Impact	Employee Compensation	Proprietary Income	Household Expenses	Enterprises	Indirect Business Tax	TOTAL
	\$60,560	\$5,691	\$75,013	\$17,084	\$40,326	\$198,675

	2017 Economic Impact of Budgeted Capital Expenditures in the State of California					
	Direct	Indirect	Induced	TOTAL		
Output Impact	\$2,447,000	\$815,291	\$984,042	\$4,246,333		
Indirect Business Tax Impact	\$17,316	\$32,296	\$56,908	\$106,520		
Employment Impact	19.1	5.3	7.9	32.3		
Tax Impact	Employee Compensation	Proprietary Income	Household Expenses	Enterprises	Indirect Business Tax	TOTAL
	\$183,823	\$19,056	\$232,764	\$55,766	\$122,854	\$614,262
	2018 Economic Impact of Budgeted Capital Expenditures in the State of California					
	Direct	Indirect	Induced	TOTAL		
Output Impact	\$2,366,938	\$772,246	\$935,310	\$4,044,495		
Indirect Business Tax Impact	\$16,224	\$29,971	\$53,848	\$100,042		
Employment Impact	18.2	5.1	7.6	30.9		
Tax Impact	Employee Compensation	Proprietary Income	Household Expenses	Enterprises	Indirect Business Tax	TOTAL
	\$176,816	\$18,432	\$224,184	\$53,484	\$116,944	\$589,860
	2019 Economic Impact of Budgeted Capital Expenditures in the State of California					
	Direct	Indirect	Induced	TOTAL		
Output Impact	\$2,579,830	\$827,516	\$1,035,337	\$4,442,683		
Indirect Business Tax Impact	\$19,648	\$35,033	\$59,341	\$114,022		
Employment Impact	13.9	3.6	5.5	23		
Tax Impact	Employee Compensation	Proprietary Income	Household Expenses	Enterprises	Indirect Business Tax	TOTAL
	\$130,878	\$12,395	\$162,388	\$37,133	\$87,173	\$429,969

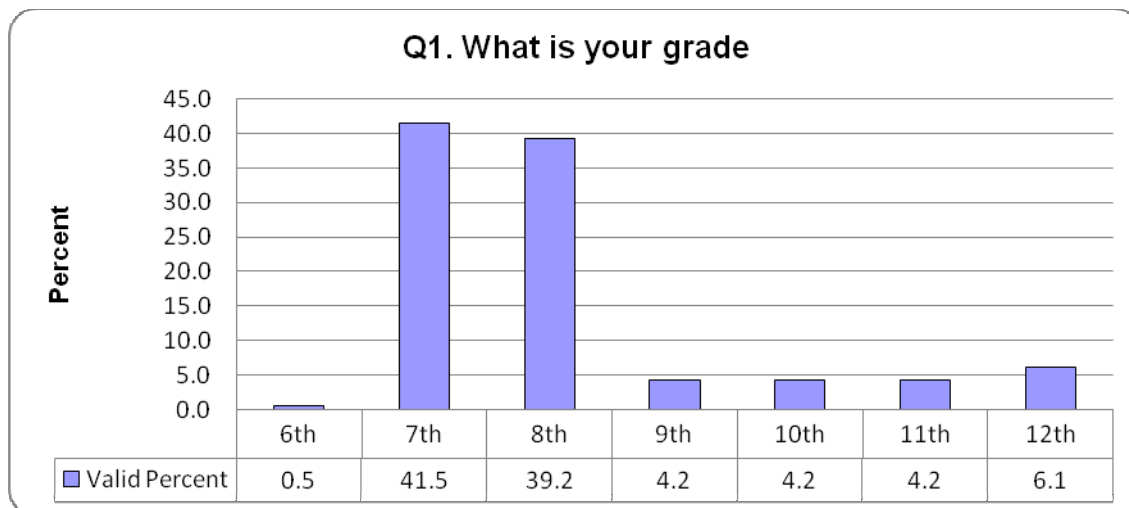
Appendix B: Alex Fiore Thousand Oaks Teen Center Case Study

Summary of Findings from Teen Survey

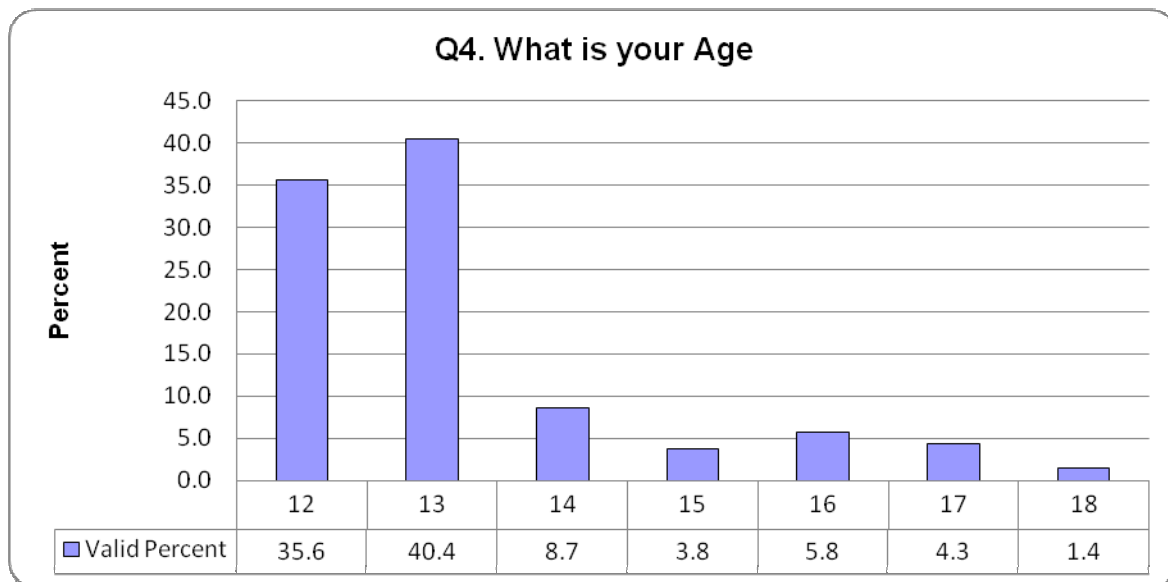
The Alex Fiore Teen Center provides youths in the Conejo Valley an exceptional after-school resource. The Alex Fiore Thousand Oaks Teen Center offers a variety of activities to its participants. In order to understand the effectiveness of the center, a survey was created and distributed to 213 center attendees. The results of this survey illustrate the ways in which younger members of the community benefits from Alex Fiore Thousand Oaks Teen Center services.

Basic Information

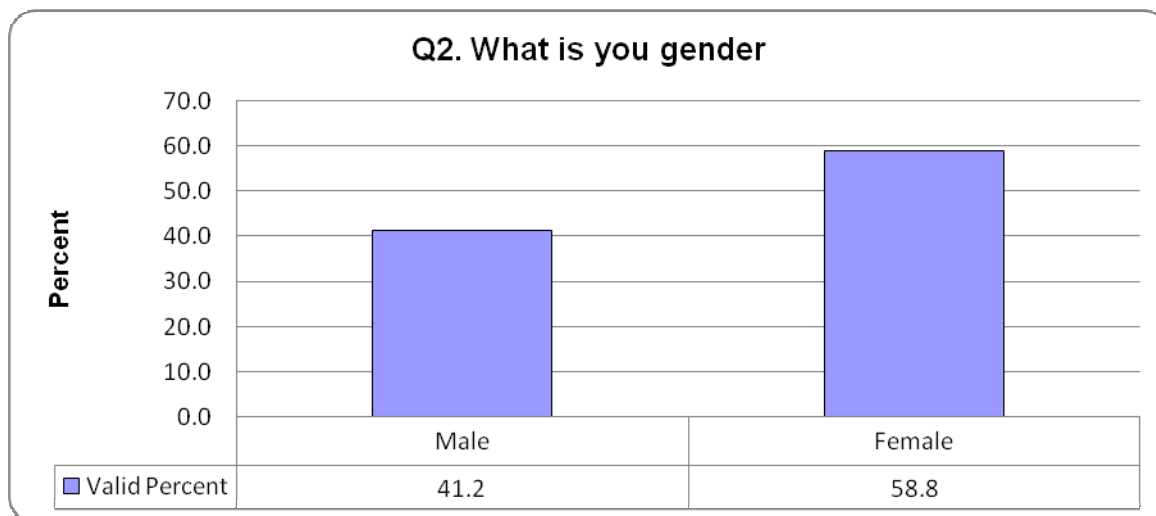
In assessing the impact of the Alex Fiore Thousand Oaks Teen Center, it is useful to understand the profile of those who are served by the program. In order to determine the profile of those served, several demographic questions were included in the survey. In addition to demographic indicators, the survey also sought to understand how often teens use the center; this helps to understand the importance and role of the center in the daily lives of teen participants.



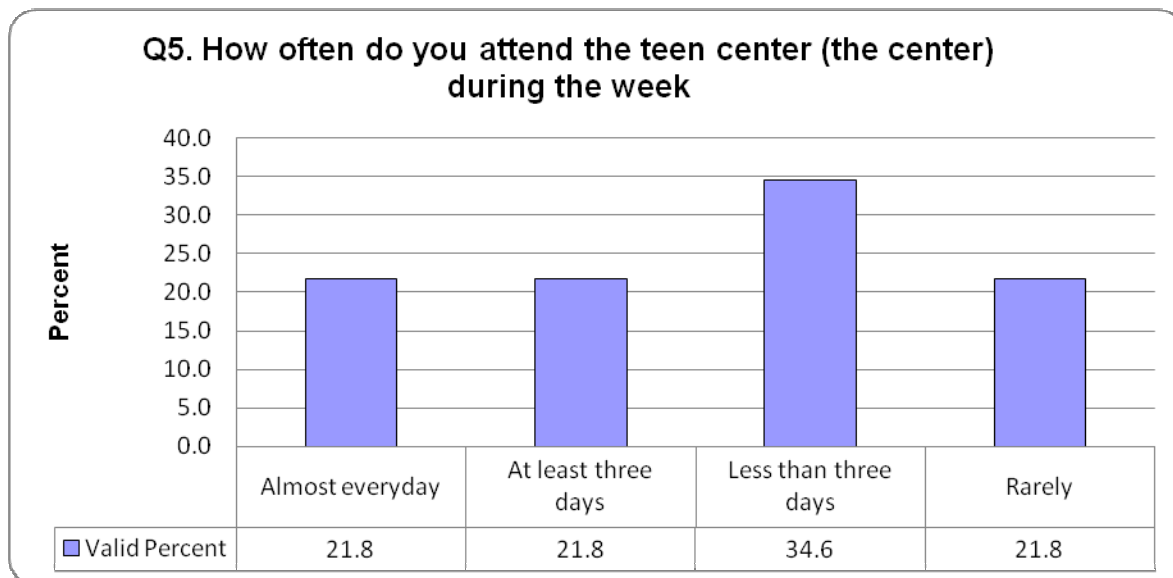
The vast majority of participants in the Alex Fiore Thousand Oaks Teen Center are middle-school aged children in the 7th and 8th grade; in total, they make up 80.3% of participants. In comparison, only 18.7% of participants are in high school.



As one would expect with the grade composition of center participants, the vast majority (76.0%) of Alex Fiore Thousand Oaks Teen Center participants are younger teens and preteens 12 and 13 years old. The rest are evenly distributed between 14 and 17 years old.



The majority of respondents to the survey were females (58.8%).



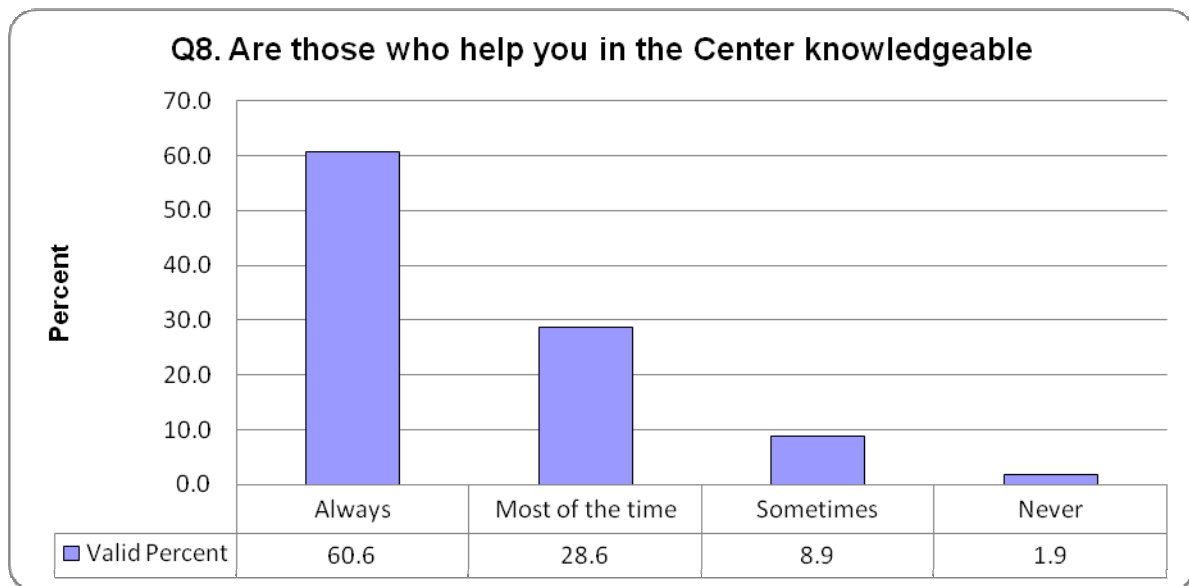
A substantial proportion of respondents to the survey indicated that they use the center on a regular basis (78.2%). While the frequency of regular visits vary, about 43.6% of respondents use the center at least three times a week while 21.8% use the center daily. This level of participation indicates that the center is a vital after-school resource for many of these youths.

