City of
Thousand Oaks
California

OPERATING BUDGET

Fiscal Years 2007-2008 & 2008-2009

City of Thousand Oaks
&
Redevelopment Agency

Adopted Operating Budget
Fiscal Years 2007-2008 and 2008-2009

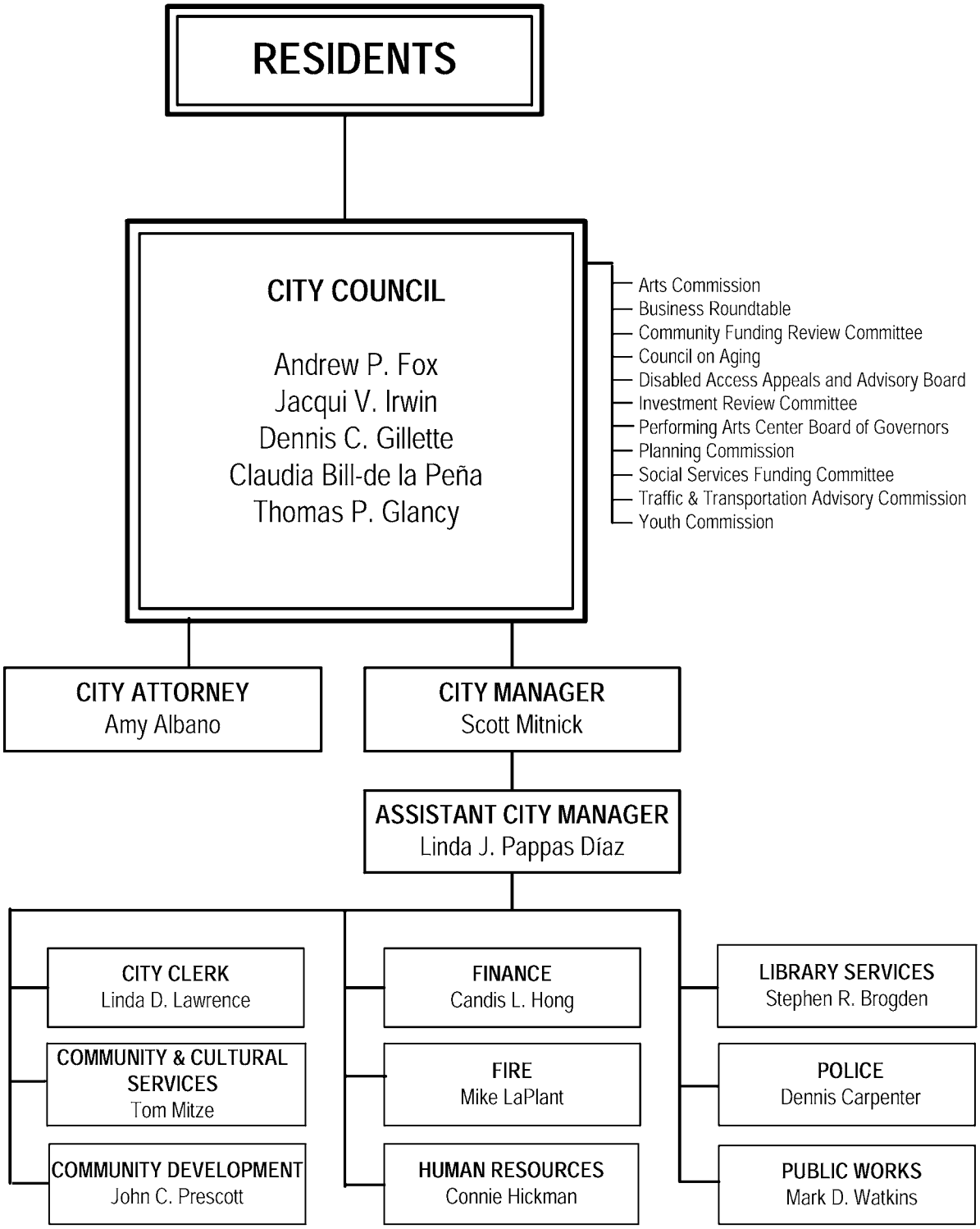
City Council

Andrew P. Fox
Jacqui V. Irwin
Dennis C. Gillette
Claudia Bill-de la Peña
Thomas P. Glancy

Executive Team

Scott Mitnick, City Manager
Amy Albano, City Attorney
Stephen R. Brogden, Library Services Director
Dennis Carpenter, Police Chief
Linda Pappas Díaz, Assistant City Manager
Connie Hickman, Human Resources Director
Candis L. Hong, Finance Director
Mike LaPlant, Fire Division Chief
Linda D. Lawrence, City Clerk
Tom Mitze, Community & Cultural Services Director
John C. Prescott, Community Development Director
Mark D. Watkins, Public Works Director

CITY OF THOUSAND OAKS



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GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Thousand Oaks

California

For the Biennium Beginning

July 1, 2005

President

Executive Director

The last biennial budget for FY 2005-06 and 2006-07 received two awards. The Government Finance Officer's Association of the United States and Canada (GFOA) presented a "Distinguished Budget Presentation Award" to the City of Thousand Oaks. In order to receive this award, a governmental entity must publish a budget document that meets program rating criteria, as a policy document, operations guide, financial plan, and communications devise.

In preparing the Adopted FY 2007-08 and 2008-09 Biennial Budget document, staff has once again followed the GFOA criteria. This document will be submitted to the GFOA to be considered for the "Distinguished Budget Presentation Award."

California Society of Municipal Finance Officers

Certificate of Award
For
Excellence in Operating Budgeting
Fiscal Year 2005-2006

The California Society of Municipal Finance Officers (CSMFO) proudly presents this certificate to

The City of Thousand Oaks

For meeting the criteria established to achieve the EXCELLENCE AWARD in the OPERATING BUDGET CATEGORY.

February 23, 2006

President

Agnes Walker, Chair
Budgeting & Financial Management

At the State level, the City's Adopted FY 2007-08 and 2008-09 Biennial Budget document received the "Excellence in Operating Budgeting" from the California Society of Municipal Finance Officers (CSMFO).

As with the GFOA, the CSMFO also has a set of specific rating criteria.

In preparing the Adopted FY 2007-08 and 2008-09 Biennial Budget document, staff has once again followed CSMFO criteria. This document will be submitted to the CSMFO to be considered for the "Excellence in Operating Budgeting" budget award.

BUDGET MESSAGE

M E M O R A N D U M

City of Thousand Oaks • Thousand Oaks, California
City Manager's Office

To: City Council

From: Scott Mitnick, City Manager

Date: September 12, 2007

Subject: **Adopted FY 2007-2008 & FY 2008-2009 Operating Budget**

On behalf of the entire management team, it is my pleasure to submit a balanced adopted Operating Budget for Fiscal Year (FY) 2007-2008 and FY 2008-2009 with recurring revenues covering all recurring operating appropriations, as adopted by City Council on June 12, 2007. The adopted Capital Improvement Program Budget was also adopted by City Council on June 12, 2007 and is contained in a separate document. Both documents have been prepared in an effort to assist City Council in satisfying public service and infrastructure needs of the Thousand Oaks community, and serve as two key policy documents.

CITY COUNCIL GOALS

On February 20, 2007, City Council reaffirmed ten broad Citywide Goals as part of its Goal Setting Workshop. The adopted FY 2007-2008 and FY 2008-2009 Operating Budget and Capital Improvement Program Budget documents contain sufficient resources to achieve the following Ten City Council Goals:

No.	City Council Goals	Funding Source
A.	Provide municipal government leadership, which is open and responsive to residents, and is characterized by ethical behavior, stability, promoting public trust, transparency, confidence in the future, and cooperative interaction among civic leaders, residents, business representatives, and City staff, while recognizing and respecting legitimate differences of opinion on critical issues facing the City.	General Fund
B.	Operate City government in a fiscally and managerially responsible and prudent manner to ensure that the City of Thousand Oaks remains one of California's most desirable places to live, work, visit, recreate, and raise a family.	General Fund

No.	City Council Goals (cont'd)	Funding Source
C.	Maintain strong commitment to public safety (including Police, Fire, Emergency Medical Services, and Emergency Management) to ensure City remains one of the safest Cities in the United States, with a population over 100,000.	General Fund
D.	Complete ring of open space around the City; Protect and preserve ridgelines, natural habitat, and designated open space areas.	Conejo Recreation and Open Space Acquisition Fund, Developer Agreement Funds, and/or the General Fund
E.	As the City transitions from a "growth" community to a "maintenance and renewal" community, provide and enhance essential public infrastructure to implement the goals and policies of the Thousand Oaks General Plan, and ensure that City retains its role and reputation as a leader in protecting the environment and preserving limited natural resources.	All funds and Developer Fees
F.	Continue City's commitment to cultural programs and services (such as Performing Arts/Theatres, Libraries, TOTV, Visual Arts, Youth and Senior Programs).	General Fund
G.	Participate in public-private and multi-jurisdictional opportunities to ensure City residents have access to high levels of parks, recreation, education, and leisure programs and services.	General Fund, Developer Agreement Funds, and/or Conejo Recreation and Open Space Acquisition Fund
H.	Maintain a strong local employment base geared toward retaining high quality businesses; Sustaining a healthy business community; and, Diversifying the local economy, with a specific emphasis on small businesses and high technology/biotech jobs.	General Fund
I.	Implement high quality redevelopment projects within Thousand Oaks Boulevard Redevelopment Project and Newbury Road Project Areas; Develop a pedestrian oriented, viable, and self-sustaining "Downtown"; and, continue to produce long-term affordable housing.	Redevelopment Agency and various grant funding
J.	Prepare for transition of City workforce by ensuring that sufficient succession planning takes place and by developing an employment base which is reflective of the community.	General Fund

CITY COUNCIL PRIORITIES

Also on February 20, 2007 City Council adopted ten Citywide Top Priorities for FY 2007-2008. The adopted Operating Budget and Capital Improvement Program Budget documents reflect these priorities and ensure sufficient resources are available to accomplish each one, as follows:

No.	City Council Priority	Funding Status
1.	Increase Affordable Housing Units; Implement recommendations from March 28, 2006 Affordable Housing Study Session; and Complete 2008 Housing Element Update.	Redevelopment Agency and General Fund
2.	Develop a Thousand Oaks Boulevard/"Downtown" Specific Plan; and, Develop a Business Plan for Discovery Center Project.	Redevelopment Agency and General Fund
3.	Hold a Public Transportation Study Session; and, Obtain funding for 101/23 Interchange Project and 23 Freeway Landscaping.	General Fund and various grant funding
4.	Maintain highly effective public safety services; Complete review of Fire District costs vs. services provided; Improve bicycle safety; Obtain special legislation to allow cities to set local speed limits.	General Fund
5.	Work cooperatively with Conejo Recreation and Park District to: 1) Construct California Lutheran University Pool Complex; 2) Construct Lang Ranch Community Park; 3) Construct Teen Center Expansion; 4) Complete Rancho Potrero Specific Plan (including annexation into the City of Thousand Oaks); 5) Construct Rancho Potrero Equestrian Center; 6) Host a major annual youth sporting event; and 7) Prepare a Youth Recreational Activities Feasibility Analysis.	General Fund, Developer Agreement Funds, and/or Conejo Recreation and Open Space Acquisition Fund
6.	Acquire more open space and ensure existing open space is effectively managed.	General Fund, Developer Agreement Funds, and/or Conejo Recreation and Open Space Acquisition Fund
7.	Enhance environmental programs; Implement a Solar Energy Program (public and private); and, Support local schools in developing and enhancing educational programs, which promote environmental awareness and conservation.	General Fund
8.	Hire an arts consultant to study and resolve various "arts issues," including: Overlapping responsibilities; General Fund subsidy of Theatre Funds; Theatre Department operational issues; naming opportunities/signage; and, Other related arts issues.	General Fund and/or Theatre Fund
9.	Develop a Community Dispute Resolution Program.	General Fund / Pending
10.	Assist Thousand Oaks Auto Mall to develop a plan to resolve parking issues.	Redevelopment Agency

Staff will be working over the next year to fully implement the actions necessary to achieve each of these priorities. These major priorities help drive the City's "Citywide Goals & Objectives" annual update, which is published as a separate document each fiscal year and presented to City Council. The FY 2006-2007 "Citywide Goals & Objectives" year-end status update is scheduled to be presented to City Council in October 2007.

As a reminder, throughout this budget document there are several hundred specific "Objectives," which are delineated to the departments to ensure that City Council's broad ten Goals and ten Priorities are faithfully implemented. In keeping with the practice of recent years, the adopted FY 2007-2008 and 2008-2009 Budget closely links the operating and capital expenditure plans with these Goals and Priorities.

INCORPORATING FINANCIAL STRATEGIC PLAN

On February 22, 2005, City Council approved the City's first Financial Strategic Plan. This plan projects revenues and expenditures of the General Fund over a ten year period and was updated earlier this year (2007). The updated plan was used to assist staff in developing revenue estimates contained in this two-year budget.

At the June 12, 2007 Public Hearing on the Operating and Capital Improvement Program Budgets, City Council requested staff to update the Financial Strategic Plan and present an economic forecast for the City of Thousand Oaks later this calendar year. The updated or new plan will examine the City as a whole and include analysis of all major funds.

The updated Financial Strategic Plan will update the previous Plan, while reflecting new information about the local economy with impacts to the City's revenue and expenditure projections, and will incorporate the City's infrastructure needs and City Council's Goals and Objectives/Top Priorities (major initiatives).

INCORPORATING PERFORMANCE MEASURES AND GOALS WITH "MINIMUM COMMUNITY STANDARDS"

On February 22, 2005, City Council approved the Community Budget Task Force's (CBTF) Budget Review recommendations and directed staff to implement 49 findings. Many of the findings were incorporated in the previous biennial Budget document. For the first time, this Budget document incorporates CBTF's recommendation to include performance measures in the budget document. Minimum Community Standards[1] were incorporated with department goals and objectives and performance measures set for each department program area. Additionally, accomplishments for the prior two-year budget period appear on the same page. This represents a significant step forward for the City to measure and benchmark work effort, efficiencies, and responsiveness to the community.

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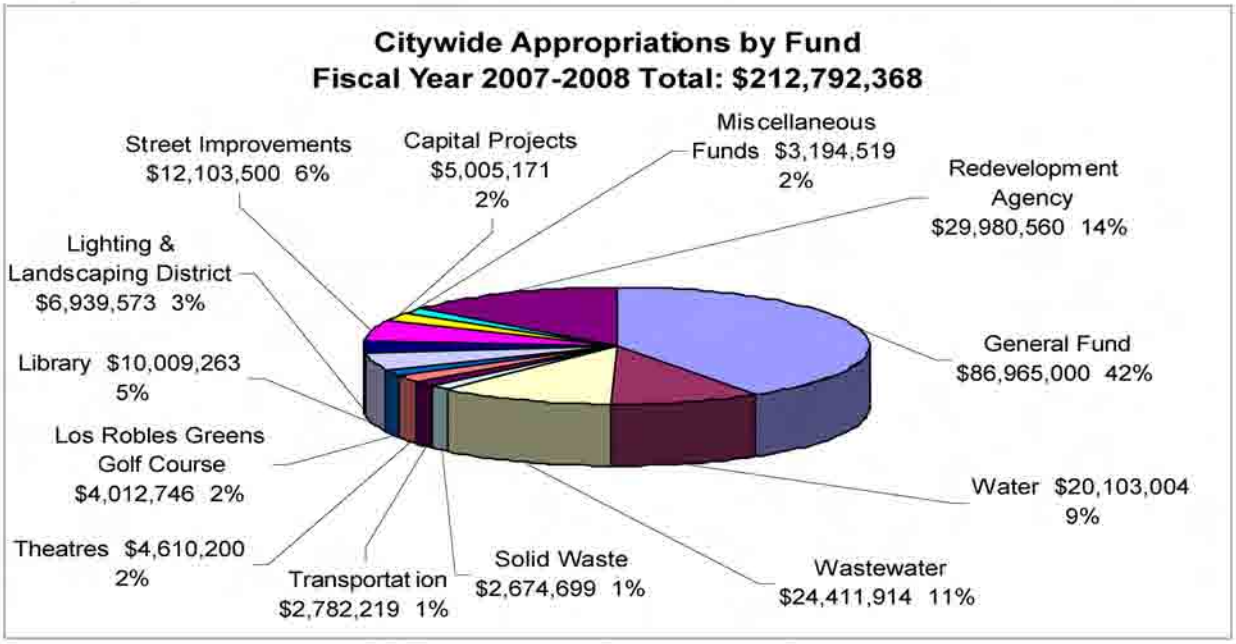
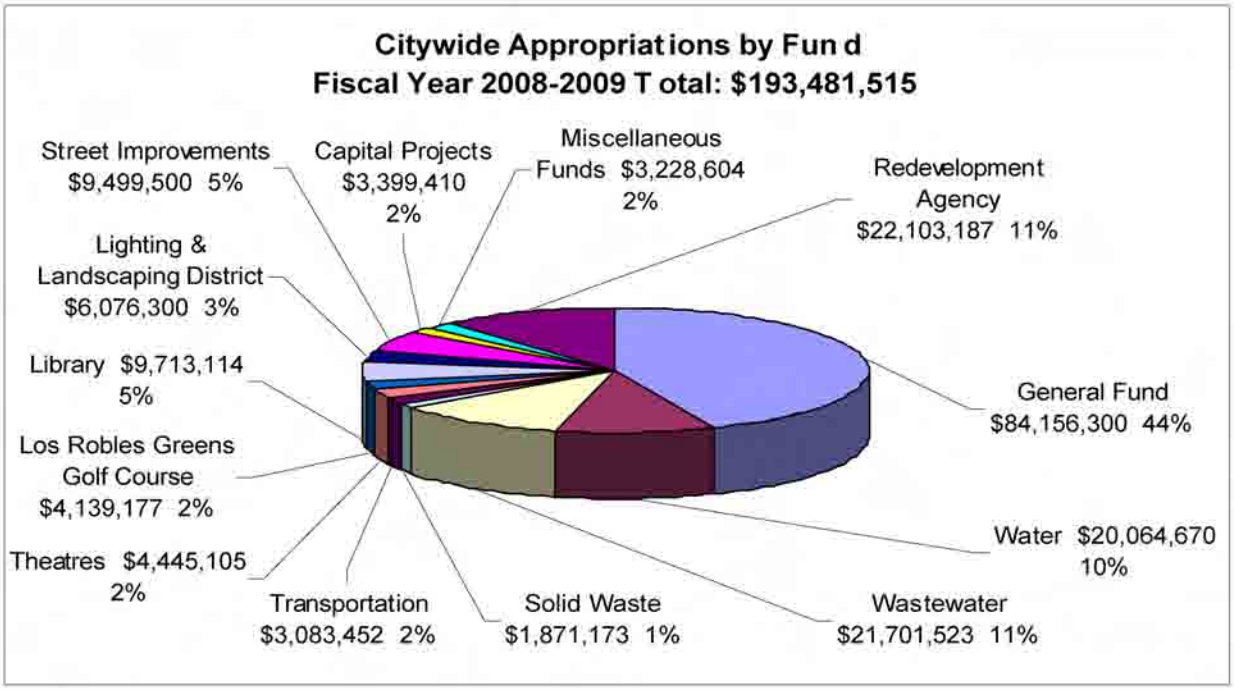
[1] In May 1998, City Council directed that Minimum Community Standards (or Service Guidelines) be developed in an effort to measure how effective the City is in providing basic public service levels. City Council requested the Community Budget Task Force assist staff in developing these standards. Over the course of a year, the Community Budget Task Force worked diligently with department representatives to develop minimum standards, which are applicable to each department's various programs, as well as Citywide minimum standards which are common to all departments. A total of 294 Minimum Community Standards were developed and adopted on September 14, 1999, and April 4, 2000.

OVERVIEW OF ADOPTED FY 2007-2008 & FY 2008-2009 BUDGET

Overall, the adopted FY 2007-2008 & FY 2008-2009 Citywide Budget represents a conservative spending plan for the next two fiscal years. Total adopted appropriations (for all funds) for FY 2007-2008 is $212,792,368 and FY 2008-2009 appropriations is $193,481,515.





The adopted Budget does not include any new programs other than a change in law enforcement programs, and staffing changes between departments with a net increase of two designated part-time (DPT) positions. A new Police Detective was added for investigating internet predators; three new School Resources Officers (SRO) at the high schools were added, offset by converting two DARE Officers to two SROs. Three new designated part-time (DPT) staff positions were added in the Theatres Department due to the level of activity in the Theatres and need for trained staff. Cost of new Theatres staff is absorbed via the Theatres Enterprise fund (with no General Fund impact) and will be partially offset by a decline in hourly staffing.

As is the case for most California cities, Thousand Oaks' Budget is divided into a series of funds that are used to pay for specific municipal services. Within each fund are department and/or program budgets. This Operating Budget document is divided into sections containing the applicable department and/or program budgets for the next two fiscal years.

REVENUES

Revenue Growth is Forecast to Level Off

Revenue forecasts for the next two fiscal years are based on assistance from the Financial Strategic Plan model adjusted for the most recent data available. The latest sales tax scenario from our sales tax consultants project a slight decline in the budget estimate for 2006-2007 sales tax revenues by $200,000, down to $28.6 million. Consequently, sales tax revenues for FY 2007-2008 are projected to be $29.0 million and $29.7 million for FY 2008-2009. Interest earnings are higher as interest rates have doubled from FY 2004-2005 levels. City Council approved new User Fees on April 24, 2007 and increased revenue attributable to new fees have been included. Construction permit revenues are estimated to be stable as a result, despite a leveling off in local building activity. Revenue increases of the recent past have not repeated at the same rate of increase seen earlier this decade. Staff projects a five percent increase in property taxes, lower than previous years' increases, since economic signs are towards a slowing in the appreciation rate of property values. As a result of an uncertain and mixed economic picture for the upcoming two fiscal years, conservative revenue forecasts continue for the upcoming budget cycle.

User Fees Adjustments

City Council adopted new user fees at a public hearing on April 24, 2007. Adopted fee adjustments have been factored into the adopted Operating Budget, and range from 16.1 percent increase for building fees, 20 percent increase for planning fees, and an average of up to 56 percent for Public Works engineering fees. Theatre rental and labor rates increased between 10 and 20 percent. With these increases, Theatres User Fees will generate sufficient revenue to fully cover the costs of Theatres Fund operations and cost allocations (indirect costs) for City General Fund overhead support. The Alliance for the Arts generously agreed to increase its annual donation by $100,000, which will assist the Theatres with renovations to the Founder's Room budgeted in FY 2007-2008. Golf Course fees will increase and have been factored into the revenue projections for the Golf Course Fund.

Revenue Assumptions

As the Budget is a plan to guide the future operations of the City and its component units, the City has endeavored to forecast revenues on a conservative basis, with the most recent information available. These estimated revenues directly control how much the City can spend on various services and projects.

Updated Financial Strategic Plan assumptions were used in developing General Fund revenue estimates. The original model assumed modest growth conditions over the next two years. The Finance Department reviewed revenues by line-item, looking for changes in assumptions and trends.

For classification purposes, revenues are usually grouped into major categories. For financial reporting purposes, the California State Controller's Office has established a classification system that local government is required to follow when reporting their financial affairs to the State. Therefore, the presentation of revenues is based on the State Controller's classification system, as follows:

- **Taxes** – Compulsory charges levied by a government for the purposes of financing public services performed for the common benefit. The taxes received by the City include property taxes, sales tax, business tax, transient occupancy tax, and documentary transfer tax. Property, sales, and transient occupancy tax projections are accomplished by analyzing historical trends and changes within the community that affect these revenues. Property tax is projected to increase about five percent based on trends and growth factors identified in the Financial Strategic Plan; sales taxes are projected to grow about two percent and transient occupancy taxes seven percent, due to two new hotels and projected improvements to a third.

- **Licenses & Permit Fees** – Fees collected in exchange for the issuance of a license or a permit are usually issued to finance the public programs relating to the activities licensed or permitted within the City. License and Permit fees collected by the City are primarily for business licenses and building and construction permits. Permit fee income is related to building activity and is projected by the departments collecting those fees based on anticipated permit applications and newly adopted fees. Business licenses are projected to increase five percent, primarily due to increased auditing efforts.

- **Fines & Forfeitures** – Punitive assessments levied by the courts upon violations of law or regulations. The City receives such fines and forfeitures for Vehicle Code fines and for violations of the Municipal Code. Fines and forfeitures are primarily estimated by the Finance Department based on historical trends and any legislation that might affect their distribution. The model assumed increases due to an increase in false alarm and social host ordinance fines.

- **Revenues from the Use of Money & Property** – Income derived from investment earnings, plus sale or rental of property. Investment earnings are projected based upon a conservative return applied to cash within each fund. Where cash remains relatively stable in any given fund, historical trends can be used. Since investment earnings are distributed to each fund based upon the cash balances within each fund, additional knowledge about spending patterns and anticipated timing of receipts is crucial. For sale and rental of property, actual knowledge about which properties will be sold or rented throughout the fiscal year is used to make the revenue projections.

- **Intergovernmental Revenues** – Income from grants and subventions received from other governmental entities. The primary group in this category is State of California shared fees and taxes, which includes motor vehicle in-lieu fees, property tax relief subventions, and gas taxes. Other sub-groups in this category are special purpose Federal, State, and County grants. Historical trends, information provided by the State, and information provided by other departments are the sources of information for making revenue projections in the category. Financial Strategic Plan Model assumed reduced population growth and a three percent increase in FY 2007-2008 and three percent in FY 2008-2009.

- **Current Service Charges** – Income collected in exchange for a particular public service of a limited and specific benefit. These charges are used to finance the cost of the particular service provided. The City collects a wide variety of such charges in different service areas. The primary areas where they are collected are public safety, planning and zoning, building plan checks, and utilities.

- **Special Benefit Assessments** – Compulsory charges levied by a government for the purpose of financing a limited group of property owners. Assessment revenues are projected based on the cost of providing the service along with balances available and future anticipated spending patterns.

- **Other Revenues** – Income from contributions, refunds, and other income not classified elsewhere. Income is projected based upon historical trends or specific information about a particular source.

APPROPRIATIONS

Recurring Costs of Previous Budget Decisions

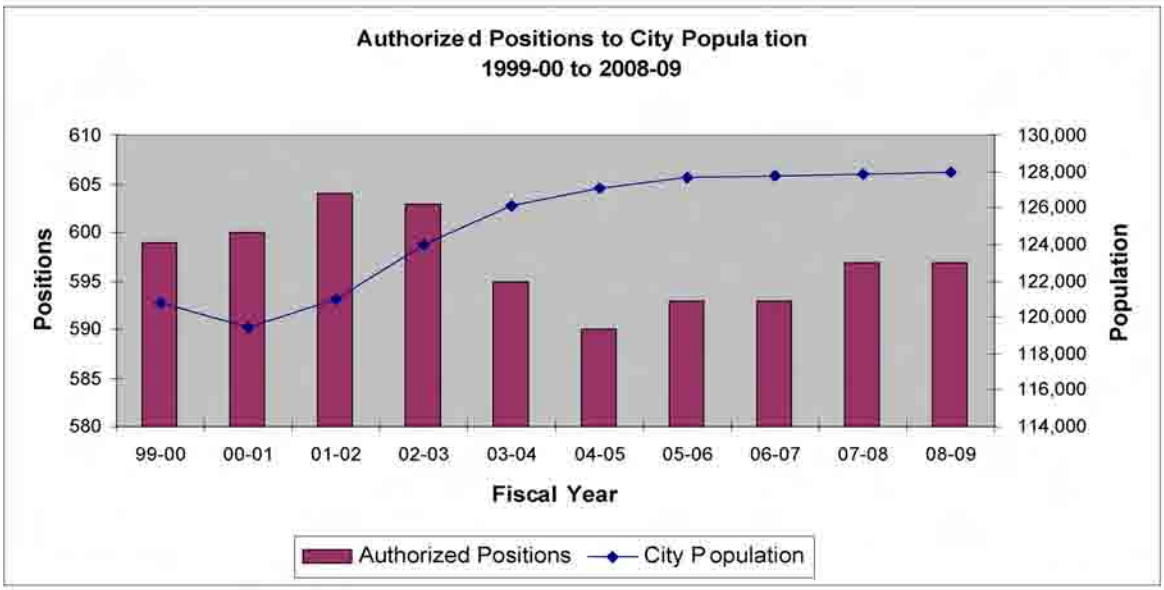
Balancing the General Fund in the adopted FY 2007-2008 and FY 2008-2009 Operating Budget was a challenge. Primary causes were softening sales tax revenues, an average increase in salaries and benefits of four percent, recurring impacts of ongoing significant contract and materials costs increases, rising Police Department costs, State of California regulatory requirements, and operational impacts due to completion of the 22,000 square foot Thousand Oaks Children's Library expansion.

Salaries and Benefits

A cost of living adjustment has been included each year in the budget estimates for this adopted two-year budget. Employer PERS retirement costs are similar to the previous year, at 11.74 percent of payroll. This next two year budget also includes funding for the City's annual accrued liability at four percent of payroll. This amounts to an increase of nearly $300,000 in the first year Citywide over the pay-as-you-go amount of $850,000; however, the amount will not continue to rise in future years.

All departments reviewed their positions for workload and staffing. Various transfers, allocations, and title changes occurred following discussion with City Manager, Finance Director, and Human Resources Director. Overall, four General Fund positions were reduced or frozen effective FY 2007-2008; three positions in Community Development (Associate Planner, Building Inspector, and Administrative Secretary) and one in Community and Cultural Services (DPT Video Production Technician). Two net law enforcement positions were added (one School Resources Officer and one Detective), along with one DPT Crossing Guard Supervisor, to replace an hourly position.

Three new positions were added to this biennial Budget in the Theatres Fund (DPT Stage Technicians). These positions have some offsetting cost savings from eliminated hourly positions. Also eliminated was a two-year limited term designated part-time Housing Rehabilitation Specialist funded by the Redevelopment Agency Low-to-Moderate Housing Fund.



Projected population growth for FY 2007-08 and FY 2008-09 based on same increase factor from FY 2006-07. (2007 City population provided by the State's Department of Finance.)

Increased Police Department Costs

The City's law enforcement contract with Ventura County and supplies expenditures were $17.2 million in FY 2003-2004. The cost of Police services will rise to an estimated $26.8 million in the adopted FY 2008-2009 budget, an increase of $9.6 million (or 56 percent) in five years. Law enforcement costs now comprise 38 percent of the City of Thousand Oaks' General Fund operating expenditures. As a point of comparison, during that same time frame, sales tax, at 39 percent of General Fund revenues, is projected to only increase $2.7 million (or 10 percent). After a review of staffing needs and response times by the Police Chief earlier this year, the suggestions made in his report are incorporated in this budget document. Positions included are three new School Resources Officers (SROs) and one Detective, offset by a reduction of two DARE program Officers.

Included in the law enforcement costs are funding to extend the Thousand Oaks Community Prosecution Program for another two years, at a cost of $104,715 in the first year, and $109,951 in the second. This program pays for 60 percent of a Deputy District Attorney's time at the Thousand Oaks Police Station, directly assisting law enforcement on site.

Maintenance & Operations

The nuts and bolts of each department's non-salaries and benefits costs represent routine "Maintenance & Operations" line-items. Where possible, staff budgeted known costs. In an effort to balance the General Fund Budget, each department was tasked with reducing their maintenance and operations estimates by looking closer at previous five year's expenditure trends. The result is a tighter expenditure budget with very little room for contingencies.

Operating Transfers

- **General Fund Subsidy of Theatre User Fees** - Previously, an annual operating transfer was made from the General Fund to the Theatres Fund in an amount equal to the projected cost allocation from the General Fund for administrative support. This subsidy began in FY 1999-2000 at $255,000, and was projected to be $770,000 for FY 2006-2007. In this biennial budget, following three years of negotiations with Alliance for the Arts, the General Fund subsidy will be eliminated, a result of increasing rental rates and charges for in-house labor that should enable Theatre Enterprise fund operations to break even. Alliance for the Arts for example, reached a tentative agreement with the City to increase its annual contribution by $50,000 and pay $50,000 annually (full market rent) to lease office space at the Civic Arts Plaza.

- **General Fund Operating Transfer to Transportation Fund** - The Thousand Oaks Transit (TOT) and Dial-A-Ride (DAR) systems both receive Federally-funded State Transportation Development Act (TDA) funds for their operations. This funding requires a fare box return ratio of 20 percent for TOT and ten percent for DAR. This means that the City must be able to show that the fares charged for the services return 20 percent and ten percent of their operating costs, respectively. To

the extent that they do not meet these ratios, the City is obligated to make up the difference, previously funded from the General Fund up to FY 2004-2005. In the last biennial Budget, the decision to use Air Quality fees to fund the operating transfer to the Transportation Fund was made. This represented a shift in City Council policy as an ongoing operational responsibility was funded with one-time developer fees (air quality fees). An operating transfer to Transportation Fund will continue though the next two years, rising to $211,000 in the second year.

RESERVES

This adopted Budget fully complies with the City Council's Reserve Policies for the General Fund and other operating funds adopted by City Council in July 2002, and are included in the Fiscal Policies section.

Fund balance is generally defined as the difference between a fund's assets and liabilities. Fund balances, and/or retained earnings, will be used only for emergencies, non-recurring, or major capital improvement expenditures.

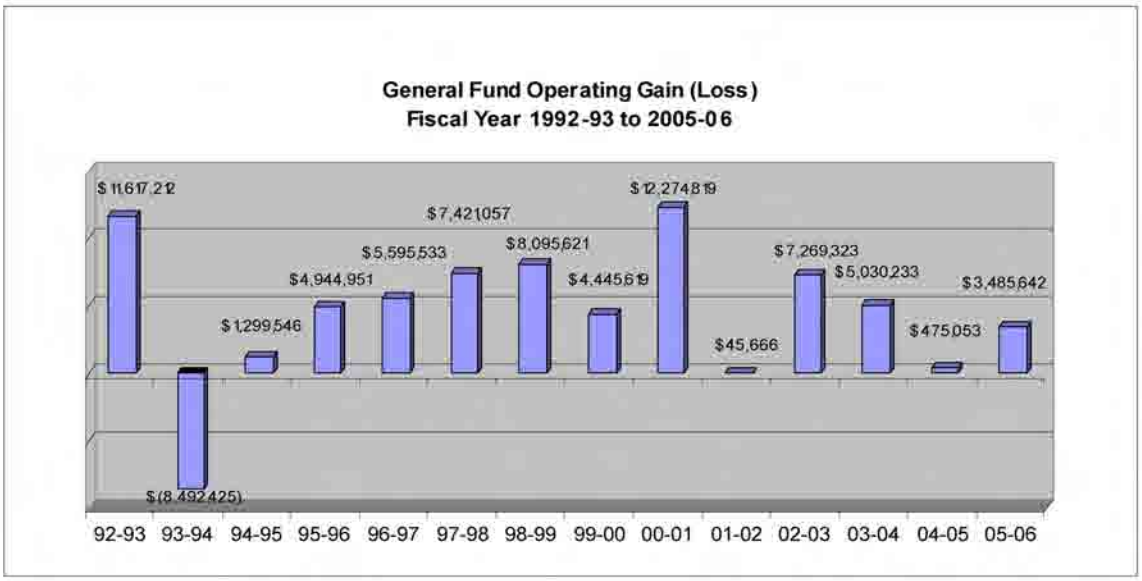
General Fund Reserves

The adopted General Fund Budget for FY 2007-2008 and FY 2008-2009 fully complies with City Council's Budget policies and direction with respect to the maintenance and use of reserves. At the end of FY 2008-2009, General Fund reserves will decrease, due to several large capital projects anticipated to commence during this two-year budget cycle. Those reserves that remain are designated to be set-aside for a variety of specific purposes. In keeping with the City's policies past practice, the following reserves will be maintained:

• 15% Working Capital Reserve	$10.1 million
• 5% Emergency Contingency Reserve	$ 3.4 million
• Endowment Reserves (CEFF, SFEF, SSEF)	$ 6.0 million
• Legal Settlements Reserve Account	$ 2.5 million
• Compensated Absences	$ 4.5 million
• Capital Facilities Replacement Reserve	$ 5.0 million
Total	$31.5 million

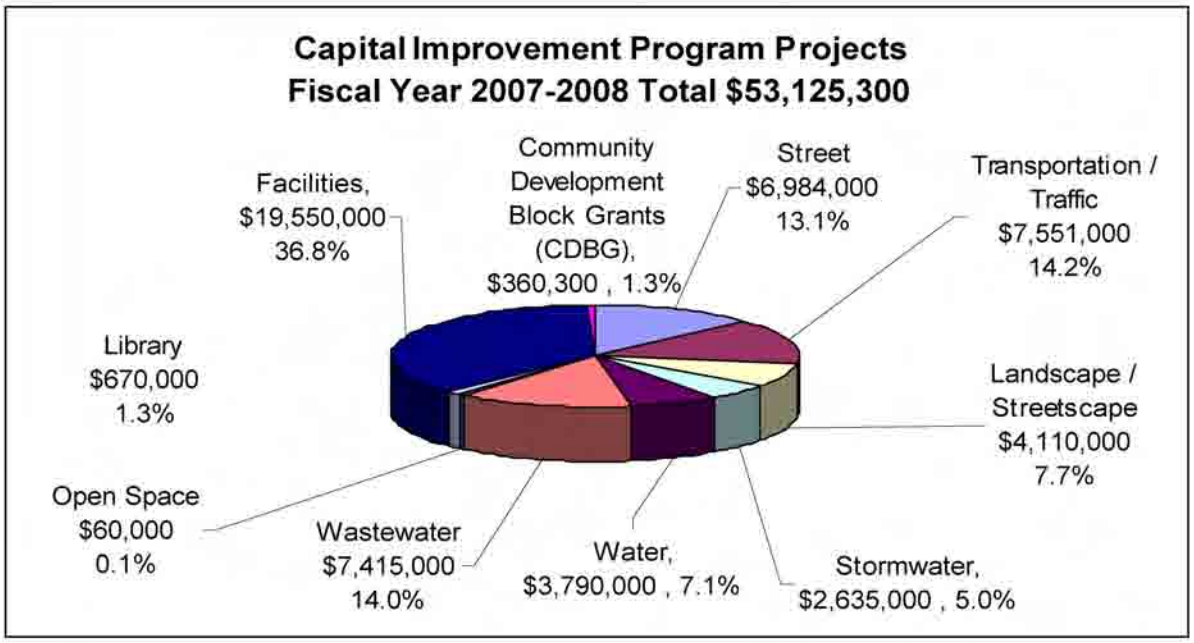
Per City Council policy, one-time General Fund capital improvement projects will be funded with non-recurring reserves. The adopted FY 2007-2008 and FY 2008-2009 Capital Improvement Program Budget includes $23 million in General Fund projects, which will be funded from existing reserves. The General Fund's capital improvement budget for the next two years will be dedicated primarily to the following projects: Lang Ranch Community Park, Fiore Teen Center Expansion, Civic Arts Plaza Improvements, and a number of Streets, Landscaping and Transportation projects. As shown on Page 5 of the Operating Budget document, the remaining unappropriated fund balance is $333,300 after adoption of the General Fund budget. General Fund reserves are designated for FY 2006-2007 Capital and Operating Budget commitments, FY 2007-2008 and FY 2008-2009 capital improvement projects and for required reserves outlined above.