Given the fact that young people tend to be the most at-risk during the afternoon hours in which the center is open, the frequent use of center services indicates that many regularly rely on the center during these critical hours. Without this resource, it is unclear whether those who depend on it daily would have better alternate options.

Teen Participant Opinions Regarding Center Staff

The success of any public service depends on those trusted to manage and carry out a program. As such, the survey asked participants to share their feelings about the center staff.

“A vast majority of teen respondents (89.2%) said that they find [the center’s staff and volunteers] helpful either most of the time or always. This shows that for the most part the teens attending the teen center look up to the staff as a source of knowledge.”



When asked whether those who help them in the center are knowledgeable, a vast majority of teen respondents (89.2%) said that they find them helpful either most of the time or always. This shows that for the most part the teens attending the teen center look up to the staff as a source of knowledge. The fact that youths have this attitude regarding the staff is important since it is a building block for trust and mentoring.

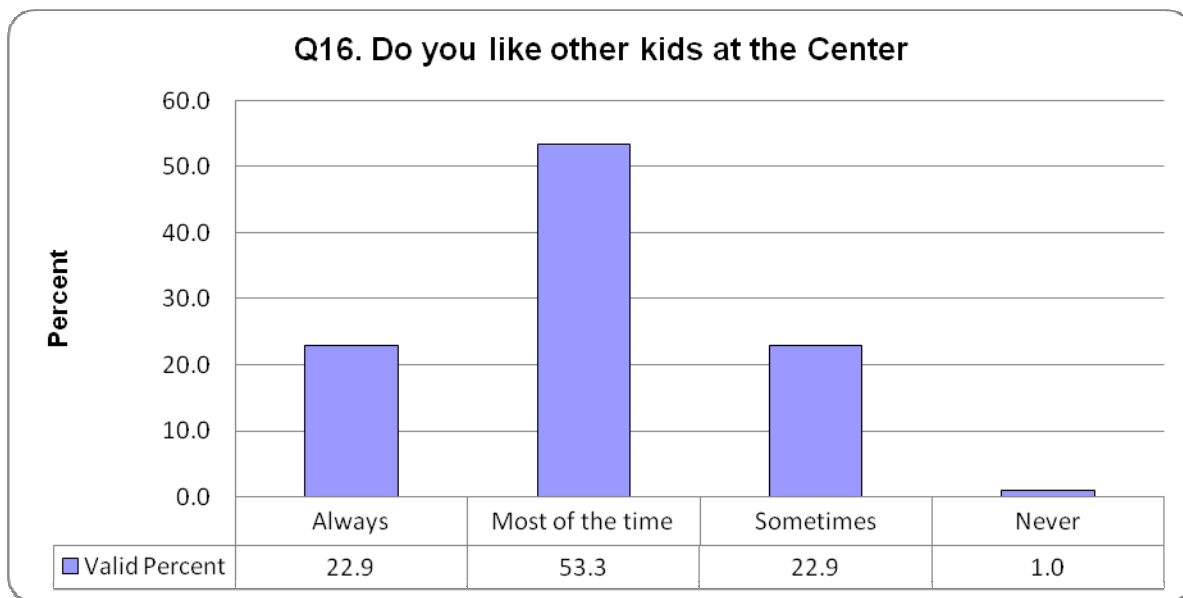


Another important consideration for staff management is whether the staff is respectful of those attending the center. It is necessary to treat youths with respect since otherwise; the atmosphere of the center would be compromised. Fortunately, the results of the survey are promising in this regard.

Almost every youth respondent (97.2%) indicated that they found the staff respectful either always or most of the time. Particularly promising is the fact that not a single youth said the staff was “never” respectful.

Social Climate and Safety in Alex Fiore Thousand Oaks Teen Center

While the relationship between the staff and the youths is one important factor, other equally important considerations are safety and the social climate between the teens attending the center. In order to maintain a positive place for after-school enrichment, students must treat each other well. The survey included several questions designed to determine how students felt about their peers in the center in order to understand the social climate in the center.

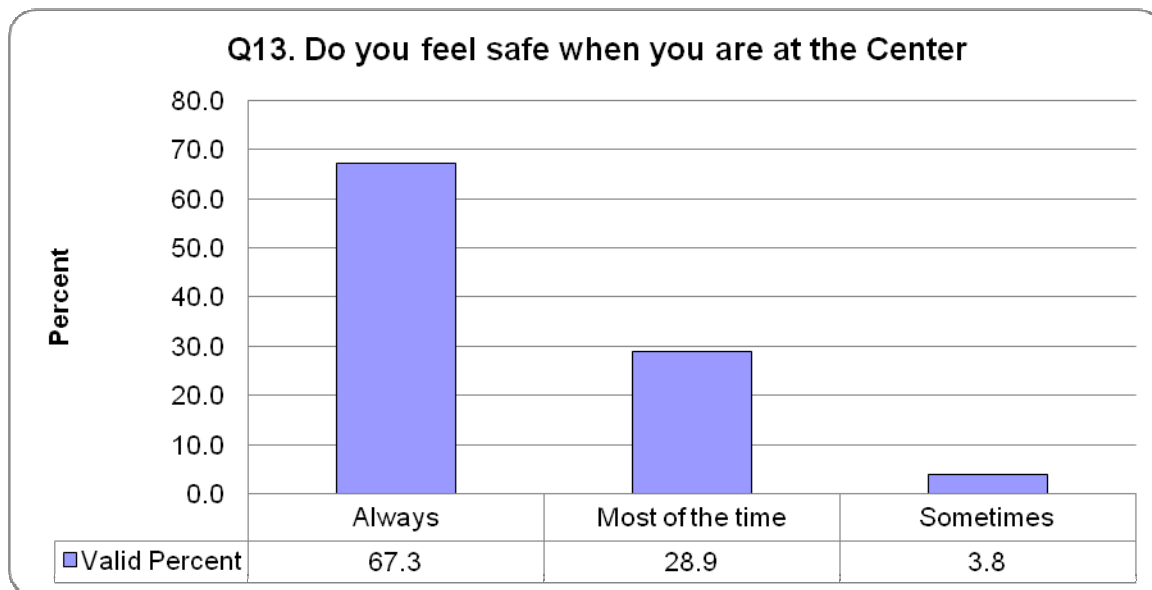


The survey directly asked Alex Fiore Thousand Oaks Teen Center participants whether they like the other kids at the center. For the most part, the results were promising. Over half of the respondents (53.3%) felt that they liked the other kids most of the time while another fifth (22.9%) indicated that they always like the kids at the center. This indicates that the vast majority of youths attending the center have positive relationships and interactions with their peers. Unfortunately, about 22.9% of respondents said that they liked the other kids sometimes while 1.0% said never. Although these numbers are relatively small, it is necessary to consider ways in which to reduce the number of youths who feel negatively about other students at the center.

“Given the fact that parents rely on the Alex Fiore Thousand Oaks Teen Center to provide a safe environment for kids at the center, it is important to see whether students do or do not feel safe at the center. The results in this area were very positive. Nearly every student (96.2%) felt that they were safe at the center either most of the time or always.”



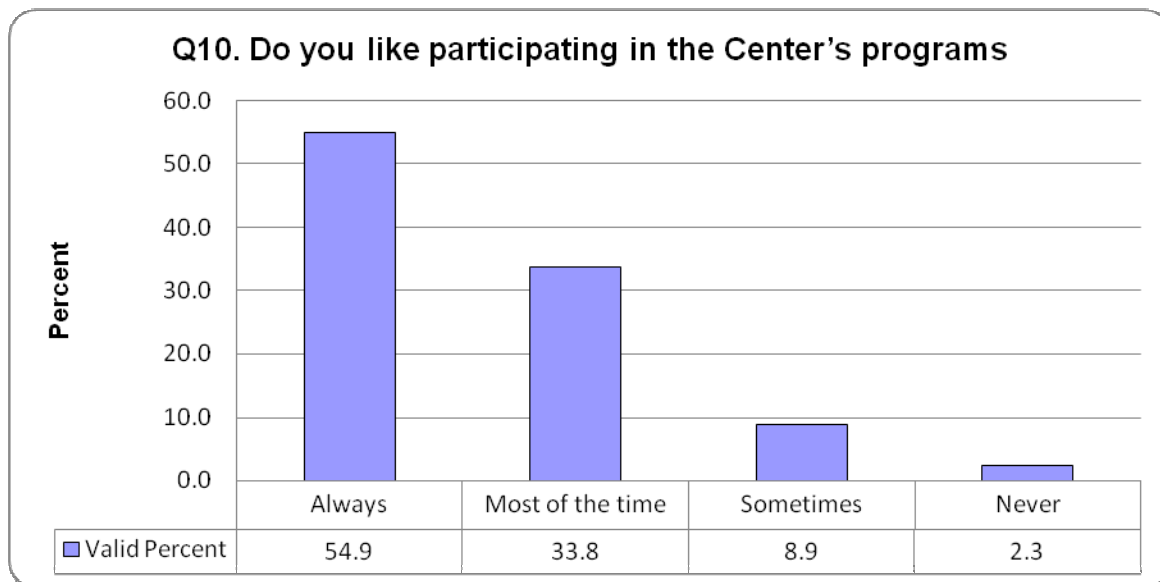
Trust is another important indicator for the social environment existing at the Alex Fiore Thousand Oaks Teen Center. A higher level of openness and comfort is necessary for people to trust one another. Fortunately, the results are generally promising in this area as well, since 67.3% of students trust their peers at the center either most of the time or always. Yet only a notable minority feels this way sometimes (25.6%) while 7.1% of youths feel that they cannot trust others attending the center.



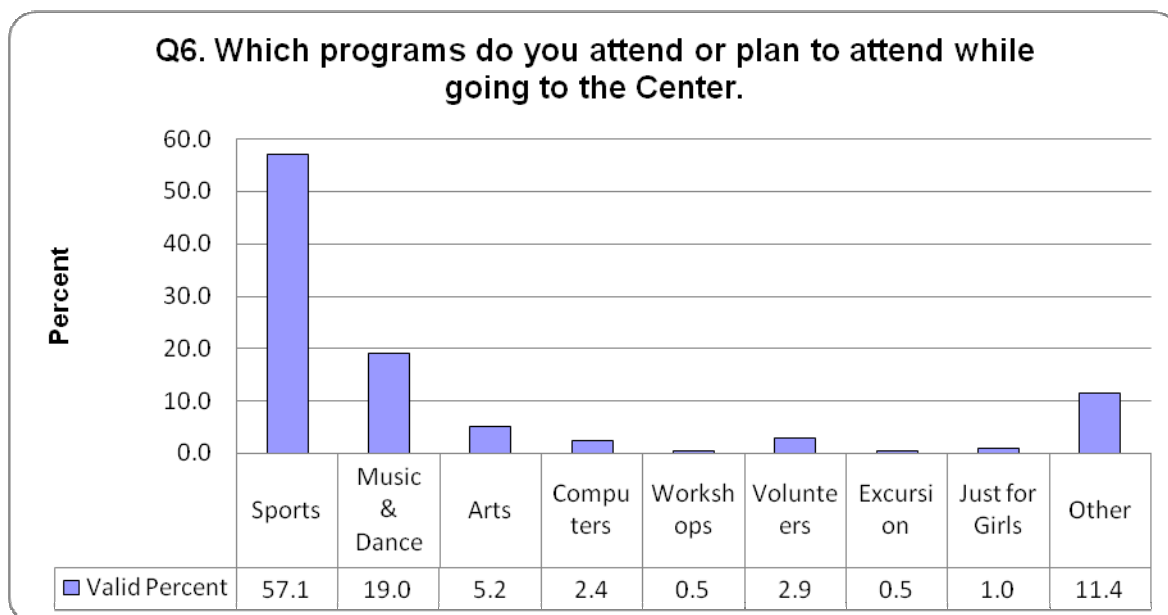
Given the fact that parents rely on the Alex Fiore Thousand Oaks Teen Center to provide a safe environment for kids at the center, it is important to see whether students do or do not feel safe at the center. The results in this area were very positive. Nearly every student (96.2%) felt that they were safe at the center either most of the time or always. Although 3.8% felt safe sometimes, not a single student indicated that they never felt safe. While such results are promising and indicative of widespread success, when it comes to safety the goal should be 100%. As such, center management should be vigilant as to why a few students only feel safe sometimes.

Center Program and Activities

The Alex Fiore Thousand Oaks Teen Center provides a myriad of activities and programs to youths attending the center. These opportunities range from playing sports to using computers. In order to ensure the best possible experience, the survey assessed student satisfaction with such programming.

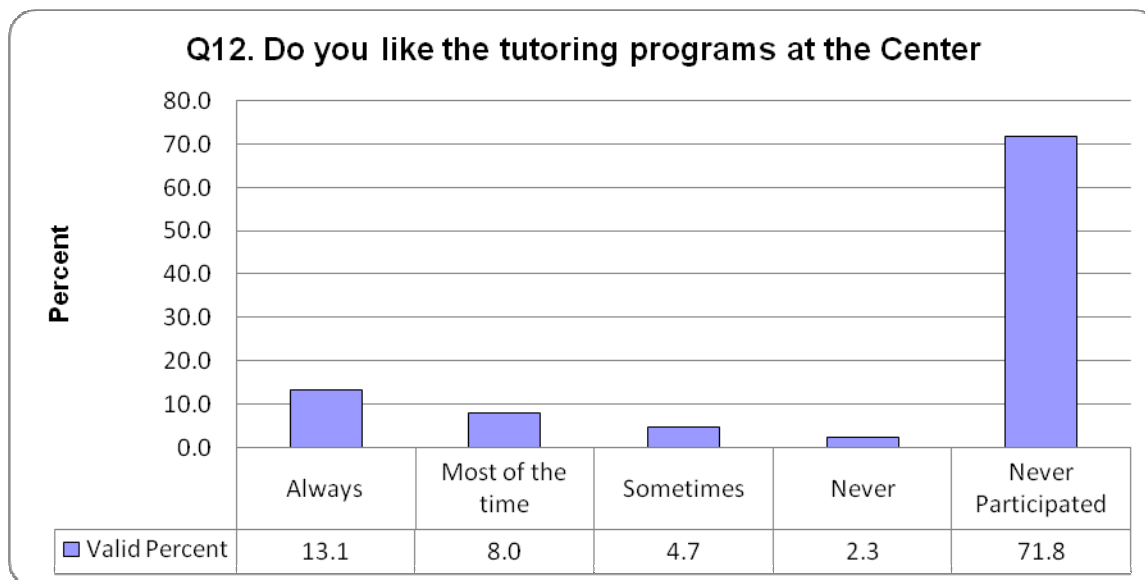


Overall, students expressed approval for the programs offered at the center. A vast majority (88.7%) of respondents indicated that they like the programs either always or most of the time. Such widespread approval indicates that the staff has succeeded in providing its youth participants with sufficient programming.