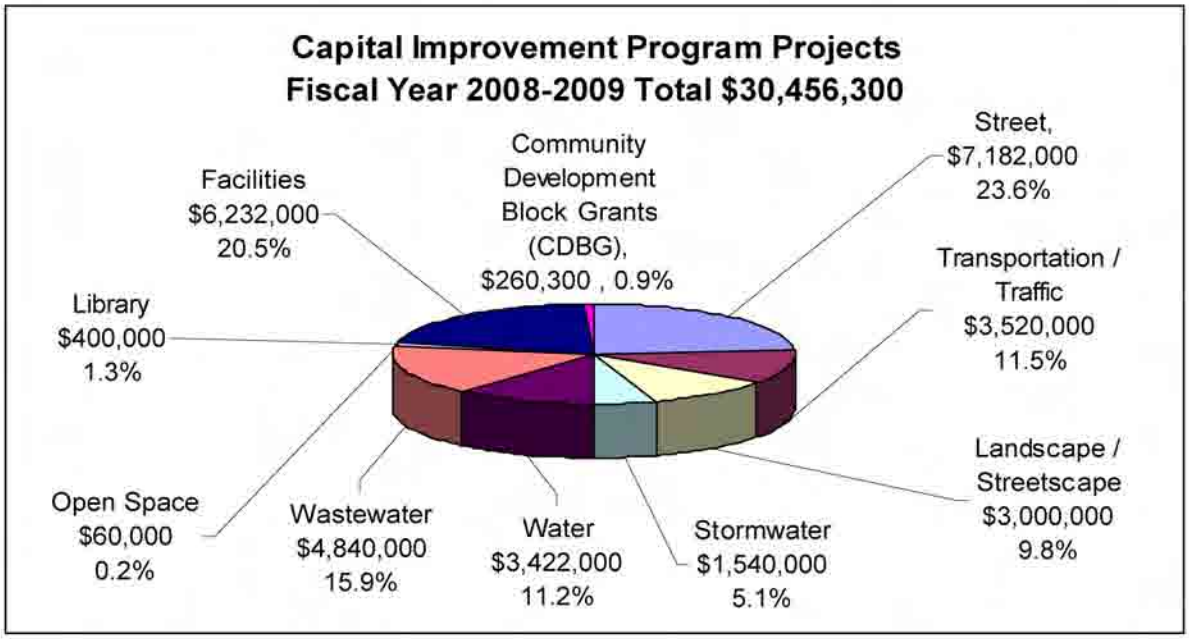
The following graph shows annual General Fund operating gains over the last fourteen fiscal years, which illustrates that the gap between revenues and expenditures is beginning to narrow, resulting in fewer funds available for new capital improvement projects.



- **Adopted Capital Improvement Program Budget**

The total adopted Capital Improvement Program Budget for FY 2007-2008 is $53.1 million; for FY 2008-2009, it is $30.5 million. The adopted FY 2007-2008 and FY 2008-2009 Capital Improvement Program Budget is prepared separately from the Operating Budget document to provide more thorough and detailed descriptions of 141 Capital Improvement Projects, which will be funded over the next two years.





Several non-routine capital projects are included in the upcoming two-fiscal years Capital Improvement Program Budget, including:

Lang Ranch Community Park	$5,000,000
Discovery (Science) Center	$5,000,000
Civic Arts Plaza – Entry Plaza	$3,500,000
Fiore Teen Center Gym Expansion	$2,500,000

The Lang Ranch Community Park is the last remaining community park in the Conejo Recreation & Park District's (CRPD) Master Plan. As proposed, CRPD will develop approximately 46 acres of the 124-acre Lang Ranch area, with park facilities to include active recreation and natural open space for the local community. Also included in the Capital Improvement Program Budget is a $5,000,000 contribution to assist in creating a Discovery Center for Science and Technology that will include a "hands-on" science center adjacent to the Civic Arts Plaza. This appropriation will be placed into a capital "holding account" and funds will not be released until the Discovery Center Board successfully raises the total money needed and construction of the project commences.

Please refer to the Capital Improvement Program Budget document for more detailed information about each project.

KEY ISSUES FACING THOUSAND OAKS OVER NEXT TWO YEARS

- **Economic Picture**

Economists and business leaders who follow the local economy remain generally bullish about our region's long-term outlook. This optimistic view is supported by a number of strong economic indicators that include the following: a strong housing market, even in the face of a slowdown in the pace of sales; new office construction in response to demand; very low vacancy rates in residential, retail, and office portions of the real estate market; a stable and generally educated/skilled workforce, with a strong

component of high-paying jobs; an ongoing low unemployment rate; consistent overall job growth in many local economic sectors; moderate growth in retail sales; and an overall optimism in the economy. A high quality of life in the Conejo Valley, supported by strong educational and other public services, suggest the area will continue to be an attraction for increased economic/investment activity.

Supporting the local economy are strong national and regional economies in adjacent Los Angeles and Santa Barbara counties. Since 2002, the stock market has consistently grown stronger, and low national and regional inflation has generally been maintained.

Some ongoing local challenges will remain for an extended period, including the need for more workforce available and multi-family housing, dealing with an ongoing increase in traffic, and its negative effects on productivity, fuel costs and the environment, and the question of a steady and affordable source of electricity, natural gas, and clean water. At the local level, sales tax revenues will likely reflect minimal growth until planned projects at the Thousand Oaks Auto Mall and The Oaks Shopping Center come on-line in late 2008. Coping with the recent news of a reduction in local Amgen and Countrywide jobs (back to 2006 levels) will also present a challenge for our community.

In summary, the community has reason to be optimistic about the local economy, especially over the long haul. Review of economic statistics supports the fact that Ventura County, and the overall Conejo Valley, seem to be leaders, rather than followers, on economic issues, consistently reflecting lower inflation rates, lower unemployment rates, increased numbers of higher wage jobs, stronger real property sales, and a diversified retail economy, when compared with other counties and State averages. In short, Thousand Oaks is the place to be for a good life and a healthy business climate.

Specific issues worth noting, include the following:

1. Sales Tax Revenues

As of the fourth quarter ended December, 2006, City of Thousand Oaks' Sales Tax revenue declined 1.3 percent compared to a year earlier. Industries seeing the largest decline were autos and transportation and building and construction. New auto sales declined ten percent. Businesses with the largest increases were fuel and service stations and restaurants and hotels. With the September 2008 opening of the renovated Oaks Mall project (including a brand new Nordstrom Department store) and a number of other retail improvements, sales tax is anticipated to do well over the next few years.

2. Public Employment Retirement System and Health Plan Costs

The City's retirement costs have stabilized at 11.4 percent of payroll, and are forecasted to remain constant in Fiscal Years 2007-2008 and 2008-2009. Post - employment retiree health benefits costs, our actuarially determined annual required contribution, is expected to remain at a stable $1.2 million annually, in the next two budget years.

3. Law Enforcement Costs

Law enforcement contract increases due to salaries and retirement cost increases passed along by the Ventura County Sheriff's Department are included in the two year budget, along with two new positions. Contract costs in the first year will increase 8.4 percent and the Sheriff's business office is estimating a 4.5 percent increase in the second year.

4. Bicycle Safety

The Bicycle Advisory Team (BAT) and the Traffic and Transportation Advisory Commission (TTAC) recommended the addition of a staff member and additional funding for the Traffic Division to be able to more completely address bicycle issues throughout the community, including both engineering and public outreach and education. Rather than add a position, City Council approved reclassifying a vacant position into a new traffic engineering position. This position will focus on traffic issues Citywide, including bicycle issues. Public outreach and education will be performed by contract approved by the City Council on an individual basis.

5. Regulatory Requirements – Countywide Storm Water Permit

Compliance with the new Countywide Stormwater Total Maximum Daily Load (TMDL), a new requirement issued by the State Regional Water Quality Control Board, is expected to cost the General Fund $175,000 in each of the next two years. Estimated future costs for this TMDL for implementation of water quality control measures are potentially in the millions of dollars. This issue will receive considerable attention in FY 2007-2008.

6. Infrastructure Funding

Opportunities exist for funding transportation projects from recent State of California bond issues (including Proposition 1B). However, this year, for the first time, the General Fund has increased Transportation-related capital project costs budgeted in the two-year budget, due to increasing streets, landscaping, and soundwall projects as our infrastructure ages.

7. Water Rates

The Water Master Plan, adopted by City Council in December 2005, identified a number of needed capital improvement projects. City Council directed that a Biennial Financial Plan be prepared by an outside consultant to ensure that the rates and fees charged were appropriate to support the Capital Improvement Program (CIP). Findings of the Water Financial Plan include the following:

The existing Water Plant Investment Fee (PIF) needs to be increased in FY 2007-2008 by 30 percent, and in FY 2008-2009 by the Engineering News Record (ENR) Construction Cost Index in order for future users to pay for their share of Water Capital Projects. The existing Water Base Charge and Quantity rates need to be increased in FY 2007-2008 by 12 percent, and in FY 2008-2009 by

7.5 percent, in order to pay for increasing wholesale water purchase costs, operate and maintain the City's water delivery system, and pay for existing users share of Water Capital Projects.

With these increases, the City rates and fees continue to compare favorable with other local agencies and continue to be less than the private water purveyors.

SUMMARY

The adopted Operating Budget for FY 2007-2008 and FY 2008-2009 represents a spending plan that is fiscally balanced, responsible, and responsive to the community's needs. All funds are projected to remain balanced and existing service levels will be maintained at quality levels. Staff will monitor our revenue receipts and expenditures on a monthly basis to ensure that all funds remain balanced. The adopted budget for the next two fiscal years reflects a sound fiscal plan, and addresses the needs and desires of the community, as articulated by City Council. In the last quarter of 2007, City Council will hold a study session to discuss the Financial Strategic Plan update for the next 10 years for the City of Thousand Oaks. This will allow City Council to plan ahead for future revenue challenges and level of services expected by the community.

The City is fortunate to have professional and dedicated employees performing at highly competent levels. I would like to extend my personal and professional thanks to Finance Director Candis Hong, Deputy Finance Director John Adams, and Budget Officer Brent Sakaida. In addition, thanks and appreciation need to be extended to the City's top notch Executive Team, Citywide Budget Team, Office Supervisor Ellen Rosa, and staff from all departments for the many hours of outstanding work, interdepartmental cooperation, and uncompromising commitment to City services in preparing this balanced Budget document.

Respectfully Submitted,

Scott Mitnick
City Manager

ADDITIONAL BUDGET INFORMATION

Budget User's Guide
Community Profile
Fund Structure
Revenues
Source/Use of Funds
Citywide Goals

The City of Thousand Oaks – A Brief Overview

Form of Government

Thousand Oaks was incorporated on October 7, 1964, as a General Law City. The City operates under a City Council/City Manager form of government and provides traditional municipal and public enterprise services, as shown below:

Municipal Services	Public Enterprise Services
Highways and streets	Water
Public safety	Wastewater (sewer)
Library and cultural	Golf course
Planning and zoning	Transportation
Housing/community development	Solid waste management
General administrative support	Theatres

The City Council consists of five members elected by the community at large and selects the Mayor from its members, generally, for a one-year term. City Council terms are four years, with elections held every two years. The City Council appoints the City Manager and City Attorney.

Primary responsibility for financial administration of the City rests with the Finance Director/City Treasurer. She is appointed by the City Manager and is responsible for establishing and maintaining the accounting and management information systems for the City. She is also responsible for the receipt, investments, and disbursement of all City funds.

Budget Process

Background

The City is a general law city in the State of California (State) and does not legally require a budget; however, per the City's Municipal Code, the City Manager is required to "prepare and submit the annual budget to the City Council and be responsible for its administration after adoption." The City Manager presents two proposed annual budgets to City Council for review and adoption, which are consistent with Generally Accepted Accounting Principals (GAAP). All governmental funds are budgeted and accounted for using the modified accrual basis of accounting. Proprietary fund revenues and expenses are budgeted and recognized on an accrual basis. The budget differs from the annual financial reports issued by the City in two ways. The budget does not show depreciation expense and it does not show the value of employee leave balances. This is in keeping with traditional municipal budgeting conventions.

Operating appropriations lapse at the end of each fiscal year. The budgetary level of control for all governmental fund types is the fund level. The City Manager has the discretion to transfer appropriations between departments within a fund, but changes to appropriations or transfers between funds must be approved by City Council. Multi-year projects have been budgeted in the initial year of the project.

Though coordinated by the Finance Department Budget Team, the development of the Operating and Capital Improvement Program Budgets is a cooperative and coordinated effort between the various departments involved in the planning and implementation of the respective budgets.

The Operating & Capital Budget Calendar was approved by City Council on November 28, 2006. This informed staff of key deadlines related to the budgets.

In June 2006, the City held interviews and hired a consultant to assist in the preparation of the City's User Fees. The next step was to gather project information for the Capital Improvement Program (CIP) Budget from the various departments and Project Managers. The City departments then worked on the Operating Budget and the initiation of Performance Measures.

The financial and budget policies outlined in the appendix, at the end of this document.

Preparation of the Budget Document

Budget preparation takes approximately nine months. The Budget Team met on a regular basis with departmental representatives as part of the budget preparation process. Department's began preparing their budget requests and revenue estimates in January.

From January through March, the Budget and Executive Teams carefully reviewed, evaluated, and prioritized each department's budget submissions for new and additional services, positions, capital outlay, and capital improvement projects. The overall estimated revenues and proposed appropriations were also reviewed. Moreover, remaining mindful of public safety and legal requirements; adhering to the City Council's financial policies; as well as providing the most efficient, effective, and economical service levels possible are major considerations throughout the budget process.

Thousand Oaks uses a combined program and line item budget format. This is designated to provide a comprehensive management control and fiscal planning system. This format is aimed at achieving goals and objectives at the operational levels that are consistent with City Council's Goals and Priorities. The budgeting process is an incremental one, which starts with the requests from the departments, based on historical information, inflationary increases, and/or department knowledge based on upcoming projects. Requests for appropriations are made at the department level and are compiled and initially reviewed by the Core Budget Team. Once the Department review is completed, the Core Budget Team met and reviewed the budget with the City Manager and Assistant City Manager.

The Executive Team takes a final review of department budget requests. As soon as the final details are completed and approved by the City Manager, a proposed Operating Budget document is printed. The City Manager presents the proposed Budget to City Council and the public for their review during the month of May, culminating with a public hearing, which typically occurs in mid-June. The City Council may revise the City Manager's proposed Budget, as deemed necessary. A majority vote is required to adopt the final Budget. The Budget is adopted prior to July 1st.

Budget Implementation and Budget Transfers

Once the Budget has been adopted by City Council, the responsibility of implementing each department's budget lies with the department managers, with ultimate responsibility resting with the City Manager. Department managers are expected to operate their department within the appropriations established in the Budget. Budget transfers or budget appropriation amendments should be the exception, rather than the rule. In certain cases, however, requests are considered where events have occurred, which are unforeseen. (Further details with respect to budget transfers and appropriations can be found in the Fiscal Policy section at the end of this document.)

Budget Calendar

The Budget Calendar was presented to City Council on November 28, 2006. The biennial budget process requires significant staff effort. The budget calendar is the first step in completing the two year budget on time.

Documentation of a Budget calendar assists departments in preparing for the next two-year Operating and Capital Improvement Program Budgets process. The calendar is subject to change and is intended to be used as a general guideline.

The recommended budget calendar related to City Council's participation is as follows:

FY 2007-2008 & 2008-2009 Budget Preparation Calendar			
No.	**Date**	**Responsible Department**	**Event**
1	9/26/2006	**City Council**	***City Council FY 2005-06 Citywide goals & Objectives One-Year Status Update Session***
2.	11/28/2006	Finance & **City Council**	Approval of FY 2007-2008 & 2008-2009 budget preparation calendar.
3.	1/30/2007	**City Council**	***City Council Goal Setting Session*** held at Los Robles Golf Course.
4.	2/20/2007	**City Council**	***City Council User Fees (including Dev. Impact Fees) Study Session***
5.	3/20/2007	**City Council**	***City Council Proposed CIP Budget Study Session***
6.	4/3/2007	**City Council**	***Public Hearing: Water/Wastewater Ordinance First Reading***

No.	Date	Responsible Department	Event
7.	4/17/2007	**City Council**	***Public Hearing: Adoption of Proposed User Fees (incl. Dev. Impact Fees) (followed by 60-day waiting period); Water/Wastewater Ordinance Second Reading (Adoption)***
8.	4/17/2007	**City Council**	*** Proposed Operating Budget Study Session***
9.	4/23/2007	Planning Commission	**Planning Commission Review of Proposed CIP for General Plan Consistency**
10.	6/5/2007	**City Council**	***Public Hearing: Adoption of Operating Budget and CIP Budget***
11.	6/5/2007	**City Council**	Adopt Gann Limit (Consent Item).
12.	7/1/2007	All Departments	Beginning of FY 2007-2008. Approved User Fees go into effect.

Capital Improvement Program (CIP) Budget

Capital Improvement Program Budget Prioritization of Projects

Though coordinated by the Finance Department Budget Team, the development of the Capital Improvement Program was a cooperative and coordinated effort between the various departments involved in the planning and implementation of the respective projects.

The process began with the Operating & Capital Budget Calendar (refer to Budget Message Attachments Tab) being approved by City Council on November 28, 2006. This document informed staff of key deadlines related to the budgets.

Capital appropriations are reviewed at the end of each fiscal year and if necessary, are carried forward to the subsequent fiscal year. The budgetary level of control for all project types is the fund level. The City Manager has the discretion to transfer appropriations between projects within a fund, but changes to appropriations or transfers between funds must be approved by City Council. Multi-year projects have been budgeted in the initial year of the project. The CIP budget was prepared in accordance with Generally Accepted Accounting Principles and adopted by City Council on June 12, 2007.

Departments submitting proposed capital improvement project worksheets initially prioritized them according to need, and identified work program goals, project scheduling, and availability of funding. Proposed projects were then submitted to their Department Managers for review and prioritization, based on need and funding availability. All future years' appropriations were increased using an inflation factor. In some instances during the planning and prioritization process, various projects were scaled back to maintain a consistent appropriation amount. The Departments then forwarded the prioritized projects to the Finance Department Budget Team.

Once all the projects had been identified, the Finance Budget Team reviewed the various projects and determined the affect on each of the Funds - Fund

Balances/Retained Earnings, to ensure availability of funds to complete each project. Available Fund Balance and capital revenue sources were calculated by Finance Department staff, with input from the respective departments. If there was limited funding, Finance worked with Department management and staff to reprioritize projects to future fiscal years or determine if there were alternative funding sources available (i.e., other City funds, bond issuances, Community Facilities Districts, etc.).

The CIP budget was reviewed by representatives of the City Manager's Office and the Finance Department, and submitted to City Council for their review.

Adopted FY 2007-2008 and FY 2008-2009 CIP Budget = $83.6 Million

The adopted FY 2007-2008 and FY 2008-2009 Capital Improvement Program Budget totals $83,581,600. As the City approaches build-out and completion of long planned large public infrastructure projects, the need for similar sized projects that are linked to growth will start to level off.

Although several of the previously approved capital improvement projects will continue to be constructed over the next few years, new proposals for City funded large-scale infrastructure projects will likely become less common. We are starting to see a transition of more projects directed at maintaining the City's current infrastructure.

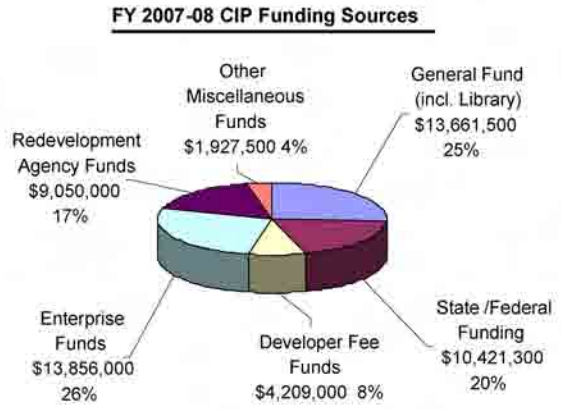
Overview of Adopted FY 2007-2008 and FY 2008-2009 CIP Budgets

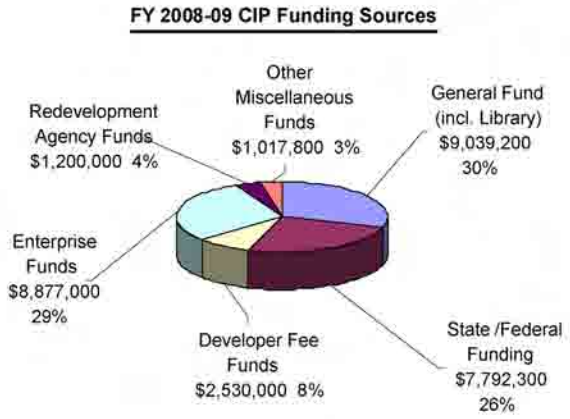
The CIP Budget is divided into 12 categories, as follows:

No	Category	FY 2007-2008	FY 2008-2009	Two-Year Total
1.	Street Projects	$ 6,984,000	$ 7,182,000	$14,166,000
2.	Undergrounding Projects	0	0	0
3.	Transportation/Traffic Projects	7,551,000	3,520,000	11,071,000
4.	Landscape Projects	4,110,000	3,000,000	7,110,000
5.	Stormwater Projects	2,635,000	1,540,000	4,175,000
6.	Water Projects	3,790,000	3,422,000	7,212,000
7.	Wastewater Projects	7,415,000	4,840,000	12,255,000
8.	Open Space Projects	60,000	60,000	120,000
9.	Library Projects	670,000	400,000	1,070,000
10.	Housing Projects	0	0	0
11.	Facility Projects	19,550,000	6,232,000	25,782,000
12.	CDBG Projects	360,300	260,300	620,600
	TOTAL	**$53,125,300**	**$30,456,300**	**$83,581,600**

Appropriations by Funding Source

The following charts document the appropriations by funding source for each fiscal year:





Key Capital Improvement Program Funding Sources

General Fund (including Library Fund) – The General Fund is the City's primary operating fund.

State/Federal Funds – Funding is provided by State or Federal Programs, usually in conjunction with, or as a match to, some other form of funding.

Developer Fee Funds – These Funds are collected for all new development in the City of Thousand Oaks. These fees are collected for the design and construction of projects related to a specific area or type.

Enterprise Funds – The financing for some projects may come from the Enterprise Funds (i.e., Water, Wastewater, Solid Waste, Transportation, Golf Course, and Theatres). Enterprise Funds charge a fee for their use and in most cases use Retained Earnings to pay for the construction and maintenance of new and existing infrastructure.

Redevelopment Agency Funds – Funds contributed by the Thousand Oaks Redevelopment Agency for projects within, or for the benefit to, one of the two redevelopment project areas (e.g., Thousand Oaks Boulevard and Newbury Park). Funding is primarily from loan or bond proceeds and may include Agency Housing funds.

Other Funds – Funding included in the "Other" category are related to Lighting & Landscaping, as well as the City's Open Space Fund.

Performance Measures

The City has included Performance Measures to the Operating Budget have been added to the budget document for the first time for FY 2007-2008 and 2008-2009. There were several factors that influenced the initiation of Performance Measures, which included City Council direction with their establishment of Citywide Goals & Objectives, City Manager, Community Budget Task Force, and GFOA recommended practices to name a few.

The City's Core Budget Team met with individual departments to introduce the concept and development of Performance Measures. There were basic guidelines that were followed related to the development of a mission statement, goals, objectives, and performance measures. An on-line Access Database was developed by the Information Technology Department, which each department used to develop their Divisions mission statement, goals, objectives, and measures. Input started in November 2006, with documentation reviewed throughout the budget process period. Follow-up meetings were held to review the information provided by each department and to brainstorm for further ideas on performance measures.

All Departments spent a great deal of time with their current measures so that they are linked to both the City's biennial budget and City Council's Goals and Priorities. Performance Measures, organized by department, are provided as a tool to measure effectiveness and efficiencies of City operations.

Community Benchmarks

REVENUE/SERVICE PER CAPITA	THOUSAND OAKS	CAMARILLO	MOORPARK	OXNARD	SAN BUENAVENTURA	SIMI VALLEY
POPULATION (1/2005)	127,112	62,739	35,908	188,849	106,096	121,427
GENERAL GOVERNMENT						
LEGISLATIVE	$ 34.94	$ 19.45	$ 18.66	$ 6.52	$ 53.88	$ 6.79
MANAGEMENT & SUPPORT	108.87	36.50	54.22	70.07	144.22	92.51
PUBLIC SAFETY	164.09	175.57	301.86	359.43	410.72	211.76
TRANSPORTATION	145.78	165.41	113.13	134.59	120.69	121.19
COMMUNITY DEVELOPMENT	82.61	99.18	86.37	64.01	73.63	114.94
HEALTH	193.80	75.09	8.97	608.54	107.43	154.00
CULTURE & LEISURE	218.70	9.36	115.76	178.51	192.03	7.96
PUBLIC UTILITIES	103.37	114.33	-	215.51	135.56	-
OTHER	-	-	-	-	-	9.39
TOTAL EXPENDITURES	$ 1,052.17	$ 694.89	$ 698.97	$ 1,637.19	$ 1,238.17	$ 718.54

REVENUE/SERVICE PER CAPITA	THOUSAND OAKS	CAMARILLO	MOORPARK	OXNARD	SAN BUENAVENTURA	SIMI VALLEY
POPULATION (1/2005)	127,112	62,739	35,908	188,849	106,096	121,427
TAXES	$ 452.99	$ 395.04	$ 329.99	$ 399.82	$ 582.45	$ 396.96
SPECIAL BENEFIT ASSESSMENTS	32.23	4.12	76.38	11.86	15.78	-
LICENSES & PERMITS	30.61	37.96	24.49	14.29	14.89	47.45
FINES & FORFEITURES	9.04	7.67	9.58	12.95	17.24	9.25
REVENUE FROM USE OF MONEY AND PROPERTY	39.11	39.46	37.27	41.67	59.71	24.56
INTERGOVERNMENTAL	69.04	85.53	72.65	136.82	97.00	89.16
CURRENT SERVICE CHARGES	400.52	316.04	131.17	649.53	383.99	174.74
OTHER REVENUES	23.89	4.49	19.28	66.52	45.42	13.78
OTHER FINANCING SOURCES	-	-	-	237.91	1.96	216.93
TOTAL FUNCTIONAL/GENERAL REVENUES	$ 1,057.43	$ 890.29	$ 700.80	$ 1,571.37	$ 1,218.45	$ 972.84

SOURCE:
CALIFORNIA STATE CONTROLLER'S OFFICE CITIES ANNUA L REPORT FY 2004-05 (Website: http://w ww.sco.ca.gov/pubs/index.shtml)
POPULATION - CALIFORNIA DEPARTMENT OF FINANCE

Concluding Sections

Position Summaries

All departments reviewed their positions for workload and staffing. Various transfers, allocations, and title changes occurred following discussion with City Manager, Finance Director, and Human Resources Director. Overall, four General Fund positions were reduced or frozen effective FY 2007-2008; three positions in Community Development (Associate Planner, Building Inspector, and Administrative Secretary) and one in Community and Cultural Services (DPT Video Production Technician). Two net law enforcement positions were added, along with one DPT Crossing Guard Supervisor, to replace an hourly position.

Three new positions are proposed to be added to this biennial budget, in the Theatres Fund (DPT Stage Technicians). These positions have some offsetting cost savings from eliminated hourly positions. Also eliminated was a two-year limited term designated part-time Housing Rehabilitation Specialist funded by the Redevelopment Agency Low-to-Moderate Housing Fund.

Fiscal Policies Summary

Budget Policies

Good budgeting is a broadly defined process that has policy, managerial, planning, communication and financial dimensions. A good budget process is characterized by several essential features such as a long-term perspective linked to broad organizational goals, budget decisions that focus on results and outcomes, promotion of effective communication with residents and the provision of incentives to City staff.

Budget Policies (cont.)

Adoption: Upon the presentation by the City Manager of a proposed budget document to the City Council, the City Council will call and publicize a Public Hearing. The City Council will subsequently adopt such budget, as it may have been amended, as the City's Annual Budget effective for the fiscal year beginning July 1.

Balanced Budget: The Operating Budget will be balanced with current revenues, greater than or equal to current expenditures/expenses.

Planning: The budget process will be coordinated so as to identify major policy issues for City Council consideration several months prior to budget approval. This will allow adequate time for appropriate decisions and analysis of financial impacts.

Reporting: Periodic financial reports will be prepared by the Finance Director to enable the Department Managers to manage their budgets and to enable the Finance Director to monitor and control the budget as authorized by the City Manager. Summary financial and budgetary reports will be presented by the Finance Director to the City Council monthly. Such reports will be in a format appropriate to enable the City Council to understand the overall budget and financial status.

Budget Appropriations/Transfers Policies

Managers are expected to control the budget by program level within each fund. Managers also have discretion to exceed the budget of individual accounts within a program as long as the program budget is not exceeded. Flexibility is granted to facilitate management's ability to fulfill a department's operational mission and reduce the number of budget adjustments that would be required to control by individual account number.

Capital Improvement Program (CIP) Policies

Plans for acquiring capital assets should be part of, or consistent with, land use, transportation, or other long-range plans of the City. Capital projects are always funded from capital improvement reserves available in the respective funds' fund balance.

Funding for capital projects typically relates to the function the asset will perform. For example, streets and roads projects are funded from Gas Tax or Developer Fees; City Hall, Library or recreation projects from the General Fund; water or wastewater projects are funded from their respective funds.

User Fee Policies

The City of Thousand Oaks imposes fees and charges to users for City services, goods, and permits. These fees and charges can be set at 100 percent of full cost or subsidized by City funds. In adoption of fees, it must be found that fees and charges do not exceed the City's costs in providing the service or processing work. User fees and charges will be adjusted biannually to recover the full cost of services provided unless the City Council determines that a subsidy from the General Fund is in the public interest.

Fund Balance Reserve Policies

The City will strive to maintain the General Fund undesignated fund balance at 15% of current year General Fund and Library Fund (most support is from the General Fund) budgeted expenditures and a 5% contingency reserve.

Fund Balance/Retained Earnings will be used only for emergencies, non-recurring expenditures, or major capital purchases that cannot be accommodated through current year savings.

Accounting Policies

The City's accounting records are maintained in full accordance with Generally Accepted Accounting Principles (GAAP), as established by the Governmental Accounting Standards Board (GASB). Government fund types (General Fund, Special Revenue Funds, Capital Project Funds and Debt Service Funds), Agency Funds, and expendable trust funds are maintained via a modified accrual basis* of accounting. Proprietary fund types (Enterprise Funds and Internal Service Funds) and nonexpendable trust funds are maintained via an accrual basis** of accounting.

***Modified Accrual:** An adaptation of the accrual basis of accounting for governmental fund types. Revenues and other financing resources are recognized when they become available to finance expenditures of the current period. Expenditures are recognized when the fund liability is incurred.

****Accrual Basis:** Sometimes called "full accrual" basis. A basis of accounting in which revenues are recognized when earned regardless of when they are received and expenses are recorded at the time the liability is incurred, regardless of when it is paid.

Audit Policies

It is the policy of the Finance Department to establish and support an internal audit function as an independent appraisal function to examine and evaluate organization activities as a service to management. To perform the internal audit function, internal auditors will follow the Government Auditing Standards issued by the U.S. General Accounting Office and the Standards for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors.

Fixed Asset Replacement Policies

To establish Guidelines by which funds are set aside for future purchases of costly equipment, spreading the cost out over the life of the asset being replaced, so that large purchases do not impact a department's expense account all in one year.

Investment Policy

It is the policy of the City of Thousand Oaks to invest public funds in a manner which will provide the highest investment return with the maximum security while meeting the daily cash flow demands of the City and complying with State Law and Investment Policy governing the investment of public funds.

Debt Policy

The purpose of this Debt Policy is to ensure that the City's bonded indebtedness is incurred and administered in a prudent financial manner.

(For the complete Policies, refer to the Fiscal Policies Tab, located at the end of the Operating Budget Book.)

Cost Allocation Plan

Every year, a cost allocation plan is prepared to identify costs associated with providing certain services. These indirect charges reimburse the administration and overhead services provided by General Fund departments, such as financial services, City Attorney, and Information Technology. The full cost allocation plan delineates the basis of allocation by department and can include total operating budget (except capital and debt), the number of full-time equivalent positions per department, specific number of requests or hours of service provided, etc.

The City uses a "double step down" method, in which there are two steps or iterations. In the first step, the central service departments allocate with no restrictions to central service departments and operating departments. In the second step, known as the "close-out" step, the central service department may only allocate to central service departments below them on the hierarchical list and to the operating departments. After the "close out" step, all central service costs have been passed to the operating departments.

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CITY OF THOUSAND OAKS

Community Profile

During the two-year budget cycle ending June 30, 2007, the City of Thousand Oaks continued to enjoy a strong economy. During the period, taxable sales surpassed $2.9 billion annually. Business-to-business sales tax/use tax collections increased over the previous reporting period. Commercial and industrial property values continued moderate growth rates, while residential property values finally began to moderate. Vacancies in industrial properties remained modest while commercial property vacancies remained very low during the period. As Fiscal Year 2007 opened, the inventory of unsold residential properties increased for the first time in five years.

The median price of a home in Thousand Oaks surpassed $710,000 in January 2007. This is reflective of a continuing demand for housing, even as prices plateaued at a high level. The value of unimproved industrial land and some retail land held in a range of $18 to $50 per square foot.

Despite the increasing cost of land, a strong market exists for new construction of all types in the community, reflecting the continuing desirability to live and work in Thousand Oaks. The community's job base grew to nearly 82,000 positions out of a population of 127,739, with an average unemployment rate of 4.1 percent for the period, justly slightly higher than the previous 12 months. The community's job growth rate remained above state and national averages. The majority of job growth was in the industrial sector, particularly with two major local employers. With ample office and industrial space available, and more coming on-line during FY 2007-08 and FY 2008-09, Thousand Oaks is prepared to meet the needs of local companies seeking to expand, along with others wishing to relocate to the City.

City Profile

DEMOGRAPHICS:

Population:	127,739 (as of January 2007)
Median Age:	37.8
Median Household Income:	$90,000
Median Home Price:	$730,000
Occupied Dwellings:	48,000
School Enrollment (K-12):	22,479

Thousand Oaks is conveniently located 39 miles northwest of Los Angeles and 12 miles inland from the Pacific Ocean. The City lies within the Conejo Valley, a picturesque, mountain-rimmed plateau, 900 feet above sea level at the Ventura/Los Angeles County line.

Temperatures during the summer months (June through August) range from 71 to 96 and between 54 and 70 during the winter (December through February); average rainfall is approximately 18 inches per year.

Golf Course

The City-owned Los Robles Greens Golf Course provides the public with 18 holes to play while the Los Robles Community Banquet Center (shown left) provides a beautiful location for special events.

Open Space

Currently, more than 14,500 acres, comprising 37 percent of the City's planning area, is set aside as permanent open space. This natural area includes untouched hillside areas, creeks, oak woodlands, and native plants and wildlife, including larger animals such as deer, bobcats, coyotes, and mountain lions. Open space contains approximately 140 miles of multipurpose hiking, biking, and equestrian trails that provide recreational opportunities for all ages. In 1996, the American Hiking Society and National Park Service recognized this trail system by presenting the City of Thousand Oaks with the Trail Town USA Hall of Fame Award.

The protected land holdings are managed by the Conejo Open Space Conservation Agency (COSCA). COSCA was created in 1977 as a joint powers agency between the City and the Conejo Recreation and Park District for the purpose of protecting and managing open space. The Agency has been instrumental in the creation of this open space.

The community's open space is a tribute to the commitment of residents and officials to protect the natural environment and provide outdoor recreational opportunities. For more information, call (805) 449-2505.

Oak Trees

In addition to taking the City's name from the tens of thousands of oak trees scattered throughout the area, the City benefits from the oaks trees' natural beauty. In 1970, the City Council passed an ordinance designed to protect and preserve the centuries-old trees. To prune, cut down, remove, or move an oak tree within City limits, a permit must first be obtained. The lead agency in processing such permits is the Community Development Department. For further information call (805) 449-2323.

Thousand Oaks Civic Arts Plaza

Photo by Joe Vimig

Unique to the City is the Thousand Oaks Civic Arts Plaza, a multi-purpose complex, which features the Countrywide Performing Arts Center consisting of the 1,800-seat Fred Kavli Theatre for the Performing Arts, and the 388-seat Janet and Ray Scherr Forum Theatre, as well as City Hall and a four-acre park.

As the only performing arts center of its kind between Los Angeles and San Francisco, the Center provides entertainment opportunities ranging from world-class performers and touring Broadway musicals to local community theatre, dance, and symphony productions. Children's programs are also a high priority.

The Countrywide Performing Arts Center theatres complex, operated by the City, is supported by many volunteer organizations, including the Alliance for the Arts, Friends of the Civic Arts Plaza, and Board of Governors/Civic Arts Plaza Foundation. For more information about the theatres, call (805) 449-2700.

Entire Complex:	218,000 square feet
Fred Kavli Theatre:	99,000 square feet
Scherr Forum/Council Chambers:	22,000 square feet
City Hall:	87,000 square feet
Outdoor Plazas:	10,000 square feet

Community Gallery

The Thousand Oaks Community Gallery is located next door to the Newbury Park Branch Library in the Newbury Park area of the City. This contemporary art gallery hosts diverse visual arts exhibitions, workshops, artist presentations and special events. The 3,000 square foot gallery is under the direction of a volunteer steering committee, including Arts Commission members, regional visual arts representatives, and dedicated arts leaders. Operating costs are covered by a modest fee paid by the exhibiting artists. The Gallery is also available for group tours and special events. For more information, call (805) 449-2767.

Goebel Senior Adult Center

The Goebel Senior Adult Center is a joint project of the City and the Conejo Recreation and Park District (CRPD). Senior Adult Center staff and operations are funded by Conejo Recreation and Park District, while the City funds maintenance and upkeep.

The Center provides services for more than 11,000 senior adults monthly, with over 100 different programs weekly; seven different social services are provided. Center staff coordinates various travel opportunities for both day and overnight trips for seniors, including in-state, out-of-state, and out-of-country tours. Staff also coordinates 1,200 volunteers each month for approximately 70 non-profit organizations through the Retired and Senior Volunteer Program (RSVP). For more information, call (805) 449-2109.

Alex Fiore Teen Center

The Alex Fiore Teen Center is a joint project of the City of Thousand Oaks and the Conejo Recreation and Park District (CRPD). The City fully funds the Teen Center maintenance and operations, providing the Conejo Recreation and Park District with funds to operate and staff the facility.

Since opening in 1989, the Fiore Teen Center serves an average of 400 teenagers every day. Teens can participate in a game of pool or basketball, or sign up for various special interest classes, such as aerobics, volleyball, guitar, art, or ceramics, at the 14,000 square foot facility.

The center features a game room, gymnasium, computer lab, music room, classrooms, and a catering kitchen. The center is also the site of concerts, monthly dances for middle school teens, recreation classes and excursions, as well as league play in volleyball and basketball. For more information, call (805) 449-2109.

Library Services

The Thousand Oaks Library consists of the Thousand Oaks Grant R. Brimhall Library and the Newbury Park Branch Library. Serving approximately 2,000 people per day and with approximately 1.5 million items (books, videos, CDs, etc.) per year, the library is one of the busiest and most highly-rated public libraries in the nation. The library is open seven days per week and many library services, including reference and research assistance by credentialed librarians, access to a

variety of specialized research databases, as well as access to the library catalog and program information are also available 24 hours per day, seven days per week via the library web page.

In response to an increased demand for services, an expansion of the Grant R. Brimhall Library opened in 2006. The additional 22,000 square feet of service area includes a new Children's Library, increased shelving and seating, special quiet and group study areas, an outdoor courtyard, and additional parking. For more information call (805) 449-2660 or visit the library web page at www.toaks.org/library.

Stagecoach Inn Museum

The original Stagecoach Inn, called the Grand Union Hotel, was built in 1876. Stagecoaches continued to ply their way through the Conejo Valley into the late 1800s and many hotel guests used that mode of transportation. In the mid-1960s, the Inn was threatened by the expansion of the Ventura Freeway, and the Conejo Valley Historical Society was formed to save the building, which was declared a California Landmark in 1965.

The hotel was moved in 1966 to its present location on Ventu Park Road and turned into a museum. Unfortunately, a fire destroyed that building and a replica was built, which opened on July 4, 1976. The historical museum site now includes an adobe, a Chumash Ap (dwelling), as well as pioneer artifacts and exhibits depicting the history of the Conejo Valley.

A nature trail travels over wooden footbridges and past native plants to the Tri-Village complex, which includes an early California Adobe, a pioneer house, a one-room schoolhouse, and a carriage house with two stagecoaches. There is also a gift shop and picnic area at the museum located at 51 S. Ventu Park Road in the Newbury Park area of Thousand Oaks. The museum is open Wednesday through Sunday, 1-4 p.m. For more information, call (805) 498-9441.