The survey also sought to understand the sort of activities that youths found most appealing. By far, sports programs are the most popular, as 57.1% of center attendees reported that they participate in

these activities. Music and Dance was the second most selected category while the remaining program areas received a relatively equal level of participation. These results are particularly promising, given the enrichment benefits of athletics and the arts discussed earlier.



One particularly useful service provided at the Alex Fiore Thousand Oaks Teen Center is tutoring programs. It is important to note that a vast majority of respondents indicate that they have never received tutoring services. Based on the survey, it is unclear what the reason is for such high levels of nonparticipation.

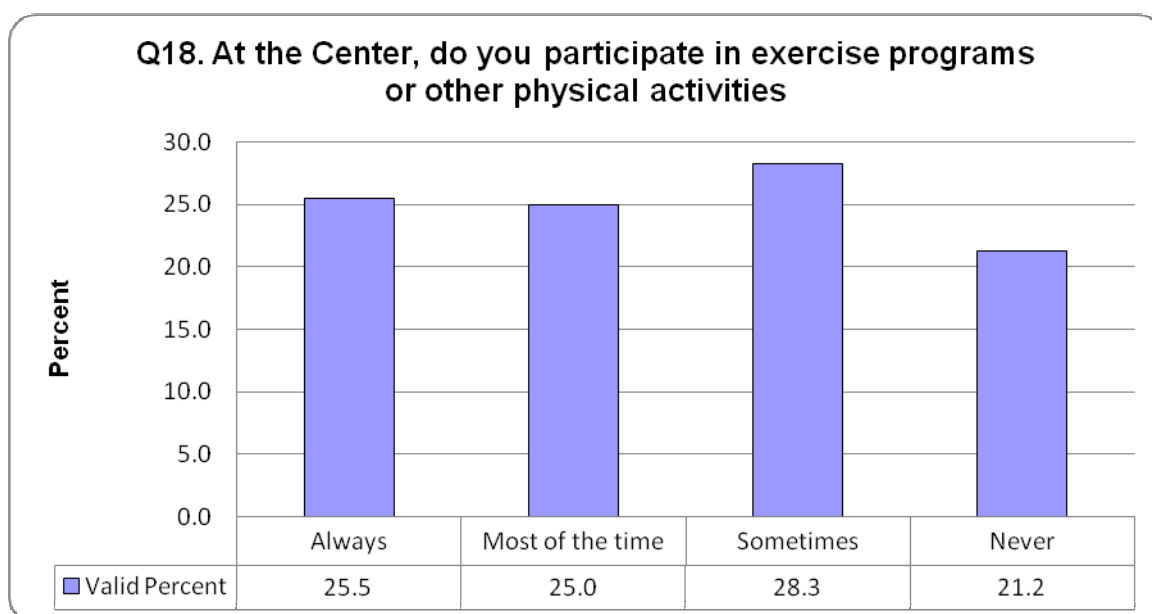
Nevertheless, among those who did utilize the tutoring program (28.2%) there was widespread satisfaction. As a proportion of those using the service, 74.8% of respondents said that they like the service either always or most of the time. Such high levels of satisfaction among those using the service would seem to imply that there is potential for others who have not yet used the service to benefit and enjoy the tutoring program.

Impact of Center on Teen Health

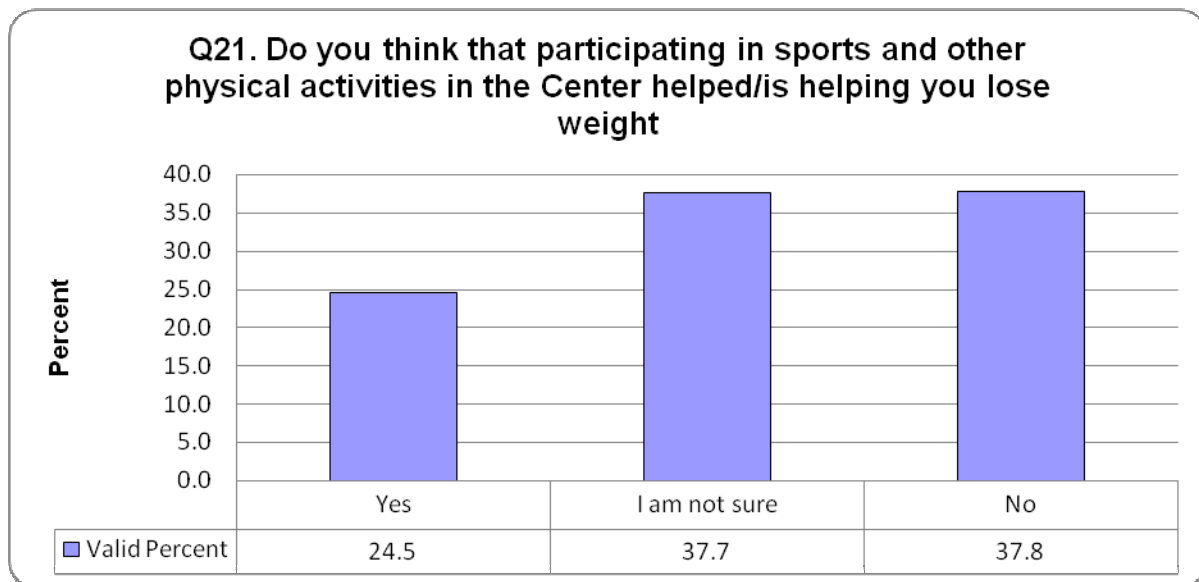
“Physical activity and exercise are regularly enjoyed by a majority of those attending the Alex Fiore Thousand Oaks Teen Center; 50.5% of respondents indicate that they either exercise always or most of the time when coming to the Alex Fiore Thousand Oaks Teen Center.”

Given the fact that sports are such a popular program area among those participating in the Alex Fiore Thousand Oaks Teen Center, it is particularly important to consider the ways in which such physical activities can impact participants. The clearest way teens can benefit from such athletic opportunities is through improved health and physical fitness. One specific question posed and discussed below regarding the health impact of the program is whether the physical activity programs have had an impact on the weight of Alex Fiore Thousand Oaks Teen Center participants.

In an era when physical inactivity is on the rise, resources such as the Alex Fiore Thousand Oaks Teen Center that provide opportunities for teens to participate in sports are particularly vital.



Physical activity and exercise are regularly enjoyed by a majority of those attending the Alex Fiore Thousand Oaks Teen Center; 50.5% of respondents indicate that they either exercise always or most of the time when coming to the Alex Fiore Thousand Oaks Teen Center. An additional 28.3% indicate that they exercise sometimes when coming to the center. These results show that the opportunity for improved health through physical activity is being enjoyed by Alex Fiore Thousand Oaks Teen Center participants.



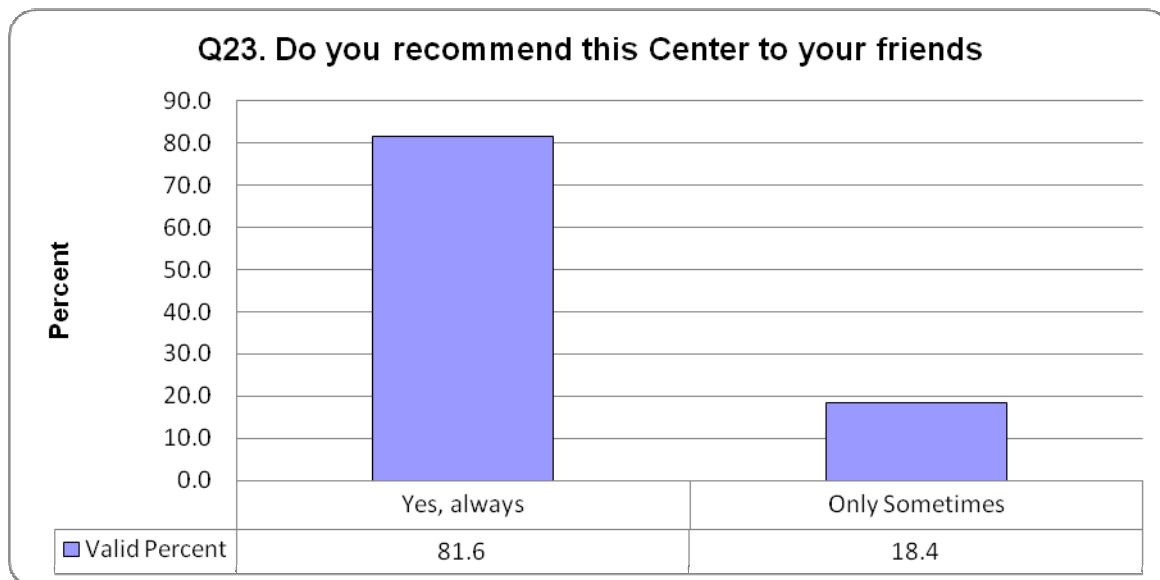
Research has shown that an alarming number of American youths are either overweight or obese. The health consequences of these trends are alarming. As such, the opportunities for physical activity offered at the Alex Fiore Thousand Oaks Teen Center are particularly significant since they can help participants lose weight.

In order to understand whether sports are having this expected outcome, the survey asked respondents whether the sports and physical activities in the center have helped them lose weight. Although a majority were uncertain or said that it has not helped, a significant proportion of 24.5% said that the programs have helped them lose weight. Moreover, since it is uncertain what proportion of these respondents needed to lose weight, it is possible that some of those who said “no” did not need to lose any weight. The fact that nearly a quarter of program participants have lost weight due to programming offered by the center is a sign that the program is helping youths improve their health.

Overall Assessment of Satisfaction with the Center

“An overwhelming majority of 81.6% of center participants indicated that they would recommend the center to their friends always.”

One way to assess whether somebody generally approves or disapproves of their experience with something is to see whether they would recommend it to their friends. As such, we asked respondents to the survey whether they would recommend the center to their friends.



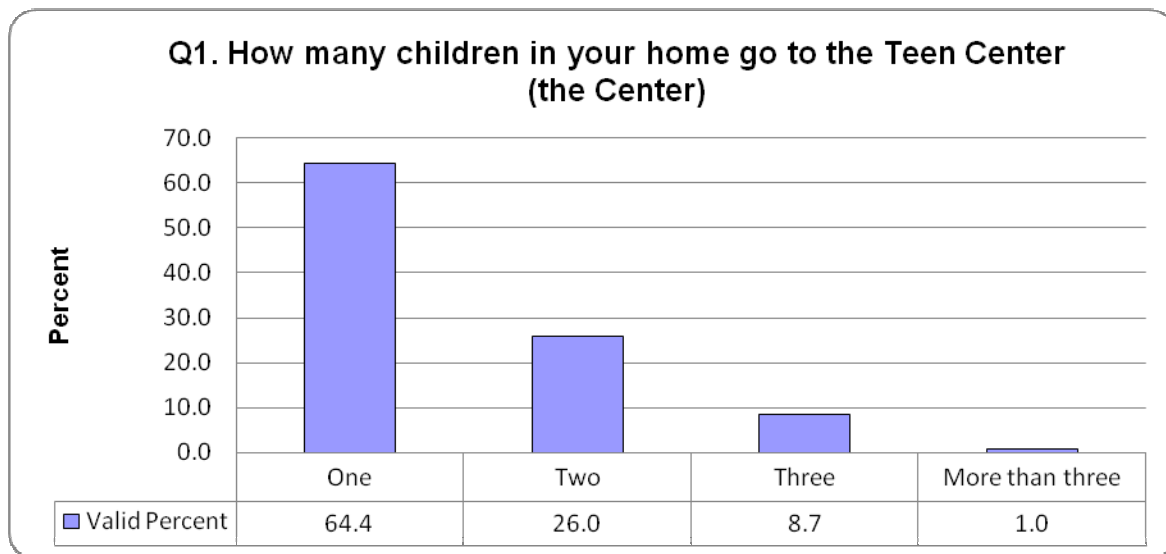
An overwhelming majority of 81.6% of center participants indicated that they would recommend the center to their friends always. And even those who were less enthusiastic said that they would make such a recommendation sometimes. Nobody responded to this question by choosing “no, never.” The results of this question demonstrate that the Alex Fiore Thousand Oaks Teen Center is succeeding to provide the community a worthwhile resource for teenagers.

Summary of Findings from Parent Survey

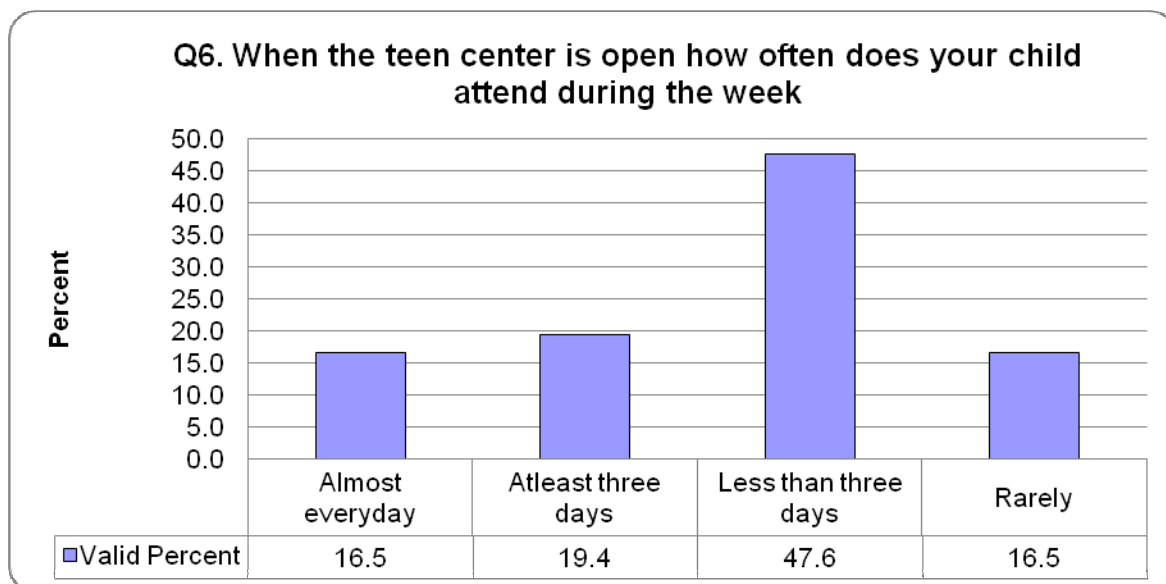
In addition to the teenagers attending the center, parents are another set of important stakeholders served by an after school program. They have an interest in the program since they trust the management of the center in taking care of their children’s well-being. Moreover, the existence of the Alex Fiore Thousand Oaks Teen Center provides them an important service. The existence of the center allows them to have time to attend to other obligations such as work and education. The survey distributed to 104 parents is intended to determine whether the center is satisfying parent expectations and needs.

Frequency of Center Use

Determining how often parents send their children to the Alex Fiore Thousand Oaks Teen Center and the number of children which they send can illustrate the extent to which parents depend on the center.



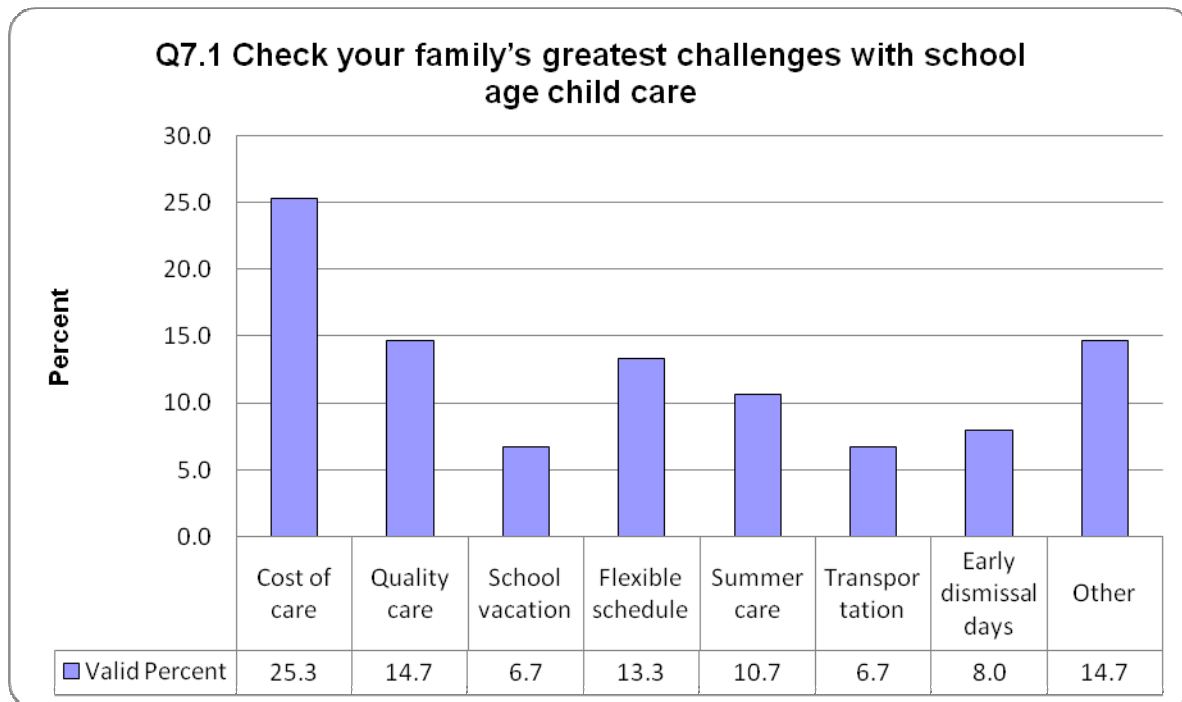
The vast majority (64.4%) of respondents only have one child who attends the Alex Fiore Thousand Oaks Teen Center. A substantial proportion (26.0%) has two kids attending the center while only 9.7% of parents send three or more children to the center. The value of the center in providing an after-school resource is particularly pronounced for those with more than one child in the program.



The frequency of use is also substantial. The findings seem to parallel those in the student survey. Similar to those results, a substantial proportion of parents have their children in the center on a regular basis. Only 16.5% of respondents indicated that they send their children to the center rarely. The 35.9% of respondents whose children attend the center at least three days a week particularly depend on the center.

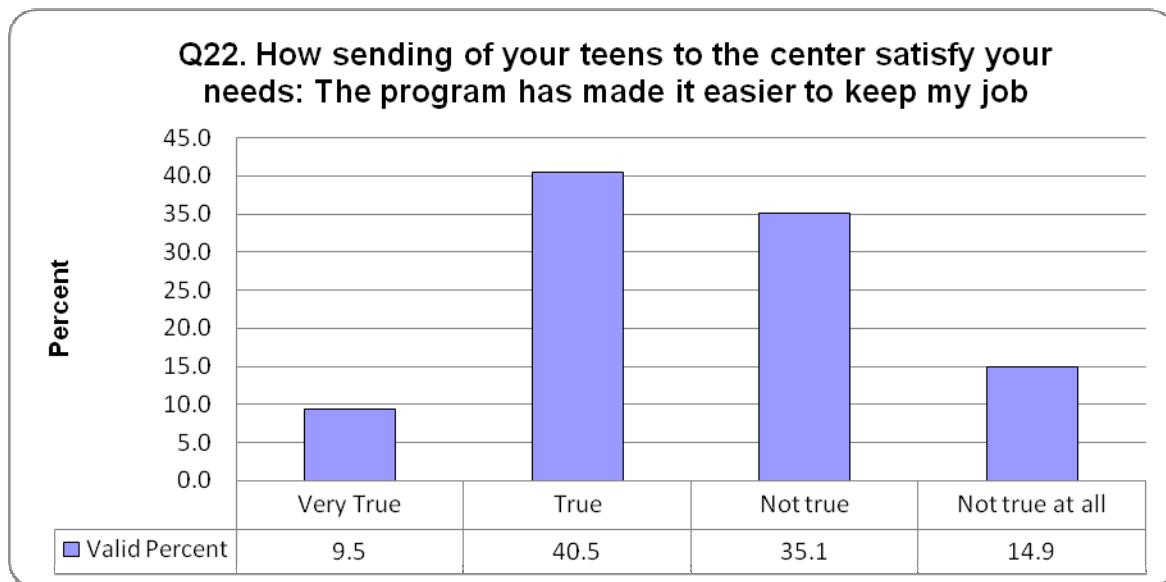
Parental Needs Served by the Alex Fiore Thousand Oaks Teen Center

The survey also included questions that sought to determine whether the Alex Fiore Thousand Oaks Teen Center is helping parents attend to their personal needs. Childcare can be a difficult constraint for those who are working, going to school, or facing tight budgets. Public resources such as the Alex Fiore Thousand Oaks Teen Center can play a particularly pivotal role in the lives of these people.



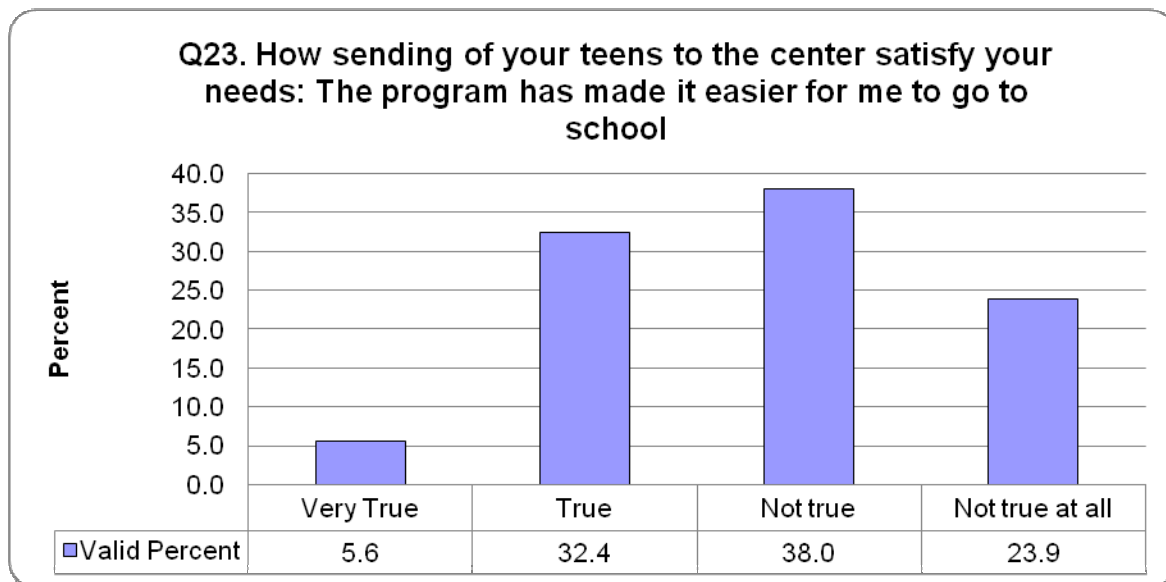
While there are a variety of possible difficulties faced by parents, the survey asked respondents which issue presents the greatest difficulty. The two greatest challenges faced by parents are cost of care and quality of care.

“When asked whether the Alex Fiore Thousand Oaks Teen Center has made it easier for parents to keep their jobs, half of the respondents indicated that it is either true or very true that the center has made that possible. By allowing parents to keep their jobs, the Alex Fiore Thousand Oaks Teen Center is providing an economic benefit to the community.”



When asked whether the Alex Fiore Thousand Oaks Teen Center has made it easier for parents to keep their jobs, half of the respondents indicated that it is either true or very true that the center has made that possible. By allowing parents to keep their jobs, the Alex Fiore Thousand Oaks Teen Center is providing an economic benefit to the community. If such parents could not keep their jobs, the region would lose economic output and tax revenue. Although it is difficult to quantify the exact magnitude of this impact, the benefit to the community is nevertheless tangible.

“38.0% of parents report that the Alex Fiore Thousand Oaks Teen Center has made it easier for them to go to school... the Alex Fiore Thousand Oaks Teen Center is helping these individuals become more productive members of the community. Greater productivity will ultimately result in greater economic output and tax revenue.”



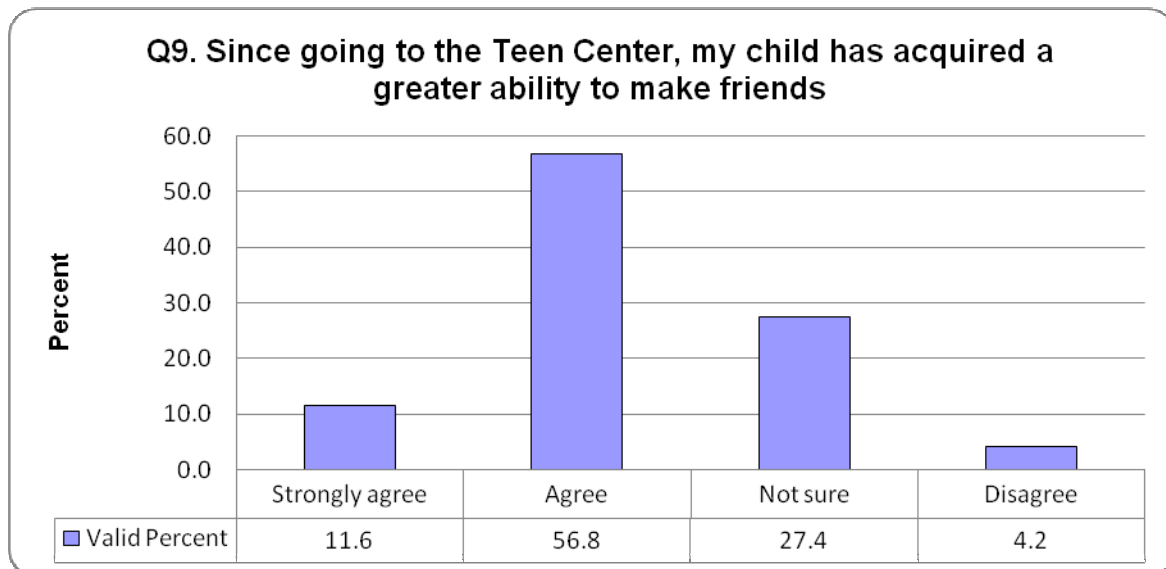
While some parents work, others are pursuing greater educational attainment. Education is important since developing skills and human capital will increase an individual's long-term productivity. Although a majority of respondents indicated that the program hasn't made it easier to go to school, it is unclear based on these survey results how many parents in the survey sample are currently in school. As such, those who report that the program has not helped them may very well not be in school.

Nevertheless, 38.0% of parents report that the Alex Fiore Thousand Oaks Teen Center has made it easier for them to go to school. By facilitating the opportunity for these individuals to pursue their education and upgrade their skills, the Alex Fiore Thousand Oaks Teen Center is helping these individuals become more productive members of the community. Greater productivity will ultimately result in greater economic output and tax revenue. Once again, the exact magnitude of this impact is difficult to measure, but that should not reduce the praiseworthiness of the Alex Fiore Thousand Oaks Teen Center's service to parents.