Parks & Recreation

The Conejo Recreation and Park District (CRPD) is a separate entity from the City of Thousand Oaks. CRPD operates under its own Board of Directors managing 60 facilities within the City for recreational use by residents, including parks, playfields, community centers, and special facilities. CRPD offers over 3,000 classes, camps, and specialized programs on an annual basis at facilities such as the Thousand Oaks Alex Fiore Teen Center and the Goebel Senior Adult Center.

Photo by Joe Tornero

Individual instructional and exercise classes, team sports, and community-wide events such as concerts in the park are a few examples of the variety of programs offered by CRPD.

The City and CRPD work jointly together on several projects, including the management of over 140 miles of trails and nearly 15,000 acres of open space through the Conejo Open Space Conservation Agency. For more information on Conejo Recreation and Park District, 403 W. Hillcrest Drive, call (805) 495-6471.

Thousand Oaks is home to the National Park Service Santa Monica Mountains Recreation Area Visitor's Center. The Center is located at 401 W. Hillcrest Drive. Monthly outdoor programs include hikes, tours, and nature lessons. For more information, call (805) 370-2300.

Business Community

Thousand Oaks is the site of numerous corporate and regional headquarters, as well as other diverse retail, industrial, and business entities. Major corporations with headquarters or significant facilities in the City include Amgen, Inc., and Baxter Healthcare, the two largest biotechnology companies in the United States, Jafra Cosmetics, an international cosmetics company, Skywork Solutions, an intelligence software and systems engineering firm, Teledyne Science Center, one of the nation's strongest high-technology research and development centers, and J.D. Power and Associates, a global marketing and information firm, and Sage Publications, a publisher of educational materials.

Thousand Oaks is also home to regional offices of General Motors Corporation, Verizon, the telecommunications giant, Wellpoint/Blue Cross, a major healthcare insurer, and BMW Design Works. Other business name-plates are considering relocating operations to the community due to the good business clientele which exists in the City.

The rich diversity of businesses in our City provides the area with a strong and stable economic foundation. In addition, retail, corporate, and industrial entities provide community members with a variety of local employment opportunities. Thousand Oaks is also home to many entrepreneurs and welcomes small business to the area. Sales Tax represents the largest source of General Fund revenue to the City and the business community is, therefore, a very important component of the City's financial well-being.

The Thousand Oaks-Westlake Village Regional Chamber of Commerce acts as a resource and visitor center for housing, education, employment, recreation, and other information, upon request and on its website at www.towlvchamber.org. Chamber offices are located at 600 Hampshire Road, Suite 200, Thousand Oaks, CA 91361; (805) 370-0035. The City is also a sponsor and direct participant in the activities of the County's umbrella economic development support organization, the Economic Development Collaborative – Ventura County.

For further information on business-related matters, call the City's Economic Development Manager at (805) 449-2313.

Retail Opportunities

The Oaks, shown left, and The Lakes at Thousand Oaks, right, are just two of the City's shopping venues.

The primary shopping market of Thousand Oaks has a current population of 350,000 and includes the cities of Thousand Oaks, Westlake Village, Agoura Hills, Camarillo, Moorpark, and Calabasas, along with the adjacent unincorporated areas. The median household income of the Thousand Oaks market is more than $90,000 (2005 study by the University of California, Santa Barbara). The retail buying market is more than $3.5 billion, evidenced by the continued strength of the Oaks Center, Janss Market Place, and other regional centers and general shopping areas in the market area.

Along with a significant locally-owned and operated retail base along Thousand Oaks Boulevard and Moorpark Road and in Newbury Park, the City also boasts The Oaks, an indoor regional shopping center, which includes a number of anchor stores plus 150 high quality shops, restaurants, and a movie theater. A major renovation and expansion of The Oaks is in process, with completion of phase one scheduled for late 2008. The Janss Market Place, a smaller shopping center, has four anchor stores – Sears, Mervyn's of California, Old Navy, and Toys-R-Us – a food court, and a nine-screen Cineplex, along with other successful regional stores. Numerous other shopping centers, such as The Lakes at Thousand Oaks, also offer shopping choices. Thousand Oaks is also home to the nation's largest auto mall, offering shoppers from throughout Southern California cars and trucks built by every major domestic and foreign auto maker.

Residents and visitors enjoy fine dining at many local restaurants, while hotels, such as the Westlake Hyatt and two new Marriott Hotels in Newbury Park, offer luxury accommodations. For more information, call the City's Economic Development Manager at (805) 449-2313.

Gardens of the World

The Gardens of the World became a reality when Ed and Lynn Hogan, founders of Pleasant Holidays, decided to build a striking monument to commemorate the various cultures of the world. The Gardens of the World exist not only as a cultural contribution to the community, but as an educational tool.

Six lovely gardens make up the park: *Japanese Garden*, set in the midst of a Koi pond, encircled by bamboo and bridges, complete with a Japanese pagoda; *French Garden*, where a cascading waterfall greets you after you pass through the massive iron entry gates; *Mission Courtyard*, where the early history of California and its famous Mission Trail can be experienced through colorful hand-painted murals and a Spanish fountain; *English Rose Garden*, where an explosion of color greets the visitor with vivid floral displays; *The Bandstand*, is an authentic replica of a Victorian Bandstand providing a stage for concerts in the park that can be enjoyed from the grassy amphitheater beyond with a nearby picnic area; and the *Italian Garden*, featuring a romantic grape arbor, distinctive cypress trees, and a "chain" fountain inspired by historic Italian architecture.

The Gardens of the World, located at 2001 Thousand Oaks Boulevard, is open to the public Tuesday through Sunday from 9:00 a.m. to 5:00 p.m., closed Mondays and holidays. The Gardens is owned and operated by the Hogan Family Foundation, Inc. For more information, call (805) 557-1135.

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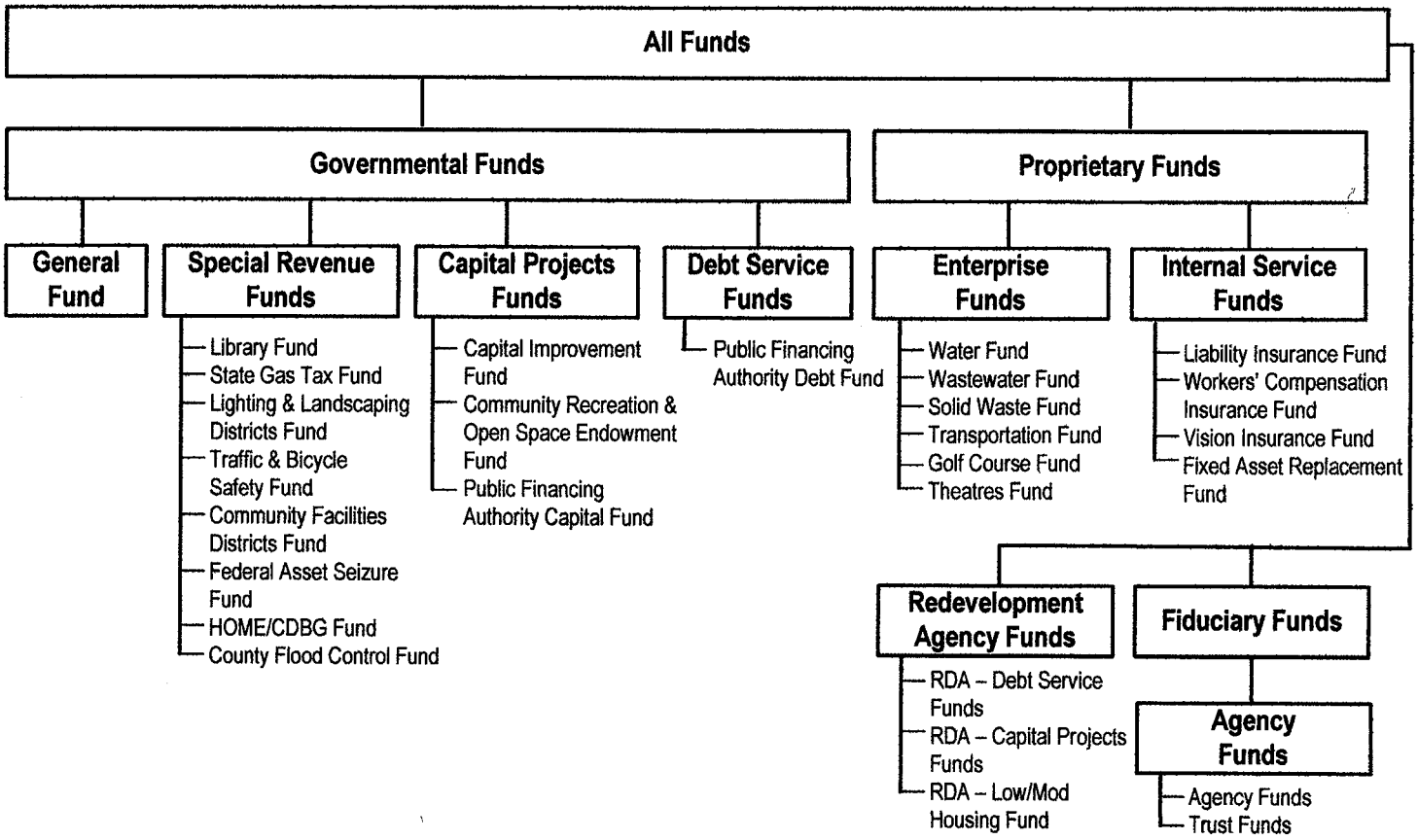
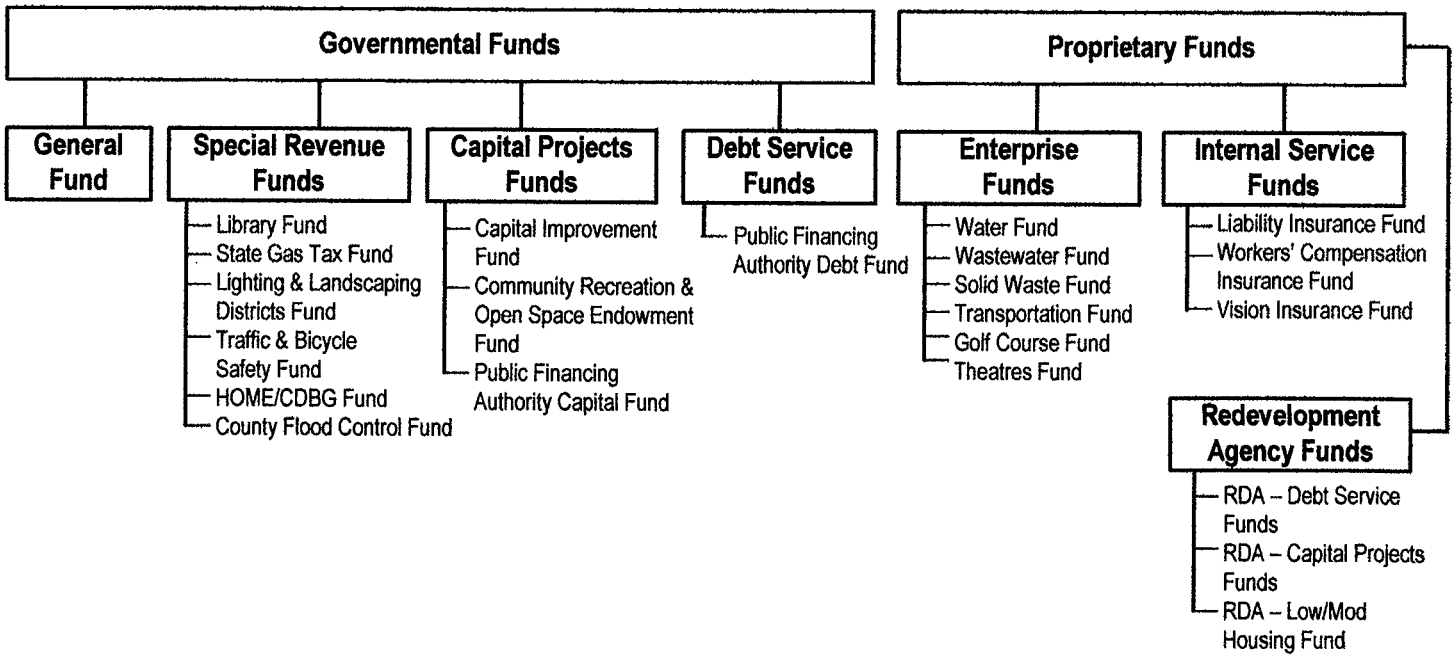
City of Thousand Oaks
Fund Structure



Adopted Budgets for the Following Funds:



The City reports the following governmental funds:

The **General Fund** is the City's primary operating fund. It accounts for all financial resources of the City, except those required to be accounted for in another fund.

The **Special Revenue Fund** accounts are used to account for specific revenues that are legally restricted to expenditures for a particular purpose.

The **Capital Project Fund** accounts for developer agreement funds and developer impact fees collected for road improvements, bridge improvements, and under grounding of utilities, as well as capital facilities fees restricted for public facilities.

The **Debt Service Fund** is used to account for specific accumulation of resources and payment of principal and interest on general long-term debt.

The City reports the following proprietary funds:

Proprietary funds distinguish operating revenues and expenses from non-operating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with a proprietary fund's principal ongoing operations. Operating expenses for enterprise funds and internal service funds include the cost of sales and services, administrative expenses, and depreciation on capital assets. All revenues and expenses not meeting this definition are reported as non-operating revenues and expenses.

The **Water Utility Fund** accounts for the operation of the City's water utility, a self-supporting activity, which renders services on a user-charge basis to residents and businesses located in Thousand Oaks.

The **Wastewater Utility Fund** accounts for the operations of the City's wastewater utility, a self–supporting activity, which renders services on a user-charge basis to residents and business located in Thousand Oaks.

The **Golf Course Fund** accounts for the operations of Los Robles Greens Golf Course.

The **Transportation Fund** accounts for the expenses of operating the Thousand Oaks transit operations. The fare revenues, as well as operating transfers from the City are recognized in this fund.

The **Solid Waste Management Fund** accounts for the solid waste management activities of the City, which includes recycling, source reduction, hazardous waste disposal, and composting.

The **Theatres Fund** accounts for the activities of the 1,800 seat Fred Kavli Performing Arts Theatre and the 400 seat Janet & Ray Scherr Forum Theatre. The theatres began operations in October 1994.

The **Internal Service Funds** are used to account for the cost of providing general liability, workers' compensation, and vision insurance coverage, on a cost reimbursement basis. The City maintains self-insurance programs for general liability, workers' compensation, and vision claims.

All applicable funds of the City participate in the workers' compensation, general liability, and vision insurance programs and make payments to the respective internal service funds based upon loss experience and exposure.

The City reports the following redevelopment fund:

The **Redevelopment Agency** Fund accounts for the activities of the two Thousand Oaks Project Areas (Thousand Oaks Boulevard and Newbury Road) and the Low/Mod Housing Fund.

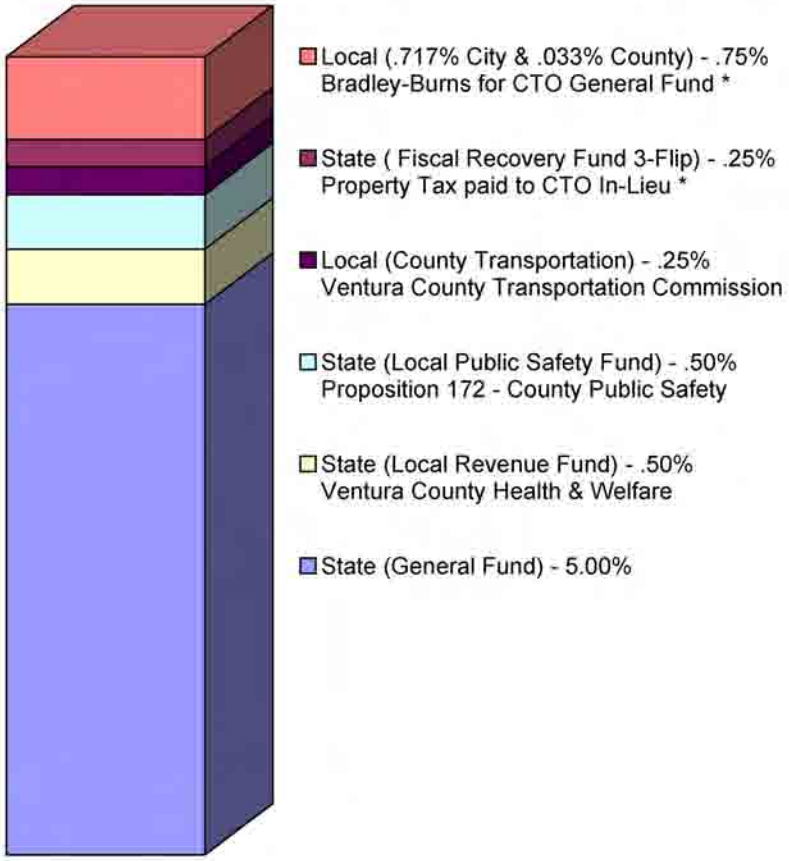
Although the agency is a unit of government legally distinct from the City of Thousand Oaks, the City Council serves as its governing body and has continuing oversight responsibility for its operation and financial management.

GOVERNMENTAL FUNDS
GENERAL FUND

The General Fund is the City's primary operating fund. The City Council has considerable flexibility when it comes to deciding how General Fund revenue are spent. General Fund revenues are derived mostly from taxes, such as sales, property and transient occupancy. General Fund total FY 2007-2008 revenues of $73,303,500 represents 41% of $176,199,965 in total Citywide revenues.