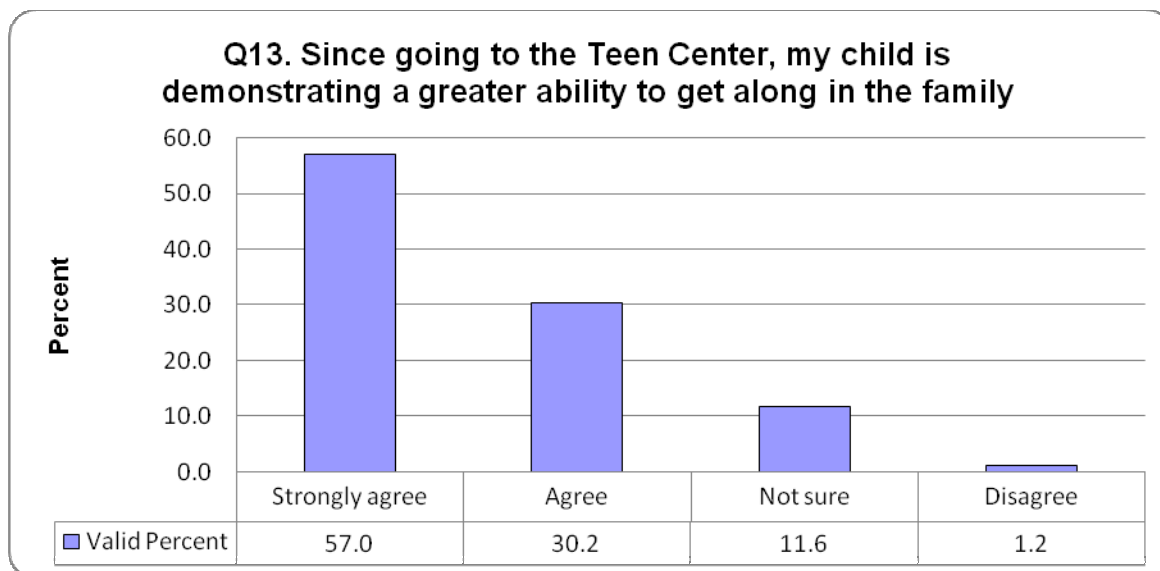
Parent Perspective on the Impact of the Center on their Children

Parents are uniquely positioned to observe changes in behavior and attitude among their children through their daily interactions. As such, the survey asked parents whether they had seen particular changes in their children from the time that they began participating in the center's activities. The results of this section of the survey can be used to see how participation in Alex Fiore Thousand Oaks Teen Center programs has impacted youths.

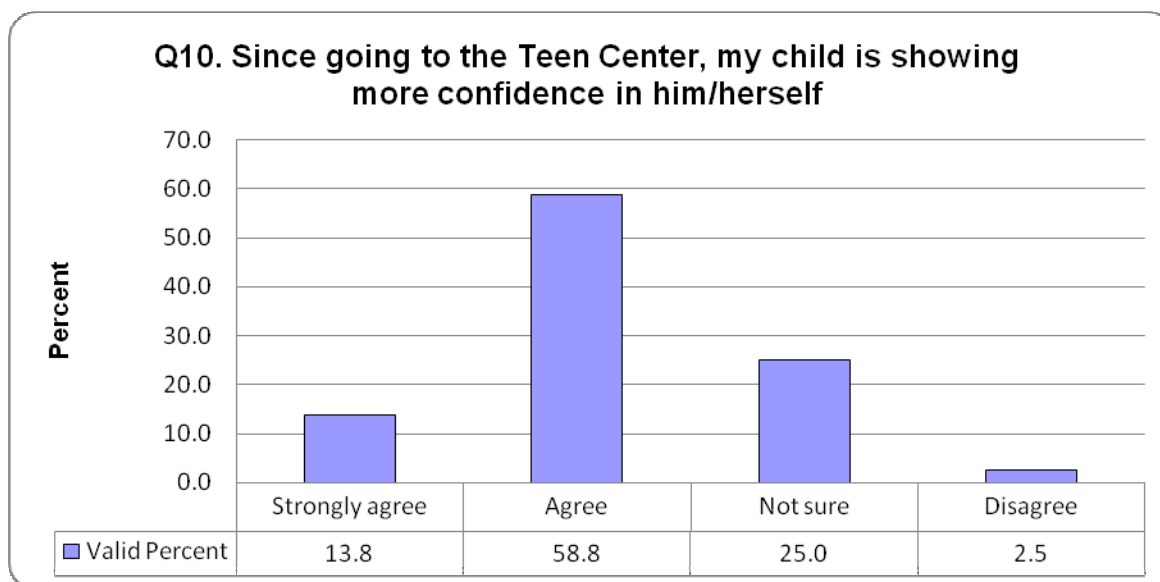
“Many parents find that since participating in the Alex Fiore Thousand Oaks Teen Center ‘their children have been better able to make friends... shown greater ability to get along in the family... shown more confidence in themselves... [and have] a better self-image’”



The ability to make friends is an important skill that will pay dividends for youths for the rest of their lives. The Alex Fiore Thousand Oaks Teen Center is an ideal environment for social interactions that make it easier for teenagers to make friends and expand their social opportunities. Parents observe that this intuitive result is taking place. Over two-thirds of respondents (68.4%) indicated that they either agree or strongly agree that their children have been better able to make friends since going to the Alex Fiore Thousand Oaks Teen Center.

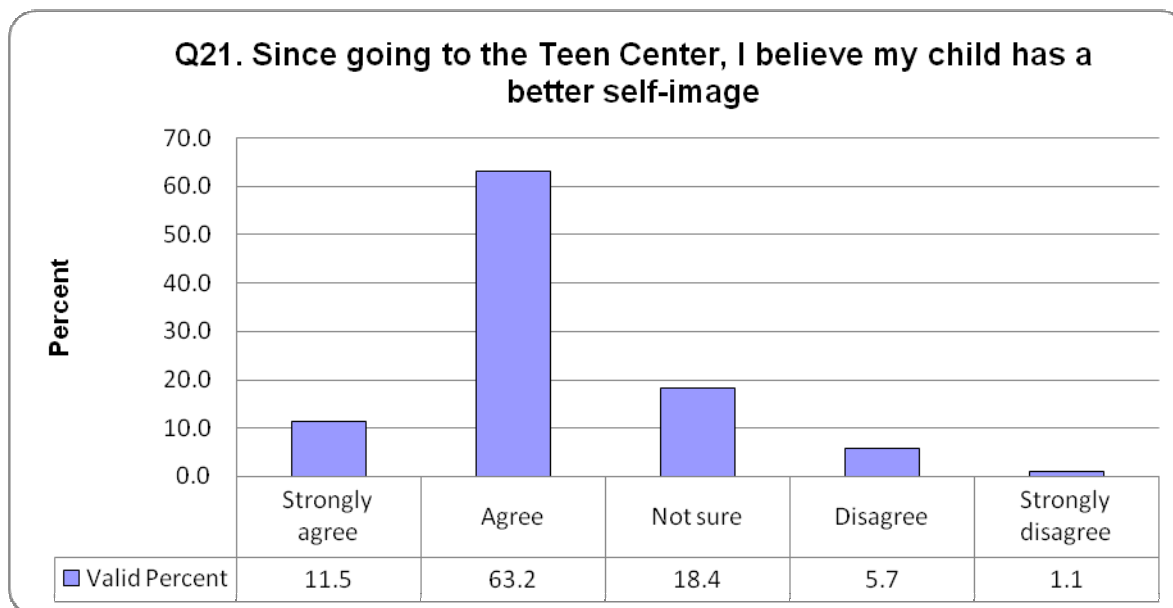


While the ability to make friends with peers is important, youths must also learn to get along better with their families. Teenagers can often have strained relationships with their families. Fortunately, nearly all parents (87.2%) either agree or strongly agree that since participating in the Alex Fiore Thousand Oaks Teen Center, their children have shown a greater ability to get along in the family. This result is particularly impressive since a majority (57.0%) strongly agree with this statement.

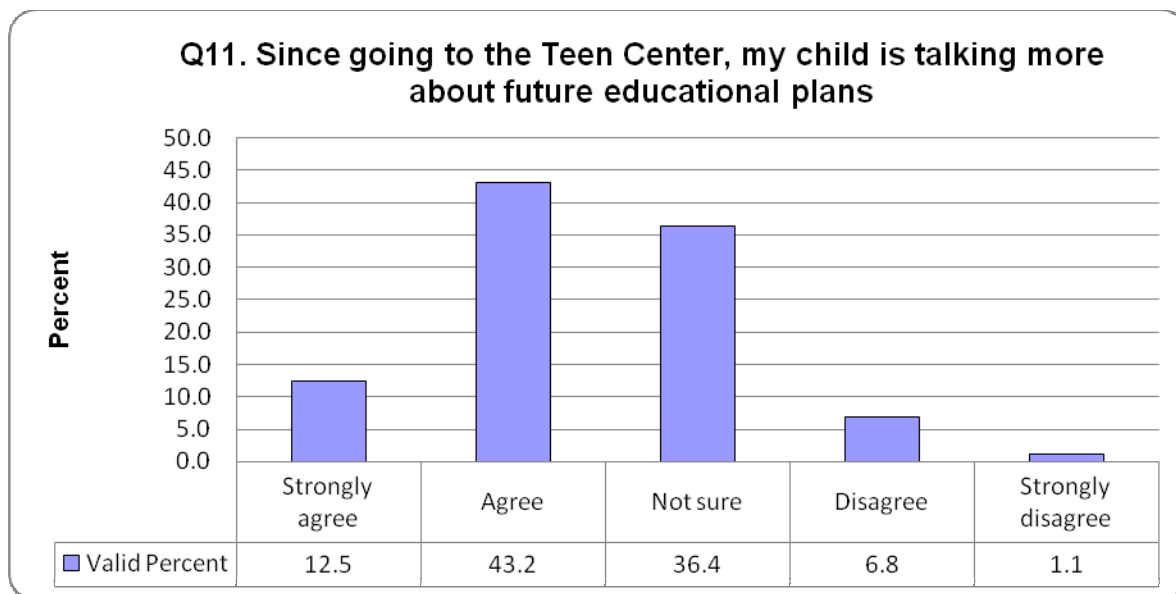


Self-confidence is important. Adolescence can be a particularly difficult and emotionally trying time. During such times, self-confidence and self-esteem are critical. Once again, parents observe that the Alex Fiore Thousand Oaks Teen Center has had a positive impact on their children. A strong majority

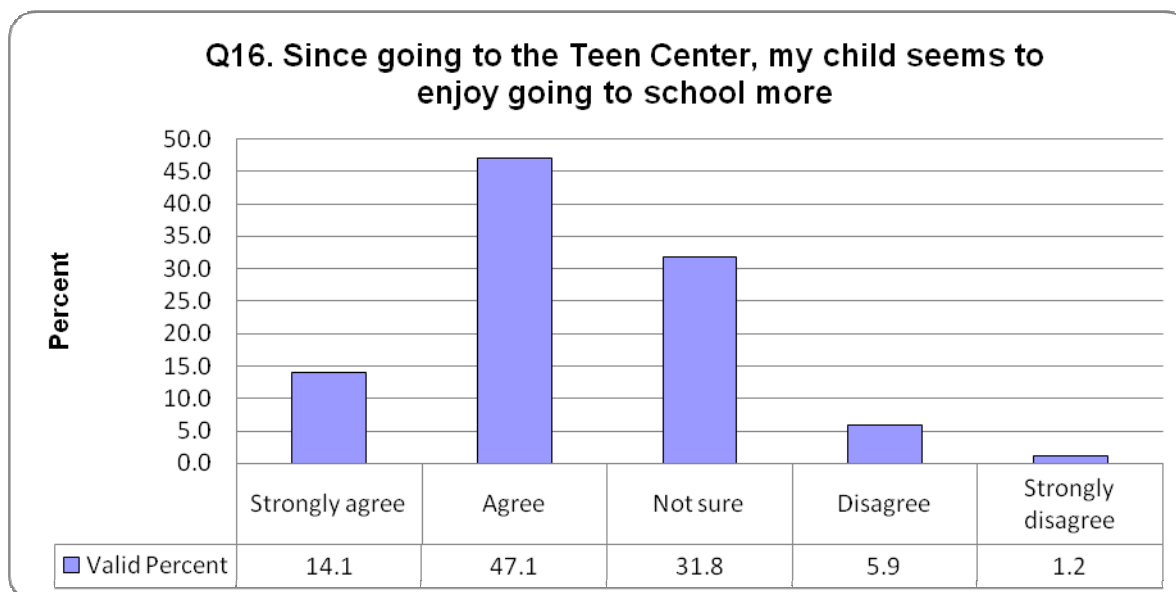
(72.6%) either agrees or strongly agrees that their children have shown more confidence in themselves since attending the Alex Fiore Thousand Oaks Teen Center. The social environment and enrichment activities offered at the Alex Fiore Thousand Oaks Teen Center may explain the positive impact of the center in this regard.



Related to though distinct from self-confidence, self-image is another important emotional indicator for young people. Once again, the results in this area are promising. A strong majority (74.7%) of parents either agrees or strongly agrees their child has a better self-image since attending the Alex Fiore Thousand Oaks Teen Center. Enrichment programs that engage these teenagers are the likely cause of this improvement.



Enrichment opportunities at the Alex Fiore Thousand Oaks Teen Center such as the tutoring program or educational workshops on test-taking skills and the SAT help students improve their academic opportunities. In order to understand whether this has impacted the outlook of students, parents were asked whether they have noticed that their children have spoken more about their future educational plans since going to the Alex Fiore Thousand Oaks Teen Center. The results were promising as a majority of respondents (55.7%) indicated that they have noticed their children speaking more about such topics.



The after-school resources of the Alex Fiore Thousand Oaks Teen Center not only seem to help youths when school is over, but there is some evidence that the program improves students' experience during

school hours. A strong majority of parents (61.2%) either agrees or strongly agrees that their child seems to enjoy going to school more since attending the Alex Fiore Thousand Oaks Teen Center. The impact of the Alex Fiore Thousand Oaks Teen Center therefore seems to extend beyond its own operational hours.

Appendix C: Goebel Senior Adult Center Case Study

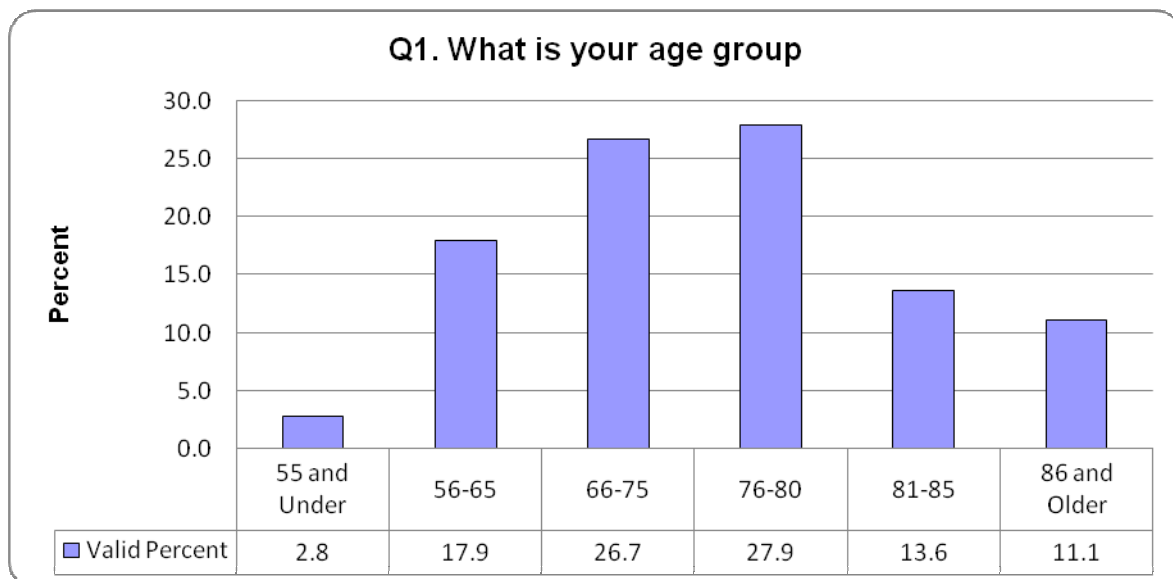
Summary of Findings from Senior Citizen Survey

In order to better understand the impact of the Goebel Senior Adult Center, a survey was distributed to those who utilize the center's services. This survey allows us to understand the ways in which senior citizens are impacted by the center. Such data can allow us to draw more specific conclusions about the role of the Conejo Recreation and Park District in helping improve the lives of senior citizens in the community. The findings below are based on a total of 514 surveys that were distributed to center participants.



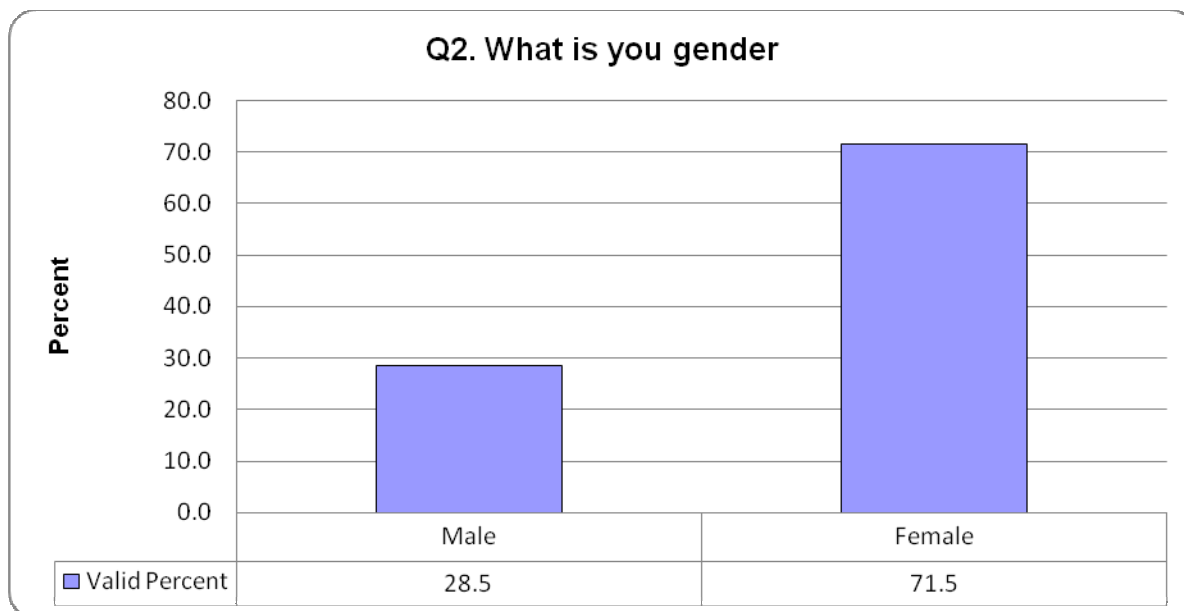
Demographic Information

The survey featured some basic informational questions such as demographic questions that were intended to illustrate a clearer picture of those who are served by the center. This can particularly help us understand specific risk factors that might be faced by those served by the center.



A slight majority of those who participate in the senior adult center are above the age of 76 (52.8%) with a significant proportion over the age of 81 (24.7%). This is particularly significant since, as discussed

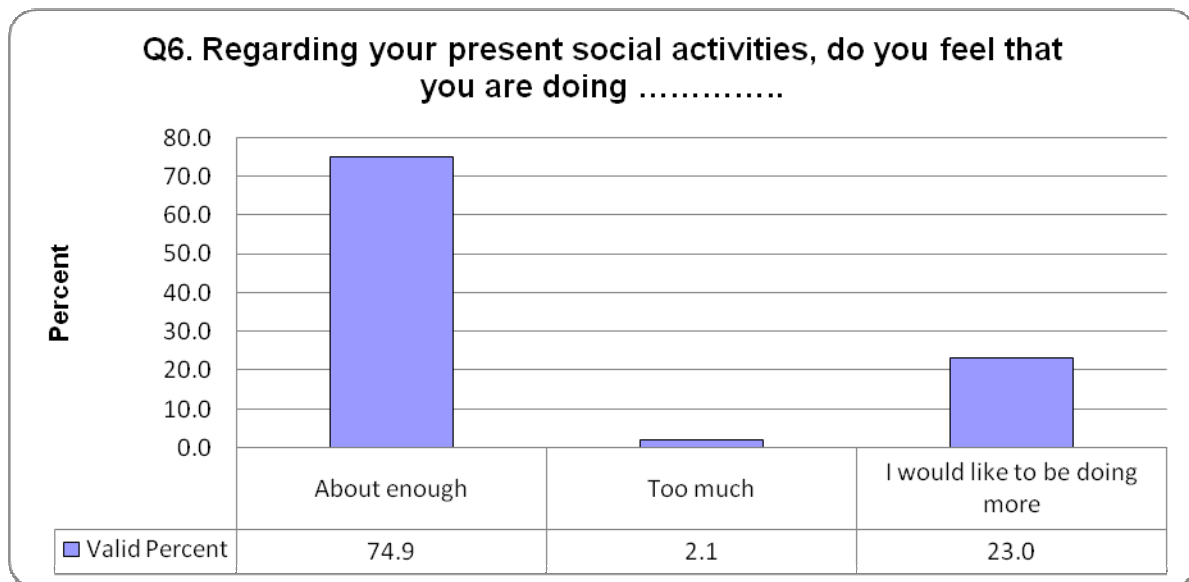
earlier in this section, older senior citizens are particularly at risk for problems ranging in seriousness from loneliness to suicide. Providing the social setting of the adult senior citizen to such individuals is a particularly important service given this unfortunate reality.



A vast majority of survey respondents were females, 71.5%. The source of this disparity in gender participation is in part due to a fact that life expectancy at birth is longer among females. However, the difference is large enough to indicate that outreach to adult male senior citizens might be necessary to increase involvement. It is, however, also possible that this may be the result of there being more females in the adult senior citizen population served by the Goebel Adult Senior Center.

Risk Profile of Center Participants

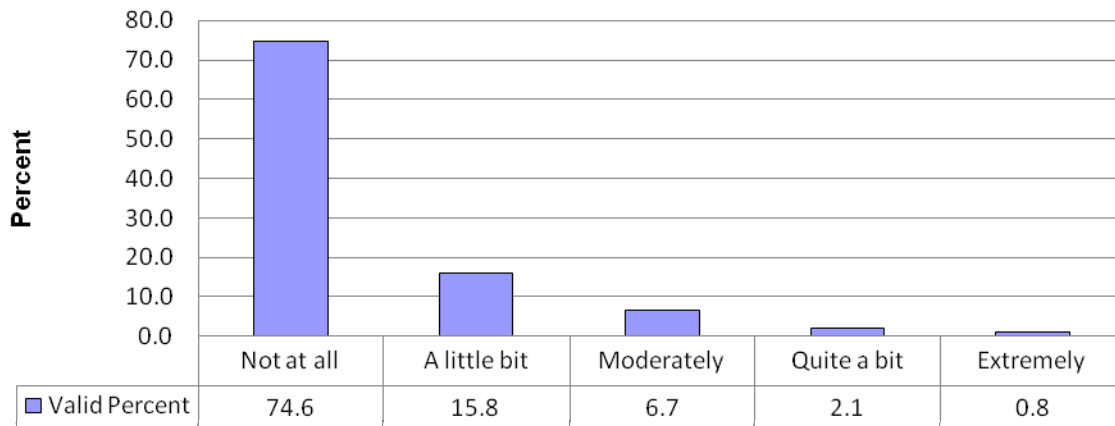
Beyond demographic indicators of potential risks and hazards faced by center participants, it is useful to understand specific problems faced by those who attend the center. This section reports the results of questions inquiring about potential problems faced by senior citizens attending the center.



As indicated by substantial research, social isolation and loneliness are real problems for many senior citizens across the United States. While the general nationwide realities are useful, more specific data about those served by the Conejo Recreation and Park District is critical for understanding the role of the agency in serving the community. When asked whether participants of the center are having sufficient social interaction, a substantial majority of adult senior citizens attending the center (74.9%) said that they are having “about enough.” This is an important finding.

Research discussed earlier in this report from the University of Michigan indicates that as many as 60% of those aged 70 or older are experiencing some form of loneliness (Senior Journal 2005 par. 1). The fact that center participants (a majority of whom are above 70) indicate adequate levels of social interaction would seem to indicate that use of the center is at the very least somewhat correlated with better social relationships. This is a significant contribution of the Conejo Recreation and Park District to the community.

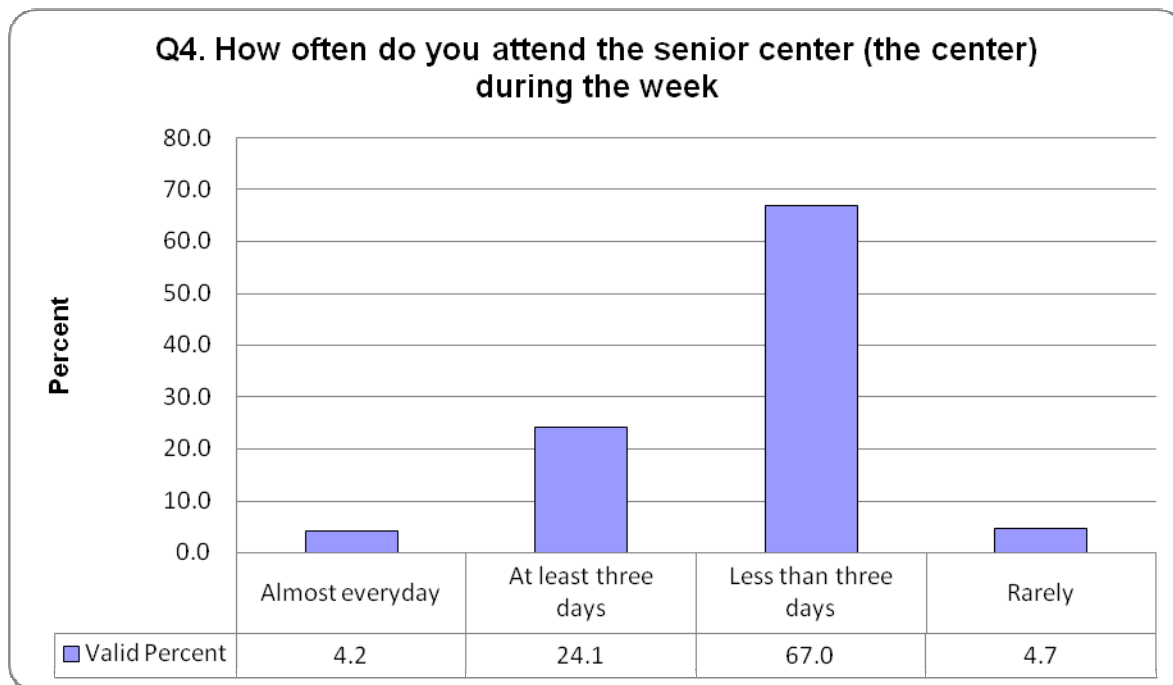
Q7. During the past 4 weeks, how often has your physical health or mental health interfered with your social activities such as visiting friends or relatives? Has it interfered



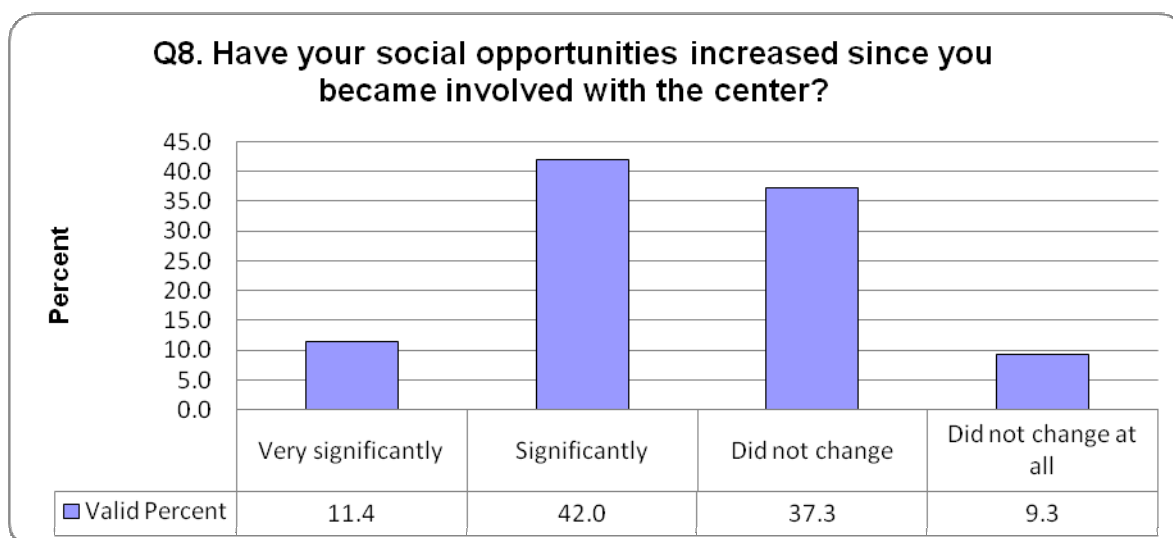
A similarly high level of senior center participants (74.5%) indicated that physical and mental health issues have not interfered with their social activities. Nevertheless, it seems that there are some center attendees who are at risk of social isolation due to their health. In particular, 9.6% of respondents said that such health problems have interfered with their social activities moderately to extremely. This at risk population is in particular need of social venues such as the Goebel Senior Adult Center.