	Revenue Type	Fiscal Year 2007-2008	% of Total	Source/Restrictions
1	Sales Tax	$ 29,000,000	39.6%	City receives 0.967% of 7.25% sales tax paid when shopping in Thousand Oaks - 25% of City sales tax revenue is now received as property tax, as a result of the Triple Flip. Unrestricted
2	Vehicle License Fee	9,700,000	13.2%	City receives share of vehicle registration fees. State allocates based on population - 67% of VLF revenue is now received as property tax, as result of the Triple Flip. Unrestricted
3	Property Tax	6,650,000	9.1%	Tax imposed on real property (land and permanently attached improvements) based upon the assessed value of the property. City receives 4% of 1% property tax collected within the incorporated areas. Unrestricted
4	Property Transfer Tax	1,000,000	1.4%	City receives 27.5 cents per $500 value on transfer of interests in real estate, with some exemptions (also called documentary transfer tax). Unrestricted
5	Permits/ Inspections/Other User Fees	5,538,500	7.6%	City receives fee revenues based on the estimated reasonable cost of providing services. Proposition 218 (adopted in 1996) requires fees to be set based on the cost to provide the service. City contracts with external consultant to calculate fees. Refer to City User Fee Manual. Unrestricted, covers costs
6	Franchise Fee	5,032,500	6.9%	Paid to municipality from a franchisee for "rental" or "toll" for the use of city streets and right-of-ways. Collected from cable, rubbish and utility businesses. Cable and rubbish franchise fee set at 5% and utilities set at 2% of gross annual receipts. Unrestricted
7	Cost Allocation (Services to Enterprise Funds)	3,904,900	5.3%	Received from City water, wastewater, solid waste, transportation, golf and theatres enterprise funds to cover the costs of administrative City support. City contracts yearly with external consultant to develop Cost Allocation Plan. Unrestricted, covers costs
8	Transfers from Other Funds	2,430,000	3.3%	Transfers to General Fund from other funds to reimburse expenditures incurred by the General Fund. Refer to Budget Transfer Summary report. Unrestricted, covers costs
9	Transient Occupancy Tax	2,891,500	3.9%	City receives 10% of rent charged to transients for the privilege of occupancy in any hotel in the incorporated area of the City. Can increase only with majority voter approval. Unrestricted
10	Business Licenses	2,041,000	2.8%	Tax imposed upon businesses in the community and is based on gross receipts. Rates are set at City's discretion. Unrestricted
11	Interest Income	2,430,000	3.3%	Income resulting from the prudent investment of idle cash in General Fund. Type of investments controlled by the City's Investment Policy in accordance with the California Government Code. Unrestricted
12	Other Revenue	2,685,100	3.7%	Includes grants (restricted), reimbursements (expenditure offset), rental of City facilities (unrestricted), fines and penalties (unrestricted), and other revenue (unrestricted).
Sub-Total		**$ 73,303,500**	**100.0%**	
Reserves		$ 13,661,500		Use of reserves to fund one-time capital improvements of $13.7M.
Total		**$ 86,965,000**		

City of Thousand Oaks
7.25% Sales Tax Allocation

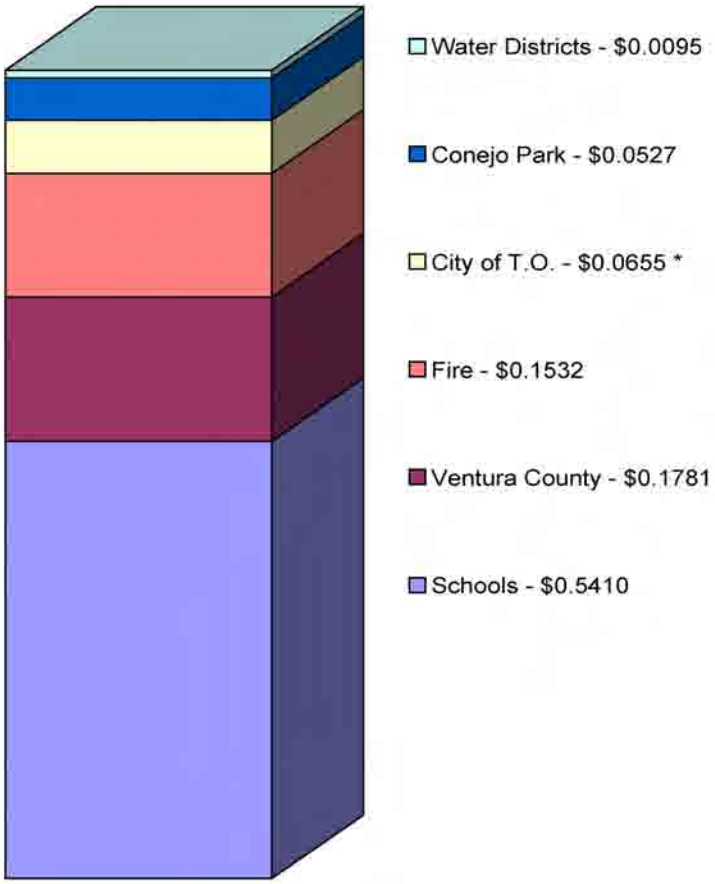


* Represents the full 0.967% the City receives. For FYE June 30, 2007 – $28,745,867

TOP SALES TAX PRODUCERS
(Listed alphabetically)

Amgen USA
Best Buy Stores
Buick GMC Nissan of Thousand Oaks
Courtesy Chevrolet/Geo
Daimler Chrysler Finance
Financial Services Vehicle Trust
Home Depot
Honda of Thousand Oaks
Infiniti of Thousand Oaks
Jafra Cosmetics
Ladin Lincoln Mercury Hyundai
Lexus of Thousand Oaks
Longs Drug Stores
Macy's Department Store
Mazda Subaru of Thousand Oaks
Rusnak Audi/Porsche/BMW
Sears Roebuck & Company
Shaver Pontiac Jeep
Silver Star Cadillac Saab Hummer Land Rover
Silver Star Mercedes Jaguar
Target Stores
Thousand Oaks Toyota
Toyota Motor Credit Corp
Vons Grocery Company
Westoaks Chrysler/Dodge

City of Thousand Oaks
1% Property Tax Allocation



2006-07 Assessed Valuation – $ 21,056,569,668

* Includes all Property Taxes received by the City of Thousand Oaks
City of Thousand Oaks General Fund Revenue for FYE June 30, 2007 – $6,579,280
City of Thousand Oaks Library Revenue for FYE June 30, 2007 – $4,876,799

TOP PROPERTY TAXPAYERS
(Listed alphabetically)

Amgen Inc.
Baxter Healthcare
Countrywide Hillcrest Inc.
Dollinger Westlake Assoc.
Duesenberg Investment Co
Newbury Oaks Credit LLC
North Ranch Properties LP
Smith Operating Archstone Trust
Teachers Insurance & Annuity Association
USA Investments Inc.

GOVERNMENTAL FUNDS
SPECIAL REVENUE, CAPITAL PROJECTS, AND DEBT SERVICE FUNDS

Special Revenue, Capital Projects, and Debt Service fund revenue are highly restricted as to their use. FY 2007-2008 revenue generated from these funds total $50,473,931, or 29% of total Citywide revenues of $176,199,965.

	Fund	Fiscal Year 2007-08	% of Total	Source/Restrictions
				Special Revenue Funds
1	Library	$ 10,009,263	19.8%	Library district property tax (49%), RDA Tax increment pass-thru (3%), State and County participation agreements (18%), and user fees (2%) restricted for Library operations and capital outlay. General Fund Support (45%) used for $3.8M in ongoing Library operations and $0.8M for FY 2007-08 TO Library projects.
2	Street Improvement	5,864,500	11.6%	Section 2105, 2106 and 2107 gas tax from $0.18/gallon tax on fuel (42%), SB325 gas tax from 1/4 cent sales tax (44%), traffic safety fines for moving violations (12%), and Federal Highway Administrative Grant (2%).
3	Lighting and Landscaping District	4,691,500	9.3%	Property tax levied specifically to maintain lighting and landscaping maintenance in various districts.
4	Childcare	741,868	1.5%	State grants (80%) restricted for low to moderate income students. General Fund subsidy (20%) used to maintain City-owned Childcare Facility.
5	CDBG	701,400	1.4%	Federal grants restricted for community projects and social services.
6	Stormwater	430,400	0.9%	County Flood Control property tax assessments restricted to manage the Stormwater Quality National Discharge Elimination system, per Clean Water Act.
				Capital Projects Funds
7	Capital Projects	3,024,500	6.0%	Developer/Capital Facility fees restricted for road/bridge improvements, undergrounding of utilities, and public facilities. Community Recreation and Open Space Endowment Fund revenues (from General Fund transfer, LRGC transfers and bedroom tax) restricted for acquisition of open space.
				Debt Service Fund
8	Public Financing Authority	1,200,500	2.4%	Debt instrument for financing improvements to the main Thousand Oaks Library.
				Redevelopment Agency Capital and Debt Service Funds
9	Redevelopment Agency	23,810,000	47.2%	Property tax increment restricted for City redevelopment purposes and pass thru's to Low/Moderate Income Housing Fund, Library Fund, Ventura County, CVUSD, CRPD, VCCD, and VCSOS.
				Total Special Revenue, Capital Projects, and Debt Service Funds
Total		**$ 50,473,931**	100.0%	

PROPRIETARY FUNDS
ENTERPRISE AND INTERNAL SERVICE FUNDS

Enterprise fund revenues are highly restricted as to their use. FY 2007-2008 Enterprise fund revenue of $52,422,534 represents 30% of $176,199,965 in total Citywide revenues.

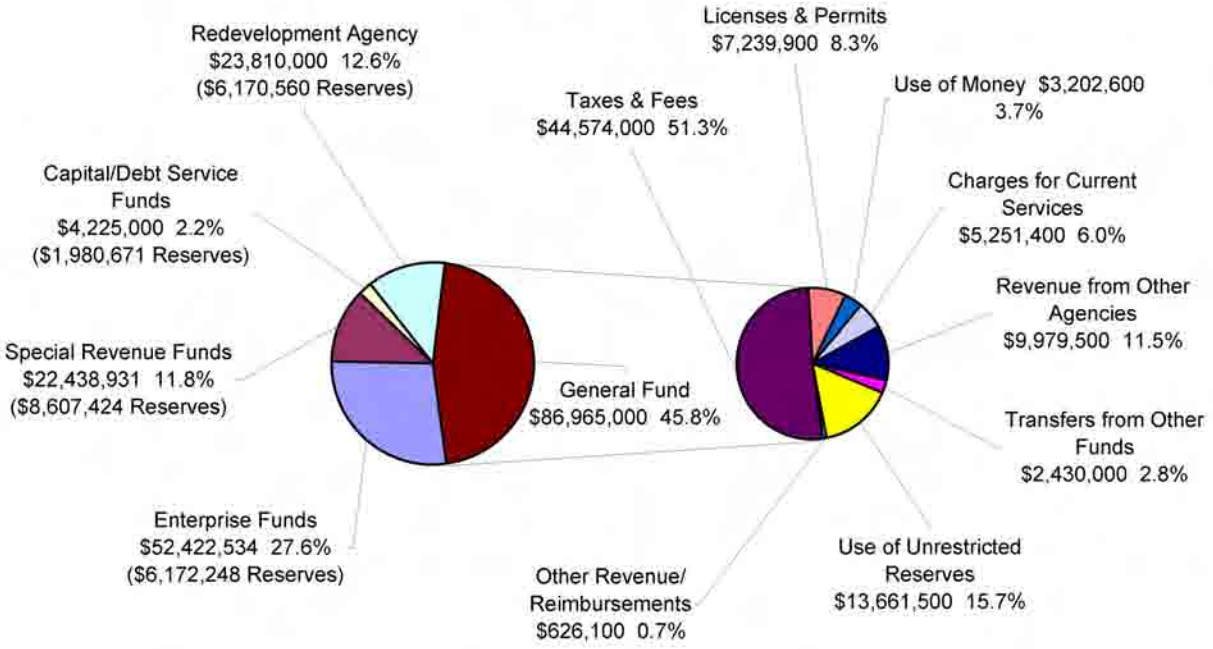
	Fund	Fiscal Year 2007-08	% of Total	Source/Restrictions
	Enterprise Funds			
1	Water	$ 17,614,466	33.6%	Water fees collected to support water operations and capital outlay.
2	Wastewater	21,921,964	41.8%	Wastewater fees collected to support wastewater operations and capital outlay.
3	Solid Waste	1,470,100	2.8%	Recycling fees (52%), landfill facility fee (24%), temporary drop box fee (12%), grants (6%), and Interest Income (6%) used to support solid waste operations and capital outlay.
4	Transportation	2,782,219	5.3%	SB325 gas tax from 1/4 cent sales tax (85%) restricted for transportation services. Also, bus and Dial-A-Ride fees (7%), Air Quality Fees (4%), and General Fund support (4%), as needed to meet funding requirements, restricted for transportation services.
5	Theatres	4,260,200	8.1%	Theatre fees (74%) and donations (7%) to support Theatre operations. General Fund subsidy (19%) to cover Theatre indirect costs.
6	Los Robles Greens Golf Course	4,373,585	8.3%	Golf fees to support Los Robles Greens Golf Course operations.
	Total Enterprise Funds			
	Total	**$ 52,422,534**	**100.0%**	

Internal Service Funds (ISF) are used to account for the cost of providing general liability, workers' compensation, and vision insurance coverage. ISF's are excluded from the Citywide combined budget operational summary on page one of the Adopted Operating Budget.

	Internal Service Funds			
	Total	**$ 2,166,000**		Includes Liability, Workers' Compensation, and Vision funds.

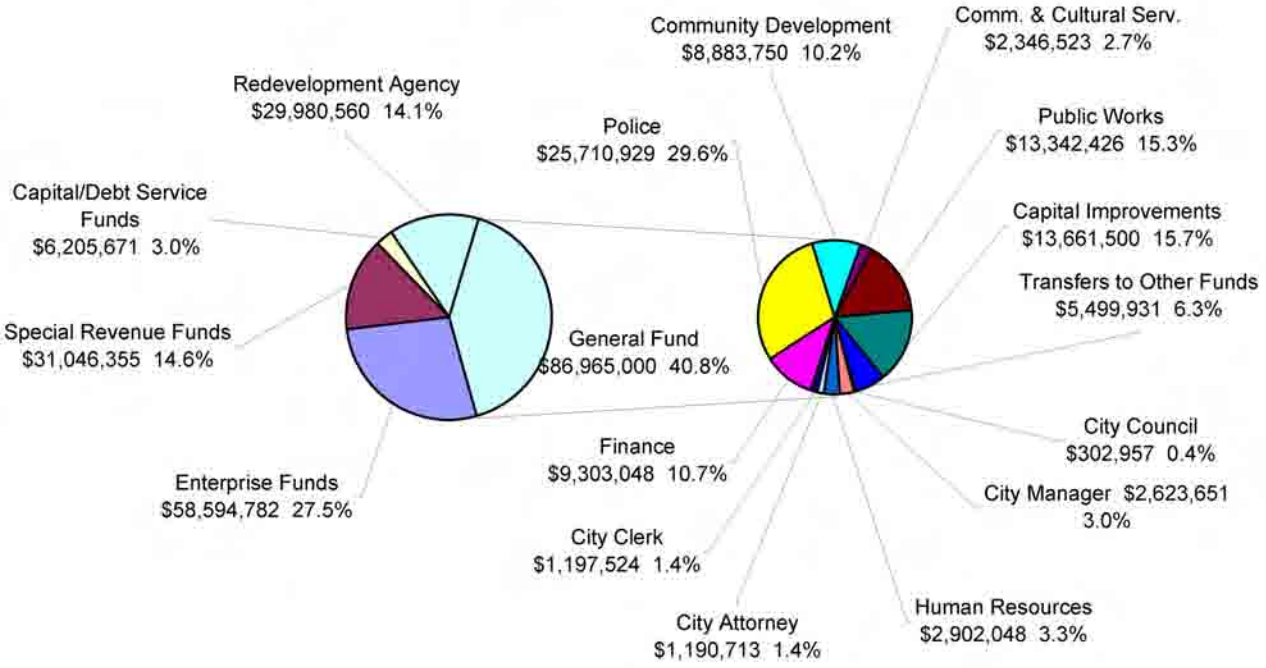
SOURCE OF FUNDS - FY 2007-08

Total City Resources - $176,199,965



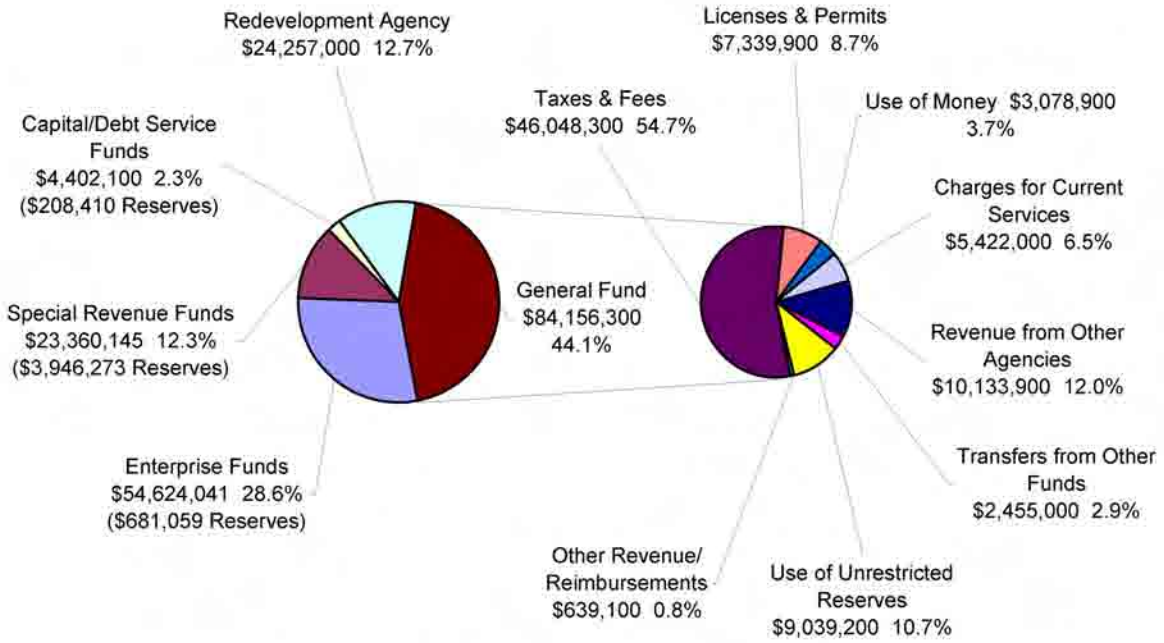
USE OF FUNDS - FY 2007-08

Total City Appropriations - $212,792,368



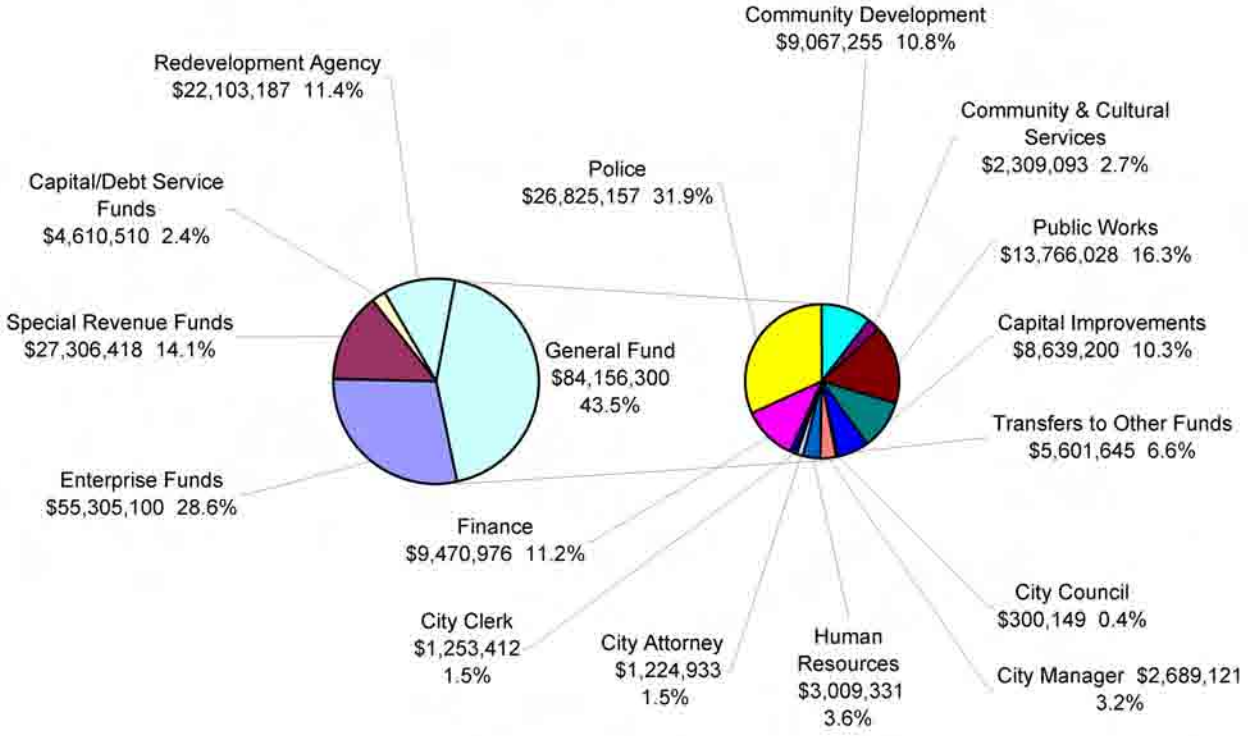
SOURCE OF FUNDS - FY 2008-09

Total City Resources - $181,760,386



USE OF FUNDS - FY 2008-09

Total City Appropriations - $193,481,515



M E M O R A N D U M

City of Thousand Oaks • Thousand Oaks, California

City Manager's Office

TO: City Council

FROM: Scott Mitnick, City Manager

DATE: February 20, 2007

SUBJECT: **Citywide Goals for FY 2007-08 & FY 2008-09**

RECOMMENDATION

Approve:

1. City Mission Statement.
2. Customer Service Philosophy.
3. Citywide Goals for FY 2007-08 & FY 2008-09.
4. Top Priorities for FY 2007-08.
5. City Council Norms.

FINANCIAL IMPACT

There are no direct costs associated with approving the proposed policy statements. Funding for specific priorities and/or projects contained within the policy statements will be identified through the upcoming two-year budget preparation process. Indirect costs for staff and consultant time will be absorbed via the adopted FY 2006-07 operating budget.

BACKGROUND:

January 30, 2007 Citywide Goals Setting Study Session

At the January 30, 2007 City Council Goals Setting Study Session, City Council approved updated City Mission Statement, Customer Service Philosophy, ten broad Citywide Goals for FY 2007-08 & FY 2008-09, Top Priorities for FY 2007-2008, and City Council Norms.

DISCUSSION:

City Mission Statement

The current Mission Statement (Exhibit A) is serving City Council, City organization, and overall community well. At the January 30th Study Session, City Council reviewed and voted to retain the existing Mission Statement. This Mission Statement serves as a reminder to the public and staff of the organization's overall purpose. This Mission Statement is printed on the cover of every City Council meeting agenda and a variety of other City documents.

Customer Service Philosophy

The current Customer Service Philosophy (Exhibit B) is also working well. At the January 30th Study Session, City Council reviewed and voted to retain the existing Customer Service Philosophy. The Customer Service Philosophy serves as a recurring customer service guideline for the City's 650 dedicated employees.

Citywide Goals for FY 2007-2008 & FY 2008-2009

City Council's ten broad Citywide Goals provide a solid foundation for the organization. At the January 30th Study Session, City reviewed staff's proposed Citywide Goals for FY2007-08 and FY 2008-09. City Council made a few revisions to Goal A and voted to approve the attached Citywide Goals (Exhibit C).

Top Priorities for FY 2007-08

At the January 30th Study Session, City Council reviewed each of their individual "Top 10" Priorities for FY 2007-08. After considerable discussion, City Council agreed to establish at least nine Top Priorities; and, possibly a total of 10 Priorities. At the time, staff thought that City Council had selected 10 Top Priorities. Upon further review of the voice recording of this study session, it is unclear if City Council intended to add "Develop a plan to resolve auto mall parking issues" as a separate Priority. In an effort to stick with the goal of having a total of "10" Top Priorities, staff is recommending including the auto mall parking matter as Priority #10. Please refer to Exhibit D for a complete list of all 10 Top Priorities for FY 2007-08.

City Council Norms

At the January 30th Study Session City Council reviewed the existing City Council Norms. City Council made a revision to Norm #2 and requested that the City's facilitator conduct an evaluation of four months of City Council meetings to determine the level of compliance with City Council Norms.

NEXT STEPS

Upon adoption by City Council, the following steps will take place:

- In an effort to provide funding for City Council's Citywide Goals and Top Priorities, Citywide Budget Team will assign the several hundred specific Objectives to each of the broad Citywide Goals prior to July 1, 2007.

- Executive Team will hold a multi-day "Executive Retreat" at Los Robles Banquet Center in late March 2007 to review new Citywide Goals and Top Priorities to ensure City Council's direction is implemented in timely fashion.

- Staff will submit a Citywide Goals & Objectives Two-Year Status Report to City Council by September 30, 2007 (after the end of FY 2006-07).

- City Council will set its Top Priorities for FY 2008-09 prior to July 1, 2008 (in January or February 2008).

- Staff will submit a Citywide Goals & Objectives One-Year Status Report to City Council by September 30, 2008 (after the end of FY 2007-08).

CITY COUNCIL GOALS COMPLIANCE:

Adopting the proposed Mission Statement, Customer Service Philosophy, Citywide Goals FY 2007-08 & FY 2008-09, Top Priorities for FY 2007-08, and City Council Norms complies with existing City Council Goals A & B, as follows:

A. "Provide municipal government leadership which is open and responsive to residents, and is characterized by ethical behavior, stability, confidence in the future, and cooperative interaction among civic leaders, residents, business representatives, and City staff, while recognizing and respecting legitimate differences of opinion on critical issues facing the City."

B. "Operate City government in a fiscally and managerially responsible and prudent manner to ensure that the City of Thousand Oaks remains one of California's most desirable places to live, work, visit, create, and raise a family."

Respectfully Submitted,

Scott Mitnick
City Manager

Attachments

c: Executive Team
Juan Lopez

List of Exhibits

Exhibit A -- City Mission Statement

Exhibit B -- Customer Service Philosophy

Exhibit C -- Citywide Goals for FY 2007-08 & FY 2008-09

Exhibit D -- Top Priorities for FY 2007-08

Exhibit E -- City Council Norms

Exhibit A

City of Thousand Oaks
Mission Statement

"Extraordinary service to the citizens we serve is our purpose and product."

Approved on July 19, 2005
Reaffirmed on February 7, 2006 & January 30, 2007

Exhibit B

City of Thousand Oaks
Customer Service Philosophy

"The City of Thousand Oaks is committed to: Maintain a desirable living environment while ensuring that change reinforces both environmental quality and economic vitality; Respect the role of citizens, Council, and staff in establishing and implementing policies and programs; Provide excellent community services in a fair, efficient, and responsive manner; and, Promote public confidence and trust."

Approved on July 19, 2005
Reaffirmed on February 7, 2006 & January 30, 2007

Exhibit C

City of Thousand Oaks
Citywide Goals for 2007-08 & FY 2008-09

A. Provide municipal government leadership which is open and responsive to residents, and is characterized by ethical behavior, stability, promoting public trust, transparency, confidence in the future, and cooperative interaction among civic leaders, residents, business representatives, and City staff, while recognizing and respecting legitimate differences of opinion on critical issues facing the City.

B. Operate City government in a fiscally and managerially responsible and prudent manner to ensure that the City of Thousand Oaks remains one of California's most desirable places to live, work, visit, recreate, and raise a family.

C. Maintain strong commitment to public safety (including Police, Fire, Emergency Medical Services, and Emergency Management) to ensure City remains one of the safest Cities in the United States with a population over 100,000.

D. Complete ring of open space around the City; Protect and preserve ridgelines, natural habitat, and designated open space areas.

E. As the City transitions from a "growth" community to a "maintenance and renewal" community, provide and enhance essential public infrastructure to implement the goals and policies of the Thousand Oaks General Plan, and ensure that City retains its role and reputation as a leader in protecting the environment and preserving limited natural resources.

F. Continue City's commitment to community and cultural programs and services (such as Performing Arts/Theatres, Libraries, TOTV, Visual Arts, Youth and Senior Programs).

G. Participate in public-private and multi-jurisdictional opportunities to ensure City residents have access to high levels of parks, recreation, education and leisure programs and services.

H. Maintain a strong local employment base geared toward retaining high quality businesses; Sustain a healthy business community; and, Diversify the local economy, with a specific emphasis on small businesses and high technology/biomedical jobs.

I. Implement high quality redevelopment projects within Thousand Oaks Boulevard and Newbury Road Project Areas; Develop a pedestrian-oriented, viable, and self-sustaining "Downtown"; and, continue to produce long-term affordable housing.

J. Prepare for transition of City workforce by ensuring that sufficient succession planning takes place and by developing an employment base which is reflective of the community.

Approved on January 30, 2007

Exhibit D

City of Thousand Oaks
Top Priorities for FY 2007-2008

1. Increase Affordable Housing Units; Implement recommendations from March 28, 2006 Affordable Housing Study Session; and Complete 2008 Housing Element Update.

2. Develop a Thousand Oaks Boulevard/"Downtown" Specific Plan; and, Develop a Business Plan for Discovery Center Project.

3. Hold a Public Transportation Study Session; and, Obtain funding for 101/23 Interchange Project and 23 Freeway Landscaping.

4. Maintain highly effective public safety services; Complete review of Fire District costs vs. services provided; Improve bicycle safety; Obtain special legislation to allow cities to set local speed limits.

5. Work cooperatively with Conejo Recreation and Park District to: 1) Construct California Lutheran University Pool Complex; 2) Construct Lang Ranch Community Park; 3) Construct Teen Center Expansion; 4) Complete Rancho Potrero Specific Plan (including annexation into the City of Thousand Oaks); 5) Construct Rancho Potrero Equestrian Center; 6) Host a major annual youth sporting event; and, 7) Prepare a Youth Recreational Activities Feasibility Analysis.

6. Acquire more open space and ensure existing open space is effectively managed.

7. Enhance environmental programs; Implement a Solar Energy Program (public and private); and, Support local schools in developing and enhancing educational programs which promote environmental awareness and conservation.

8. Hire an arts consultant to study and resolve various "arts issues," including: Overlapping responsibilities; General Fund subsidy of Theatres Fund; Theatre Department operational issues; Naming opportunities/signage; and, Other related arts issues.

9. Develop a Community Dispute Resolution Program.

10. Develop a plan to resolve auto mall parking issues.

As discussed at January 30, 2007 City Council Study Session

Exhibit E

City of Thousand Oaks
City Council Norms

1. Treat each other and staff respectfully.

2. Follow the rules (Standards of Operation) and adhere to the rules, Mayor to hold speakers accountable and Mayor Pro Tem to hold speakers addressing Mayor accountable, while recognizing a resident's right to address his/her elected representatives.

3. Speak only for yourself; not for other Councilmembers.

4. Do not speak for other Councilmembers in the press.

5. Do not criticize staff in public.

6. Keep comments from wandering into being indirectly critical of other Councilmembers.

7. Do not encourage supporters to come to City Hall to criticize other Councilmembers.

8. Do not make assumptions.

9. Do not question motivations.

Note: Facilitator to conduct an evaluation of four months of City Council meetings to determine compliance with City Council Norms.

Approved on January 30, 2007

CITYWIDE SUMMARY

BUDGET SUMMARY

ALL FUNDS
COMBINED BUDGET

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Amount Available for Allocation				
Current Revenues	$ 242,719,539	157,383,000	167,161,963	173,192,431
Transfers From Other Funds	12,424,714	8,974,183	9,038,002	8,567,955
Reserve Account	3,365,485	87,961,732	37,014,578	14,395,610
Total Available for Allocation	$ 258,509,738	254,318,915	213,214,543	196,155,996
Estimated Requirements				
Operating Requirements:				
Salaries	$ 29,561,712	32,293,837	34,378,760	35,594,584
Fringe Benefits	13,622,199	20,322,797	16,800,725	17,324,391
Maintenance and Operations:				
Supplies and Equipment	4,412,232	6,090,277	5,524,200	5,477,800
Repairs and Maintenance	4,415,029	5,094,009	5,305,749	5,210,370
Professional/Contractual Services	51,816,590	80,292,944	58,447,883	59,753,817
Utilities	13,588,806	15,444,300	16,507,320	17,316,736
Insurance and Claims	1,284,471	1,591,400	1,649,000	1,763,600
Equipment/Building Rental	751,104	979,461	1,062,600	1,062,800
Training and Memberships	521,645	813,360	950,825	921,266
Asset Replacement Funding	1,704,378	2,405,900	1,981,200	2,066,500
Total Maintenance and Operations	78,494,255	112,711,651	91,428,777	93,572,889
Charge Backs	(3,829,520)	(4,281,094)	(4,484,286)	(4,533,199)
Capital Outlay:				
Capital Outlay	1,345,884	4,675,778	1,600,850	1,139,260
Use of Asset Replacement	(1,091,208)	(1,947,796)	(1,600,850)	(1,139,260)
Total Capital Outlay	254,676	2,727,982	-	-
Total Operating Requirements	118,103,322	163,775,173	138,123,976	141,958,665
Capital Improvements*	18,868,345	71,360,561	38,065,300	25,626,300
Maintenance Improvements	-	-	15,060,000	4,830,000
Debt Svc. - Principal and Interest	63,911,049	10,012,500	12,505,090	12,498,595
Transfers To Other Funds	12,424,714	8,974,183	9,038,002	8,567,955
Reserve Accounts	45,202,308	196,498	422,175	2,674,481
Total Estimated Requirements	$ 258,509,738	254,318,915	213,214,543	196,155,996

Combined Budget above excludes Internal Service Funds
*Refer to Capital Budget document for detail of Fiscal Years' 2007-2008/2008-2009 Capital Improvements line item.

BUDGET SUMMARY

ALL FUNDS

FUND BALANCE ANALYSIS - ADOPTED 2007-2008

	Beg. Avail. Fund Balance*	Revenue	Transfers In	Total Available
General Fund	$ 23,034,000	70,873,500	2,430,000	96,337,500
Enterprise Funds:				
Water Fund	5,135,000	17,614,466	-	22,749,466
Wastewater Fund	15,028,000	21,921,964	-	36,949,964
Solid Waste Fund	3,100,000	1,470,100	-	4,570,100
Transportation Fund	-	2,644,148	138,071	2,782,219
Theatres Fund	883,000	4,260,200	-	5,143,200
Los Robles Greens Golf Course Fund	2,125,000	4,373,585	-	6,498,585
Total Enterprise Funds	26,271,000	52,284,463	138,071	78,693,534
Special Revenue Funds:				
Library Fund	-	5,547,500	4,461,763	10,009,263
Lighting and Landscaping District Funds	5,865,000	4,491,500	200,000	10,556,500
Stormwater Fund	347,000	167,900	262,500	777,400
Street Improvement Funds	10,803,000	5,864,500	-	16,667,500
CDBG Fund	-	701,400	-	701,400
Child Care Center Fund	-	596,700	145,168	741,868
Total Special Revenue Funds	17,015,000	17,369,500	5,069,431	39,453,931
Capital / Debt Service Funds:				
Capital Projects Funds	12,927,000	2,824,500	200,000	15,951,500
Debt Service Fund - PFA**	-	-	1,200,500	1,200,500
Total Capital / Debt Service Funds	12,927,000	2,824,500	1,400,500	17,152,000
Sub-Total	79,247,000	143,351,963	9,038,002	231,636,965
Redevelopment Agency	11,040,000	23,810,000	-	34,850,000
Total	$ 90,287,000	167,161,963	9,038,002	266,486,965
Internal Service Funds	$ 8,500,000	2,166,000	-	10,666,000

* Beginning Available Fund Balance amounts excludes restrictions, such as encumbrances, and designations. Designations reflect the City's self imposed limitations, such as the City's 20% General Fund reserve policy.

** PFA - Public Financing Authority

Operating Requirements	Capital Requirements	Debt Service Requirements	Transfers Out	Total Requirements	Remaining Available
67,803,569	12,991,500	-	6,169,931	86,965,000	9,372,500
15,782,004	4,321,000	-	-	20,103,004	2,646,462
12,915,414	7,826,000	3,670,500	-	24,411,914	12,538,050
1,734,699	940,000	-	-	2,674,699	1,895,401
2,463,219	319,000	-	-	2,782,219	-
4,160,200	450,000	-	-	4,610,200	533,000
3,796,456	-	116,290	100,000	4,012,746	2,485,839
40,851,992	13,856,000	3,786,790	100,000	58,594,782	20,098,752
9,339,263	670,000	-	-	10,009,263	-
5,012,073	1,927,500	-	-	6,939,573	3,616,927
550,751	-	-	-	550,751	226,649
62,500	10,061,000	-	1,980,000	12,103,500	4,564,000
341,100	360,300	-	-	701,400	-
741,868	-	-	-	741,868	-
16,047,555	13,018,800	-	1,980,000	31,046,355	8,407,576
8,100	4,209,000	-	788,071	5,005,171	10,946,329
-	-	1,200,500	-	1,200,500	-
8,100	4,209,000	1,200,500	788,071	6,205,671	10,946,329
124,711,216	44,075,300	4,987,290	9,038,002	182,811,808	48,825,157
13,412,760	9,050,000	7,517,800	-	29,980,560	4,869,440
138,123,976	53,125,300	12,505,090	9,038,002	212,792,368	53,694,597
2,166,000	-	-	-	2,166,000	8,500,000

BUDGET SUMMARY

ALL FUNDS

FUND BALANCE ANALYSIS - ADOPTED 2008-2009

	Beg. Avail. Fund Balance*	Revenue	Transfers In	Total Available
General Fund	$ 9,372,500	72,662,100	2,455,000	84,489,600
Enterprise Funds:				
Water Fund	2,646,462	19,502,609	-	22,149,071
Wastewater Fund	12,538,050	21,591,084	-	34,129,134
Solid Waste Fund	1,895,401	1,470,400	-	3,365,801
Transportation Fund	-	2,872,142	211,310	3,083,452
Theatres Fund	533,000	4,445,105	-	4,978,105
Los Robles Greens Golf Course Fund	2,485,839	4,531,391	-	7,017,230
Total Enterprise Funds	20,098,752	54,412,731	211,310	74,722,793
Special Revenue Funds:				
Library Fund	-	5,747,500	3,965,614	9,713,114
Lighting and Landscaping District Funds	3,616,927	4,491,500	200,000	8,308,427
Stormwater Fund	226,649	168,000	175,000	569,649
Street Improvement Funds	4,564,000	7,164,500	-	11,728,500
CDBG Fund	-	701,400	-	701,400
Child Care Center Fund	-	596,700	149,931	746,631
Total Special Revenue Funds	8,407,576	18,869,600	4,490,545	31,767,721
Capital / Debt Service Funds:				
Capital Projects Funds	10,946,329	2,991,000	200,000	14,137,329
Debt Service Fund - PFA**	-	-	1,211,100	1,211,100
Total Capital / Debt Service Funds	10,946,329	2,991,000	1,411,100	15,348,429
Sub-Total	48,825,157	148,935,431	8,567,955	206,328,543
Redevelopment Agency	4,869,440	24,257,000	-	29,126,440
Total	$ 53,694,597	173,192,431	8,567,955	235,454,983
Internal Service Funds	$ 8,500,000	2,209,100	-	10,709,100

* Beginning Available Fund Balance amounts excludes restrictions, such as encumbrances, and designations. Designations reflect the City's self imposed limitations, such as the City's 20% General Fund reserve policy.