Influence of Center in the Life of Participants

In order to understand the impact of the center in the lives of those using its services, direct questions were asked about its influence. These questions can help develop an understanding of how seniors view the center and whether they see it as a positive influence in their lives. This is the most direct way of assessing the impact of this service provided by the Conejo Recreation and Park District.



Participation is a key determinant of influence. The more often participants attend the senior adult center, the more likely they are to be impacted by it. It seems that a majority of respondents make regular use of the center. A vast majority (67.0%) of respondents say that they use it less than three days a week while only 4.7% of respondents say that they use it rarely. This implies that most respondents use the center services on a weekly basis. A substantial proportion of center participants attend on a very frequent basis. 28.3% report attending the center at least three days of the week or almost every day. The role of the senior adult center in the lives of these high frequency users is particularly significant.



When asked whether or not the senior adult center has increased their social opportunities, a majority of respondents said that it has done so either significantly or very significantly (53.4%). This is the clearest indication that the senior adult center is having a discernable impact on the lives of senior citizens.

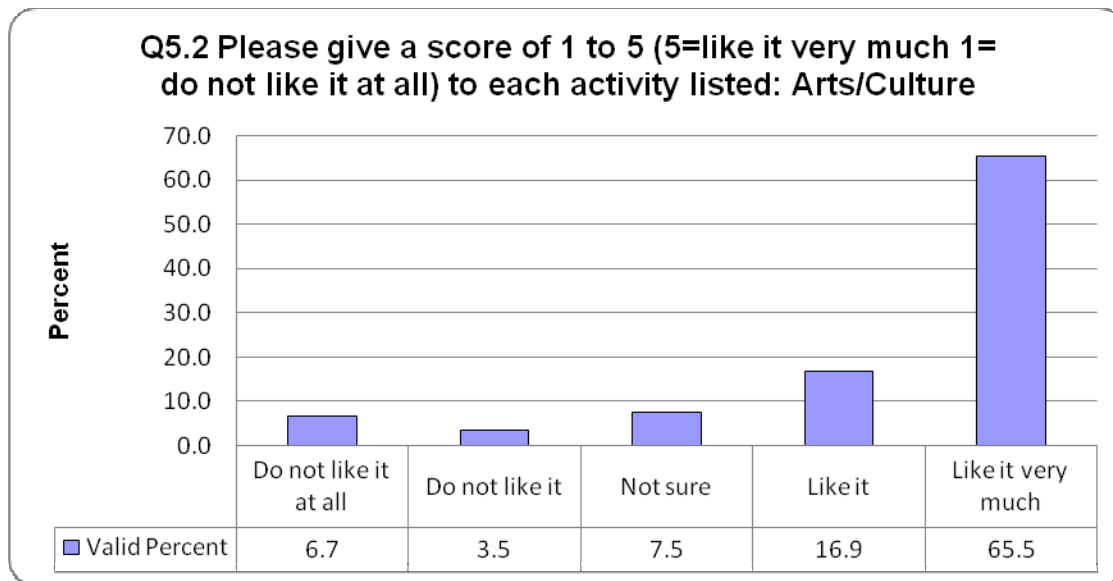
Participant Review of Senior Center Activities

While measuring outcomes was an important aspect of the survey, it also provided a good opportunity to assess areas of strength and areas in which improvement is possible. To this end, the survey asked attendees about whether they liked or did not like different activities organized by the senior adult center. Activities about which seniors were questioned included:

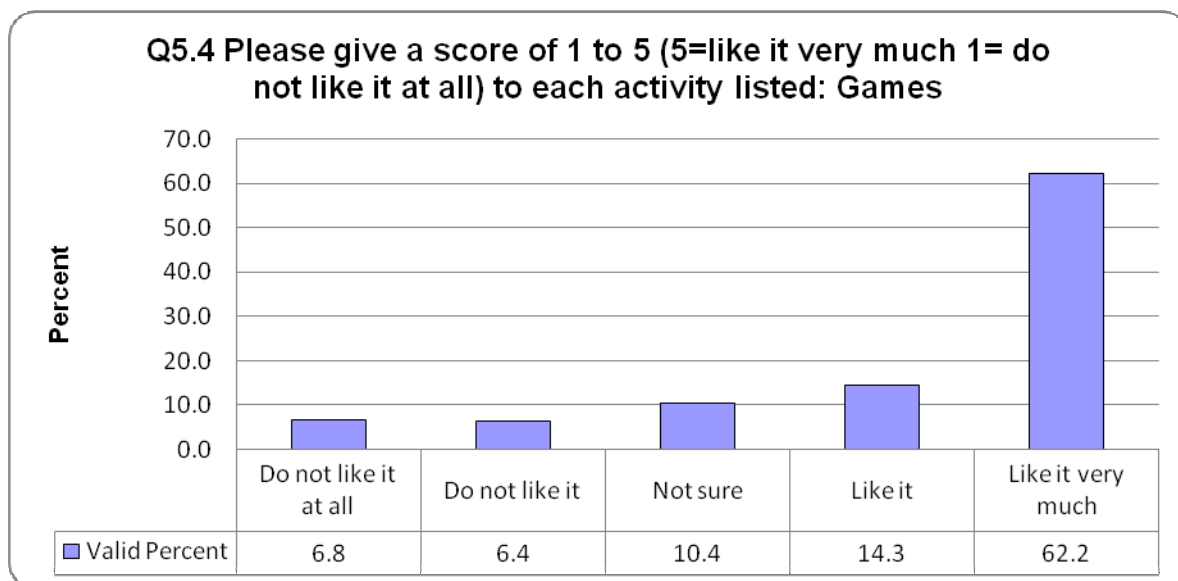
- Exercise, Fitness, and Health
- Arts and Culture
- Clubs, Discussions, and Support Groups
- Games
- Computer Classes
- Seminars
- Dances
- Excursions
- Volunteering Programs
- Health Assessment
- Outreach Programs

While respondents were generally happy with all of these activity areas, this report will present the three areas of greatest strength and three areas where further growth and improvement is most needed.

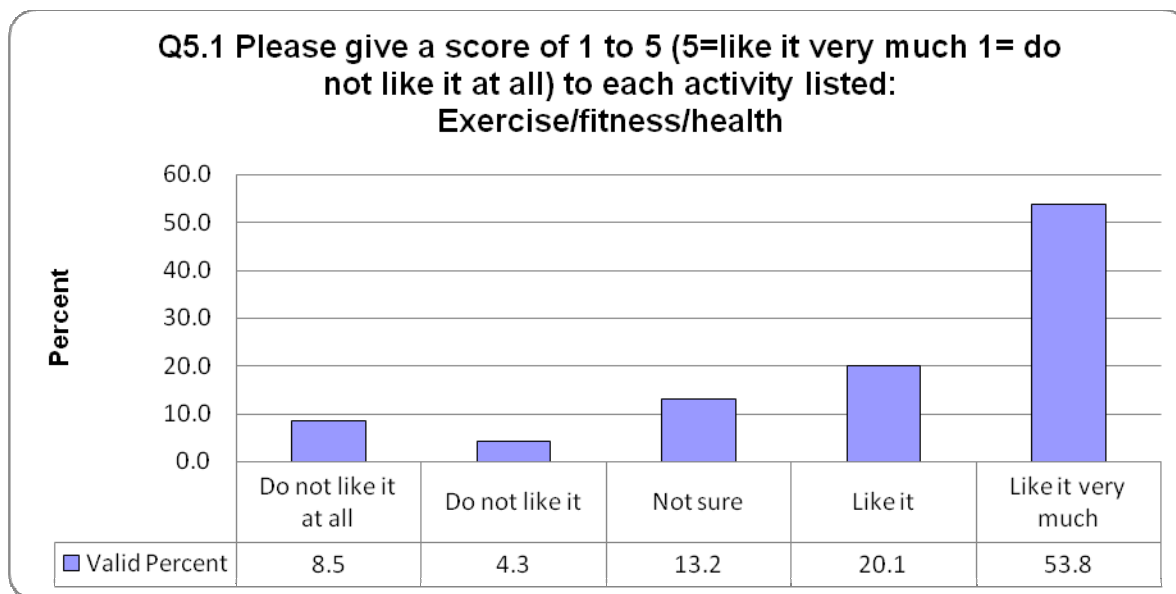
Areas of Strength



The most popular program area offered by the center is those activities that provide seniors the opportunity to experience arts and culture. Over four-fifths of respondents (82.4%) indicated that they either like such programs or like them very much. The single most common response was “like it very much” with 65.5% of respondents expressing this opinion.



Games are another well-liked activity area. An overwhelming majority of respondents (76.5%) indicated that they liked games or liked games very much.

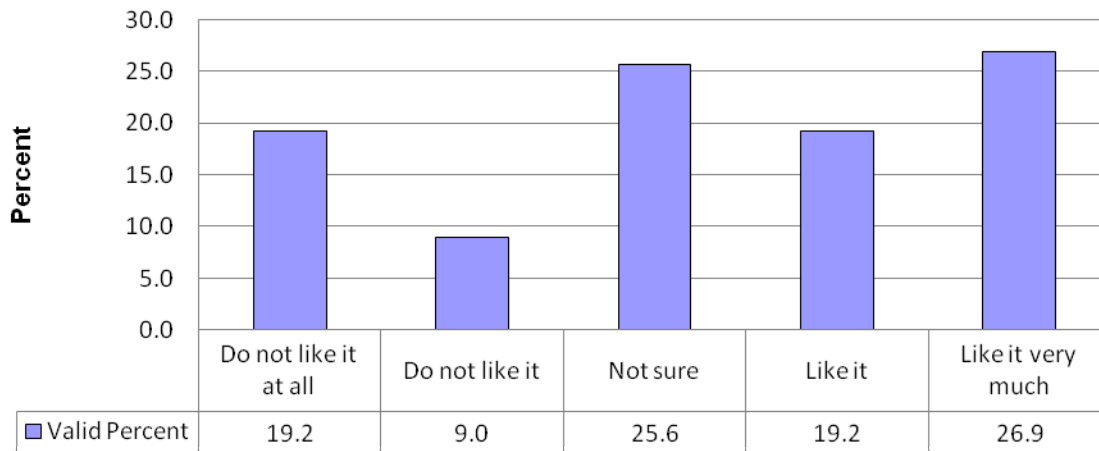


Given the fact that health is an important concern for some senior adults, it is not a surprise that many indicated that they enjoyed exercise, fitness, and health activities. Altogether, 73.9% of respondents indicated that they liked it or liked it very much.

Areas Most in Need of Improvement

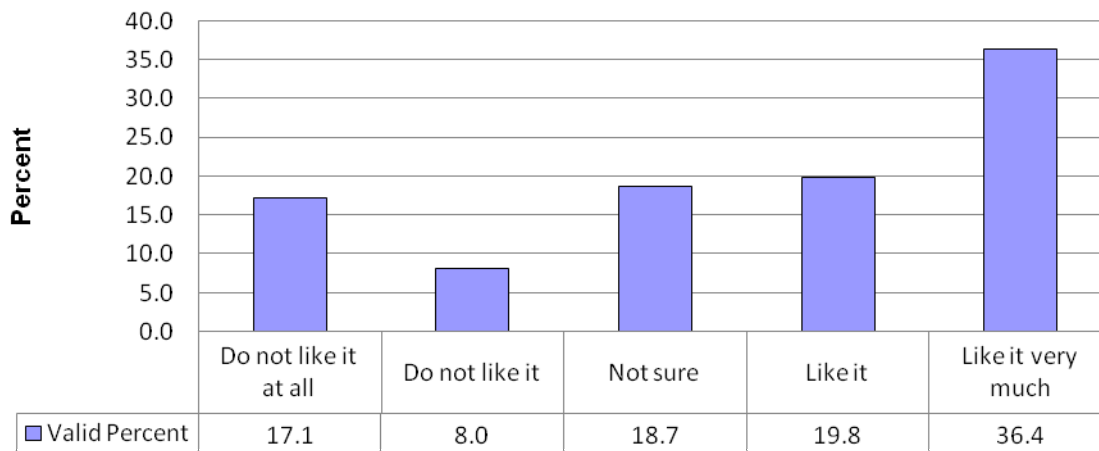
It is important to note that many of the activities described below with potential for growth are still popular. In fact, every activity area surveyed with the exception of one had a majority of respondents who indicated that they enjoyed the activity. As such, these activities must not be viewed negatively since many still like these programs; rather, these areas are relatively less popular, indicating that there is the most room for improvement.

Q5.11 Please give a score of 1 to 5 (5=like it very much 1= do not like it at all) to each activity listed: Outreach program



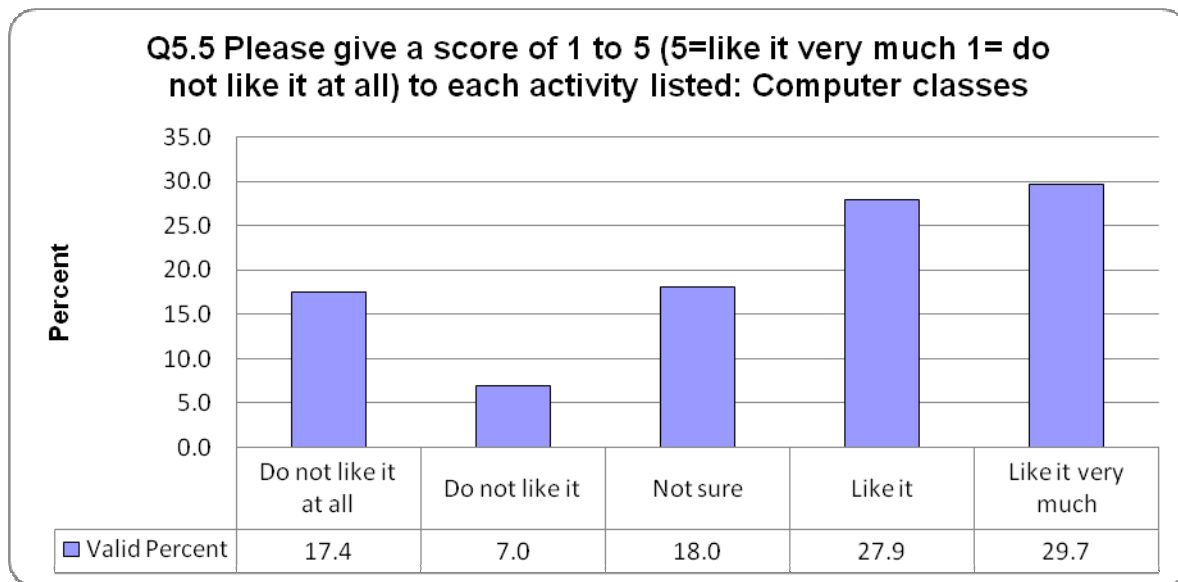
The outreach program was the only activity area listed where less than a majority (46.1%) of respondents indicated that they liked it or liked it very much. It is important to observe that an abnormally high number of respondents (25.6%) were “not sure” indicating that many seniors in the center may not be aware of this activity.

Q5.7 Please give a score of 1 to 5 (5=like it very much 1= do not like it at all) to each activity listed: Dances



Although a majority of respondents indicated that they like dances or like them very much, about 25.1% of respondents said that they do not like dances or do not like dances at all. The fact that a majority are happy indicates that dances are still a successful activity, but relative to other areas surveyed, a larger

proportion indicated some dissatisfaction. This shows that there might be potential for improvement by looking into the reasons why some are dissatisfied.



Given advancements in technology, computers are an important facet of twenty-first century life. As such, providing seniors computer classes is an important service since access to resources such as the internet can increase access to information and communication. Despite the importance of this service, computer classes were a relatively less popular program area. Relative to other activities, a smaller majority of respondents were satisfied with the classes. 24.4% indicated some level of dissatisfaction. It is unclear what the source of this dissatisfaction is, but center management might want to consider ways to reduce dissatisfaction with the computer classes.

Appendix D: Alex Fiore Thousand Oaks Teen Center Survey

Please Note: All surveys are proprietary. Reuse or replication of survey instruments are strictly prohibited without the consent of the Conejo Recreation and Parks District.

Conejo Recreation & Park District

Teen Center Survey

Thank you for taking time to participate in this survey. Our goal is to understand how you feel about your Teen Center and how we can help to improve the quality of our programs. Please answer the questions below to the best of your knowledge. Remember, this is not a test and there is no right or wrong answer. We truly appreciate the effort you are making to answer the questions accurately and write your responses clearly.

YOUR ANSWERS WILL BE KEPT STRICTLY CONFIDENTIAL

Please fill in marks like this: ☐ Not like this: ☐ or this ☐

What is your grade?

☐ 6th ☐ 7th ☐ 8th ☐ 9th ☐ 10th ☐ 11th ☐ 12th

What is your gender?

☐ Male ☐ Female

What is your ethnicity?

☐ White ☐ African American ☐ Hispanic ☐ Native American
☐ Asian/Pacific Islander ☐ Other? _____

1) Your age (years old)?

☐ 12 ☐ 13 ☐ 14 ☐ 15

☐ 16 ☐ 17 ☐ 18 ☐ 19

2) How often do you attend the Teen Center (the Center) during a week?

☐ Almost every day ☐ At least three days ☐ Less than three days ☐ Rarely

6) Which programs do you attend or planning to attend while going to the Center (select all that apply)?

☐ Sports ☐ Music & dance ☐ Arts ☐ Computer ☐ Workshops



☐ Volunteer ☐ Excursion ☐ Just for Girls ☐ High school only ☐ Other: _____

7) Do you have enough time to finish what you start to do in a workshop, sports or other activities while in the Center:

☐ Always ☐ Most of the time ☐ Sometimes ☐ Never

8) Are those who help you in the Center knowledgeable?

☐ Always ☐ Most of the time ☐ Sometimes ☐ Never

9) Do you feel that the programs you attended or attending were/are effective in helping you with your needs?

☐ Always ☐ Most of the time ☐ Sometimes ☐ Never

10) Do you like participating in the Center's programs?

☐ Always ☐ Most of the time ☐ Sometimes ☐ Never

11) Do you like the adults who work at the Center?

☐ Always ☐ Most of the time ☐ Sometimes ☐ Never

12) Do you like the tutoring programs at the Center?

☐ Always ☐ Most of the time ☐ Sometimes ☐ Never ☐ Never Participated

13) Do you feel safe when you are at the Center?

☐ Always ☐ Most of the time ☐ Sometimes ☐ Never

14) Does the staff in the center go out of their way to help you?

☐ Always ☐ Most of the time ☐ Sometimes ☐ Never

15) Does the staff in the Center treat you with respect?

☐ Always ☐ Most of the time ☐ Sometimes ☐ Never

16) Do you like other kids at the Center?



☐ Always ☐ Most of the time ☐ Sometimes ☐ Never

17) Can you trust other kids who attend the Center?

☐ Always ☐ Most of the time ☐ Sometimes ☐ Never

18) At the Center, do you participate in exercise programs or other physical activities?

☐ Always ☐ Most of the time ☐ Sometimes ☐ Never

19) Were you overweight before starting to come to the Center?

☐ Yes ☐ I am not sure ☐ No

20) Are you overweight now?

☐ Yes ☐ I am not sure ☐ No

21) Do you think that participating in sports and other physical activities in the Center helped/help you lose weight?

☐ Yes ☐ I am not sure ☐ No

22) What is your most favorite activity when you are in the Teen Center?

23) Do you recommend this Center to your friends?

☐ Yes, always ☐ Only sometimes ☐ No, never

Thank You for Taking Time to Complete This Survey

Appendix E: Parents' Survey

Please Note: All surveys are proprietary. Reuse or replication of survey instruments are strictly prohibited without the consent of the Conejo Recreation and Parks District.

Conejo Recreation & Park District

Survey of Parents

Thank you for taking the time to participate in this survey. Our goal is to understand how you feel about the impact of the Teen Center that your child (or children) has/have been attending, so we can use the information to improve our programs. **If you have more than one child attending the Teen Center, please answer the questions as best as you can with your oldest child in mind.** Please try to answer as many of the questions as possible, and write them clearly.

YOUR ANSWERS WILL BE KEPT STRICTLY CONFIDENTIAL

Please fill in marks like this: ● Not like this: ☹ or this ⊗

1) How many children in your home go to the Teen Center (the Center)?

☐ One ☐ Two ☐ Three ☐ More than three

2) What is your gender?

☐ Male ☐ Female

3) What is your ethnicity?

☐ White ☐ African American ☐ Hispanic ☐ Native American

☐ Asian/Pacific Islander ☐ Other? _____

4) What is the age of your child (years old)?

☐ 12 ☐ 13 ☐ 14 ☐ 15

☐ 16 ☐ 17 ☐ 18 ☐ 19

5) What is the grade of your child?

☐ 6th ☐ 7th ☐ 8th ☐ 9th ☐ 10th ☐ 11th ☐ 12th

6) When the teen center is open how often does your child attend during the week?

☐ Almost everyday ☐ At least three days ☐ Less than three days ☐ Rarely



7) Check your family's greatest challenges with school age child care

- ☐ Cost of care ☐ Quality care ☐ Legal holidays ☐ School vacation
- ☐ Flexible schedule ☐ Summer care ☐ Transportation ☐ Early dismissal days
- ☐ Other, please specify: _____

8) The reason you need the Teen Center is (select all that may apply):

- ☐ A safe place when at work ☐ Help with homework/tutoring
- ☐ Enrichment programs ☐ Other: _____

Questions from 9 to 21 start with the sentence "Since going to the Teen Center..... .."

9) My child has acquired a greater ability to make friends

- ☐ Strongly agree ☐ Agree ☐ Not sure ☐ Disagree ☐ Strongly disagree

10) My child is showing more confidence in him/herself

- ☐ Strongly agree ☐ Agree ☐ Not sure ☐ Disagree ☐ Strongly disagree

11) My child is talking more about future educational plans

- ☐ Strongly agree ☐ Agree ☐ Not sure ☐ Disagree ☐ Strongly disagree

12) My child's ability to communicate within the family has improved

- ☐ Strongly agree ☐ Agree ☐ Not sure ☐ Disagree ☐ Strongly disagree

13) My child is demonstrating a greater ability to get along in the family

- ☐ Strongly agree ☐ Agree ☐ Not sure ☐ Disagree ☐ Strongly disagree

14) My child has shown improvement in his/her school performance

- ☐ Strongly agree ☐ Agree ☐ Not sure ☐ Disagree ☐ Strongly disagree

15) My child shows me his/her completed homework more often

- ☐ Strongly agree ☐ Agree ☐ Not sure ☐ Disagree ☐ Strongly disagree

16) My child seems to enjoy going to school more

- ☐ Strongly agree ☐ Agree ☐ Not sure ☐ Disagree ☐ Strongly disagree

17) My child has shown an increased interest in learning

- ☐ Strongly agree ☐ Agree ☐ Not sure ☐ Disagree ☐ Strongly disagree

18) My child's grades have improved



☐ Strongly agree ☐ Agree ☐ Not sure ☐ Disagree ☐ Strongly disagree

19) My child is completing homework assignments more

☐ Strongly agree ☐ Agree ☐ Not sure ☐ Disagree ☐ Strongly disagree

20) My child is less impulsive (thinking before acting)

☐ Strongly agree ☐ Agree ☐ Not sure ☐ Disagree ☐ Strongly disagree

21) I believe my child has a better self-image

☐ Strongly agree ☐ Agree ☐ Not sure ☐ Disagree ☐ Strongly disagree

Questions 22 and 23 are about how sending of your teens to the center satisfy your needs

22) The program has made it easier to keep my job

☐ Very True ☐ True ☐ Not true ☐ Not true at all

23) The program has made it easier for me to go to school

☐ Very True ☐ True ☐ Not true ☐ Not true at all

Thank You for Taking Time to Complete This Survey

Appendix F: Seniors' Survey

Please Note: All surveys are proprietary. Reuse or replication of survey instruments are strictly prohibited without the consent of the Conejo Recreation and Parks District.

Conejo Recreation & Park District

Survey of Senior Center

Thank you for taking time to participate in this survey. Our goal is to understand how you feel about the Senior Center and how we can help to improve the quality of our programs. Please answer the questions below to the best of your knowledge. We truly appreciate the effort you are making to answer the questions accurately and write your responses clearly.

YOUR ANSWERS WILL BE KEPT STRICTLY CONFIDENTIAL

Please fill in marks like this: ● Not like this: ⊘ or this ⊗

1) What is your age group (years old)?

O 55 and under O 56 - 65 O 66 - 70

O 71 - 75 O 76 - 80 O 81-85 O 86 and older

2) What is your gender? O Male O Female

3) What is your ethnicity?

O White O African American O Hispanic O Native American
O Asian/Pacific Islander O Other? _____

4) How often do you attend the Senior Center (the Center) during a week?

O Almost everyday O At least three days O Less than three days O Rarely

5) Please give a score of 1 to 5 (5=like it very much 1= do not like it at all) to each activity listed:

5 4 3 2 1



Exercise/fitness/health	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Arts/Culture	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Clubs/Discussion/Groups	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Games	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Computer classes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Seminars	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dances	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Excursions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Volunteering program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Health assessment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Outreach program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6) Regarding your present social activities, do you feel that you are doing

☐ About enough ☐ Too much ☐ I would like to be doing more

7) During the past 4 weeks, how often has your physical health or mental health interfered with your social activities such as visiting friends or relatives? Has it interfered

☐ Not at all ☐ A little bit ☐ Moderately ☐ Quite a bit ☐ Extremely

8) Have your social opportunities increased since you became involved with the Center?

☐ Very significantly ☐ Significantly ☐ Did not change ☐ Did not change at all

9) Please list or describe 2-3 features of the programs or activities that you like most when think about the Center or when you are there.

i. _____

ii. _____



iii. _____

10) Please list or explain 2-3 aspects of the programs or activities that you would like to see improved in the Center.

i. _____

ii. _____

iii. _____

11) Please use the following space to make other comments that you may have.

Thank you so much for your time and efforts