** PFA - Public Financing Authority

Operating Requirements	Capital Requirements	Debt Service Requirements	Transfers Out	Total Requirements	Remaining Available
69,915,455	8,639,200	-	5,601,645	84,156,300	333,300
16,642,670	3,422,000	-	-	20,064,670	2,084,401
13,290,523	4,740,000	3,671,000	-	21,701,523	12,427,611
1,871,173	-	-	-	1,871,173	1,494,628
2,563,452	520,000	-	-	3,083,452	-
4,260,105	185,000	-	-	4,445,105	533,000
3,917,382	10,000	111,795	100,000	4,139,177	2,878,053
42,545,305	8,877,000	3,782,795	100,000	55,305,100	19,417,693
9,313,114	400,000	-	-	9,713,114	-
5,058,500	1,017,800	-	-	6,076,300	2,232,127
569,473	-	-	-	569,473	176
62,500	7,432,000	-	2,005,000	9,499,500	2,229,000
341,100	360,300	-	-	701,400	-
746,631	-	-	-	746,631	-
16,091,318	9,210,100	-	2,005,000	27,306,418	4,461,303
8,100	2,530,000	-	861,310	3,399,410	10,737,919
-	-	1,211,100	-	1,211,100	-
8,100	2,530,000	1,211,100	861,310	4,610,510	10,737,919
128,560,178	29,256,300	4,993,895	8,567,955	171,378,328	34,950,215
13,398,487	1,200,000	7,504,700	-	22,103,187	7,023,253
141,958,665	30,456,300	12,498,595	8,567,955	193,481,515	41,973,468
2,209,100	-	-	-	2,209,100	8,500,000

BUDGET SUMMARY

ALL FUNDS
INTERFUND TRANSFERS

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Proposed Budget 2007-2008	Proposed Budget 2008-2009
Transfers From Other Funds				
General Fund From:				
Gas Tax Fund	$ 1,237,238	1,255,000	1,230,000	1,230,000
Traffic Safety Fund	741,698	703,000	750,000	775,000
Public Facilities/Capital Funds	513,451	400,000	450,000	450,000
Total General Fund	2,492,387	2,358,000	2,430,000	2,455,000
Library Fund from General Fund	6,444,847	3,814,169	4,461,763	3,965,614
Library Fund from PFA Capital Fund	1,356,000	-	-	-
Childcare Grant Fund from General Fund	151,005	166,853	145,168	149,931
Lighting & Landscaping Fund from Capital Projects Fund	197,507	-	200,000	200,000
Transportation Fund from General Fund	1,505	-	-	-
Transportation Fund from Capital Projects Fund	87,523	465,561	138,071	211,310
Stormwater / Flood Control from General Fund	-	-	262,500	175,000
CROSEF from LRGGC Fund	-	91,000	100,000	100,000
CROSEF from General Fund	100,000	100,000	100,000	100,000
Theatres Fund from General Fund	387,000	772,600	-	-
PFA Fund from General Fund	1,199,160	1,206,000	1,200,500	1,211,100
PFA Fund from PFA Capital Fund	7,780	-	-	-
Total Transfers From Other Funds	$ 12,424,714	8,974,183	9,038,002	8,567,955
Transfer To Other Funds				
General Fund To:				
Library Fund	$ 6,444,847	3,814,169	4,461,763	3,965,614
Transportation Fund	1,505	-	-	-
Childcare Grant Fund	151,005	166,853	145,168	149,931
CROSEF	100,000	100,000	100,000	100,000
Stormwater / Flood Control	-	-	262,500	175,000
Theatres Fund	387,000	772,600	-	-
PFA Fund	1,199,160	1,206,000	1,200,500	1,211,100
Total General Fund	8,283,517	6,059,622	6,169,931	5,601,645
Gas Tax Fund to General Fund	1,237,238	1,255,000	1,230,000	1,230,000
Traffic Safety Fund to General Fund	741,698	703,000	750,000	775,000
Public Facilities/Capital Funds to General Fund	513,451	680,000	450,000	450,000
PFA Capital Fund to Library Fund	1,363,780	-	-	-
Capital Projects Funds to Lighting & Landscaping Fund	197,507	-	200,000	200,000
Capital Projects Funds to Transportation Fund	87,523	185,561	138,071	211,310
LRGGC Fund to CROSEF	-	91,000	100,000	100,000
Total Transfers To Other Funds	$ 12,424,714	8,974,183	9,038,002	8,567,955

CROSEF - Community Recreation and Open Space Endowment Fund
LRGGC - Los Robles Greens Golf Course
PFA - Public Financing Authority

BUDGET SUMMARY

ALL FUNDS
REVENUE BY FUND

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
General Fund	$ 69,371,578	67,591,200	70,873,500	72,662,100
Enterprise Funds:				
Water Fund	14,370,067	15,265,400	17,614,466	19,502,609
Wastewater Fund	23,353,396	21,527,300	21,921,964	21,591,084
Solid Waste Fund	1,588,077	1,277,400	1,470,100	1,470,400
Transportation Fund	2,007,824	3,730,087	2,644,148	2,872,142
Theatres Fund	3,305,385	3,278,000	4,260,200	4,445,105
Los Robles Greens Golf Course Fund	2,847,771	2,993,000	4,373,585	4,531,391
Total Enterprise Funds	47,472,520	48,071,187	52,284,463	54,412,731
Special Revenue Funds:				
Library Fund	5,335,179	4,791,000	5,547,500	5,747,500
Lighting and Landscaping District Funds	4,378,568	4,110,000	4,491,500	4,491,500
Stormwater Fund	310,778	299,100	167,900	168,000
Street Improvement Funds	7,070,336	7,509,500	5,864,500	7,164,500
CDBG Fund	892,085	1,749,113	701,400	701,400
Child Care Center Fund	477,362	560,300	596,700	596,700
Total Special Revenue Funds	18,464,308	19,019,013	17,369,500	18,869,600
Capital / Debt Service Funds:				
Capital Projects Funds	2,157,451	1,930,600	2,824,500	2,991,000
Debt Service Fund - PFA*	924	-	-	-
Total Capital / Debt Service Funds	2,158,375	1,930,600	2,824,500	2,991,000
Sub-Total	137,466,781	136,612,000	143,351,963	148,935,431
Redevelopment Agency	105,252,758	20,771,000	23,810,000	24,257,000
Total	$ 242,719,539	157,383,000	167,161,963	173,192,431
Internal Service Funds	$ 2,080,528	2,025,000	2,166,000	2,209,100

* PFA - Public Financing Authority

BUDGET SUMMARY

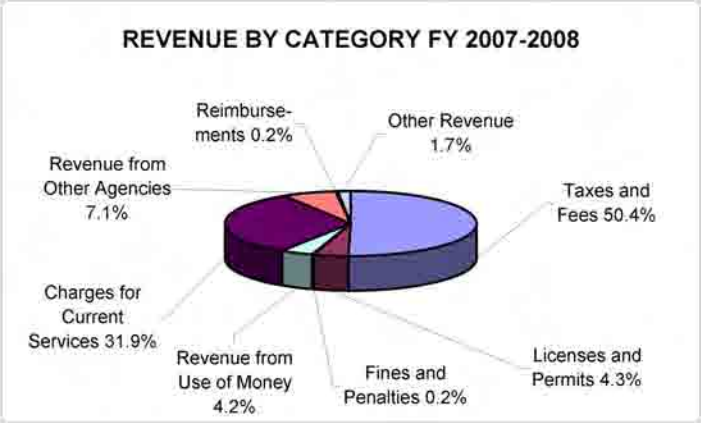
ALL FUNDS
REVENUE BY CATEGORY

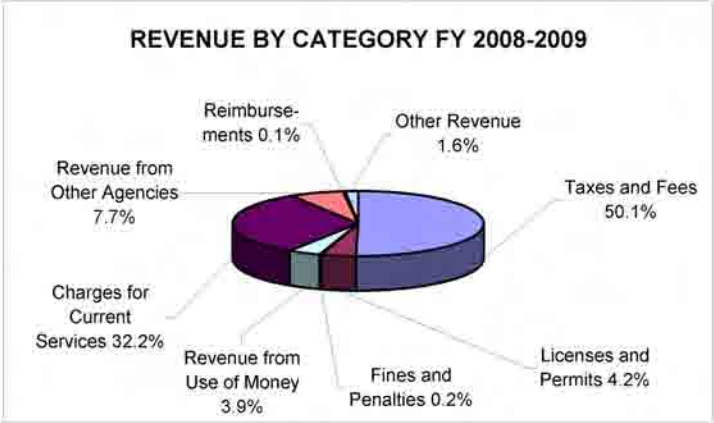
	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
General Fund:				
Taxes and Fees	$ 43,564,174	43,396,000	44,574,000	46,048,300
Licenses and Permits	6,828,237	6,298,500	7,239,900	7,339,900
Fines and Penalties	346,615	361,100	339,600	349,600
Revenue From Use of Money	3,037,740	2,931,000	3,202,600	3,078,900
Charges for Current Services	4,374,767	4,725,600	5,251,400	5,422,000
Revenue From Other Agencies	9,972,118	9,556,700	9,979,500	10,133,900
Reimbursements	244,285	229,200	163,000	164,000
Other Revenue	1,003,642	93,100	123,500	125,500
Total General Fund	69,371,578	67,591,200	70,873,500	72,662,100
Enterprise Funds:				
Charges for Services	43,061,502	44,578,987	47,747,706	49,819,704
Revenue From Use of Money	1,956,818	923,000	1,620,125	1,606,278
Revenue From Other Agencies	714,543	1,536,500	382,432	382,732
Other Revenue	1,739,657	1,032,700	2,534,200	2,604,017
Total Enterprise Funds	47,472,520	48,071,187	52,284,463	54,412,731
Special Revenue Funds:				
Taxes	14,829,157	13,564,000	15,186,000	15,386,000
Charges for Services	581,879	548,100	417,900	418,000
Revenue From Use of Money	262,258	195,000	220,000	220,000
Revenue From Other Agencies	2,644,621	4,711,913	1,540,600	2,840,600
Other Revenue	146,393	-	5,000	5,000
Total Special Revenue Funds	18,464,308	19,019,013	17,369,500	18,869,600
Capital / Debt Service Funds:				
Developer Fees	875,569	1,385,000	2,066,000	2,398,500
Revenue From Use of Money	1,281,882	545,600	758,500	592,500
Other Revenue	924	-	-	-
Total Capital / Debt Service Fund	2,158,375	1,930,600	2,824,500	2,991,000
Sub-Total	137,466,781	136,612,000	143,351,963	148,935,431

BUDGET SUMMARY

ALL FUNDS
REVENUE BY CATEGORY

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Redevelopment Agency:				
Tax Increment	17,208,659	16,513,000	18,621,000	18,993,000
Property Tax Pass Thru-Low/Mod	3,441,732	3,303,000	3,724,000	3,799,000
Recovery of Note Principal	2,471,244	400,000	170,000	170,000
Revenue From Use of Money	4,082,523	415,000	1,185,000	1,185,000
Other Revenue	371,052	140,000	110,000	110,000
Total Redevelopment Agency	27,575,210	20,771,000	23,810,000	24,257,000
Total	$ 165,041,991	157,383,000	167,161,963	173,192,431
Internal Service Funds	$ 2,080,528	2,025,000	2,166,000	2,209,100





BUDGET SUMMARY

ALL FUNDS
EXPENDITURE BY FUND

		Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
General Fund	$	59,774,421	80,414,969	80,795,069	78,554,655
Enterprise Funds:					
Water Fund		13,622,227	27,825,633	20,103,004	20,064,670
Wastewater Fund		16,084,683	28,946,177	24,411,914	21,701,523
Solid Waste Fund		1,094,421	3,980,722	2,674,699	1,871,173
Transportation Fund		2,093,385	4,353,708	2,782,219	3,083,452
Theatres Fund		3,480,110	4,231,231	4,610,200	4,445,105
Los Robles Greens Golf Course Fund		2,317,652	2,705,502	3,912,746	4,039,177
Total Enterprise Funds		38,692,478	72,042,973	58,494,782	55,205,100
Special Revenue Funds:					
Library Fund		14,342,980	14,809,446	10,009,263	9,713,114
Lighting and Landscaping District Funds		4,288,457	5,973,891	6,939,573	6,076,300
Stormwater Fund		390,308	546,450	550,751	569,473
Street Improvement Funds		6,116,009	12,796,091	10,123,500	7,494,500
CDBG Fund		856,210	1,749,113	701,400	701,400
Child Care Center Fund		621,512	727,153	741,868	746,631
Total Special Revenue Funds		26,615,476	36,602,144	29,066,355	25,301,418
Capital / Debt Service Funds:					
Capital Projects Funds		1,123,584	16,191,424	4,217,100	2,538,100
Debt Service Fund - PFA*		1,207,864	1,206,000	1,200,500	1,211,100
Total Capital / Debt Service Funds		2,331,448	17,397,424	5,417,600	3,749,200
Sub-Total		127,413,823	206,457,510	173,773,806	162,810,373
Redevelopment Agency		73,468,893	38,690,724	29,980,560	22,103,187
Total	$	200,882,716	245,148,234	203,754,366	184,913,560
Internal Service Funds	$	485,398	2,160,473	2,166,000	2,209,100

* PFA - Public Financing Authority

BUDGET SUMMARY

ALL FUNDS
EXPENDITURE BY DEPARTMENT / PROGRAM

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
General Fund:				
City Council	$ 250,746	303,103	302,957	300,149
City Manager	3,780,609	4,481,894	2,623,651	2,689,121
Human Resources	1,259,693	1,675,354	2,902,048	3,009,331
City Attorney	1,086,340	1,430,811	1,190,713	1,224,933
City Clerk	1,093,597	1,349,044	1,197,524	1,253,412
Finance	9,665,195	21,065,658	20,115,548	15,407,976
Police	21,473,227	23,977,453	25,710,929	26,825,157
Community Development	7,804,272	9,670,050	8,943,750	9,127,255
Community & Cultural Services	2,180,680	2,137,960	2,346,523	2,309,093
Public Works	11,180,062	14,323,642	15,461,426	16,408,228
Total General Fund	59,774,421	80,414,969	80,795,069	78,554,655
Enterprise Funds:				
Water Fund:				
Administration	208,142	315,679	305,637	315,858
Business Management	9,465,412	10,461,166	11,257,481	11,982,690
Engineering Services	725,863	978,729	987,309	1,020,368
Municipal Service Center	486,946	637,045	634,770	647,756
Conservation	33,559	43,663	44,148	46,765
Storage and Distribution	1,772,821	2,120,271	2,220,895	2,289,446
Groundwater	17,190	31,876	34,687	36,642
Quality Assurance	143,353	181,407	184,877	185,845
Capital Programs	1,124,254	13,055,797	4,433,200	3,539,300
Total Water Fund	13,977,540	27,825,633	20,103,004	20,064,670
Wastewater Fund:				
Administration	175,907	278,900	283,583	291,694
Business Management	1,680,008	2,209,680	2,006,560	2,085,455
Engineering Services	733,604	981,526	964,922	997,048
Municipal Service Center	324,693	393,650	444,055	452,021
Wastewater Lines	1,227,253	1,601,126	1,484,491	1,526,463
Industrial Waste Inspection	188,464	260,562	257,252	264,662
Hill Canyon Treatment Plant	6,193,402	8,541,276	7,454,251	7,642,080
Capital Projects	5,561,352	14,679,457	11,516,800	8,442,100

BUDGET SUMMARY

ALL FUNDS
EXPENDITURE BY DEPARTMENT / PROGRAM

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Total Wastewater Fund	16,084,683	28,946,177	24,411,914	21,701,523
Solid Waste Fund:				
Administration	33,390	2,185,403	997,807	60,150
Business Management	142,417	143,590	159,599	167,030
Recycling	463,763	818,206	751,098	777,850
Household Hazardous Waste	454,851	801,123	721,195	821,143
Community Enhancement	-	32,400	45,000	45,000
Total Solid Waste Fund	1,094,421	3,980,722	2,674,699	1,871,173
Transportation Fund:				
Bus, Ventura Intercity Services Transit Authority	203,478	203,359	213,877	215,156
Bus, Local	883,604	3,000,685	1,430,371	1,694,798
Dial-A-Ride	1,006,303	1,149,664	1,137,971	1,173,498
Total Transportation Fund	2,093,385	4,353,708	2,782,219	3,083,452
Theatres Fund:				
Kavli Center	2,574,725	3,118,191	3,345,965	3,365,659
Scherr Forum Theatre	905,385	1,113,040	1,264,235	1,079,446
Total Theatres Fund	3,480,110	4,231,231	4,610,200	4,445,105
Los Robles Greens Golf Course Fund	2,317,652	2,705,502	3,912,746	4,039,177
Total Enterprise Funds	39,047,791	72,042,973	58,494,782	55,205,100
Special Revenue Funds:				
Library Fund:				
Administration	1,343,648	1,706,843	2,152,035	1,441,564
Reference Services	1,064,228	1,243,716	1,254,631	1,279,982
Children's and Young Adult Services	672,668	800,011	793,010	798,545
Special Collections	213,683	232,805	211,427	213,258
Circulation	1,009,305	1,294,125	1,308,876	1,336,365
Collection Development	448,735	640,672	525,467	515,414
Technical Services	1,000,376	1,084,163	1,147,991	1,175,726
Maintenance	7,205,041	6,135,282	930,165	873,090
Information Systems	603,022	703,406	653,921	657,927
Newbury Park Branch	782,274	968,423	1,031,740	1,421,243
Total Library Fund	14,342,980	14,809,446	10,009,263	9,713,114
Total Lighting & Landscaping Funds	4,288,457	5,973,891	6,939,573	6,076,300

BUDGET SUMMARY

ALL FUNDS
EXPENDITURE BY DEPARTMENT / PROGRAM

		Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Total Stormwater Funds		390,308	546,450	550,751	569,473
Total Street Improvement Funds		6,116,009	12,796,091	10,123,500	7,494,500
Total CDBG Fund		856,210	1,749,113	701,400	701,400
Total Child Care Center Fund		621,512	727,153	741,868	746,631
Total Special Revenue Funds		26,615,476	36,602,144	29,066,355	25,301,418
Total Capital Project Funds		1,123,584	16,191,424	4,217,100	2,538,100
Total Debt Service Fund (PFA)		1,207,864	1,206,000	1,200,500	1,211,100
Sub-Total	$	127,769,136	206,457,510	173,773,806	162,810,373
Redevelopment Agency					
TO Blvd. RDA Project Area	$	58,947,120	15,400,711	24,478,790	16,620,280
Newbury Road Project Area		1,595,652	5,033,605	1,749,368	1,690,492
Low/Moderate Income Housing		12,926,121	18,256,408	3,752,402	3,792,415
Total Redevelopment Agency	$	73,468,893	38,690,724	29,980,560	22,103,187
Total	$	201,238,029	245,148,234	203,754,366	184,913,560
Internal Service Funds					
Liability Insurance	$	45,428	746,690	811,000	839,600
Workers' Compensation		386,978	1,333,783	1,275,000	1,289,500
Vision		52,992	80,000	80,000	80,000
Total Internal Service Funds	$	485,398	2,160,473	2,166,000	2,209,100

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GENERAL FUND

City Council
City Manager
Human Resources
City Attorney
City Clerk
Finance
Police
Community Development
Community & Cultural Services
Public Works

BUDGET SUMMARY

GENERAL FUND
OPERATIONAL SUMMARY

		Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Amount Available for Allocation					
Current Revenues	$	69,371,578	67,591,200	70,873,500	72,662,100
Transfers From Other Funds		2,518,387	2,358,000	2,430,000	2,455,000
Reserve Account*		-	16,525,391	13,661,500	9,039,200
Total Available for Allocation	$	71,889,965	86,474,591	86,965,000	84,156,300
Estimated Requirements					
Operating Requirements:					
Salaries	$	18,524,909	20,165,850	21,230,431	22,004,467
Fringe Benefits		8,773,004	13,125,417	10,570,493	10,917,498
Maintenance and Operations:					
Supplies and Equipment		1,905,465	2,278,173	2,290,950	2,262,950
Repairs and Maintenance		3,239,124	3,715,045	3,740,681	3,676,239
Professional/Contractual Services		26,062,183	30,160,232	29,980,800	30,907,400
Utilities		1,528,047	1,644,000	1,751,900	1,782,900
Insurance and Claims		1,044,103	1,320,400	1,359,000	1,464,600
Equipment/Building Rental		611,469	782,338	725,100	725,300
Training and Memberships		346,423	489,400	575,000	551,700
Asset Replacement Funding		1,082,055	1,514,700	1,355,100	1,483,300
Total Maintenance and Operations		35,818,869	41,904,288	41,778,531	42,854,389
Charge Backs		(4,983,513)	(5,316,994)	(5,775,886)	(5,860,899)
Capital Outlay:					
Capital Outlay		1,059,716	1,896,832	1,287,750	641,260
Use of Asset Replacement		(850,909)	(1,425,307)	(1,287,750)	(641,260)
Total Capital Outlay		208,807	471,525	-	-
Total Operating Requirements		58,342,076	70,350,086	67,803,569	69,915,455
Capital Improvements		1,432,345	10,064,883	6,141,500	6,964,200
Maintenance Improvements		-	-	6,850,000	1,675,000
Transfers to Other Funds		8,283,517	6,059,622	6,169,931	5,601,645
Reserve Account		3,832,027	-	-	-
Total Estimated Requirements	$	71,889,965	86,474,591	86,965,000	84,156,300

* Use of General Fund reserves for capital improvements.

BUDGET SUMMARY

GENERAL FUND
SCHEDULE OF REVENUE

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
General Fund Revenue and Transfers				
Taxes and Fees:				
Property Tax Apportionment	$ 6,073,760	6,200,000	6,650,000	7,035,000
Sales and Use Tax	28,929,046	28,800,000	29,000,000	29,725,000
Transient Occupancy Tax	2,541,091	2,526,000	2,891,500	3,038,300
Franchise Fee	4,720,176	4,420,000	5,032,500	5,150,000
Property Transfer Tax	1,300,101	1,450,000	1,000,000	1,100,000
Total Taxes and Fees	43,564,174	43,396,000	44,574,000	46,048,300
Licenses and Permits:				
Business Licenses	2,005,157	2,000,000	2,041,000	2,041,000
Building Permits/Inspections	3,488,506	3,575,000	3,897,500	3,897,500
Public Works Permits/Inspections	1,317,730	693,500	1,280,400	1,380,400
Other Departments	16,844	30,000	21,000	21,000
Total Licenses and Permits	6,828,237	6,298,500	7,239,900	7,339,900
Fines and Penalties:				
Parking Citations	200,718	236,500	203,600	213,600
Other Court Fees	145,897	124,600	136,000	136,000
Total Fines and Penalties	346,615	361,100	339,600	349,600
Revenue From Use of Money:				
Interest Income	2,340,985	2,300,000	2,430,000	2,430,000
Rental of City Facilities	696,755	631,000	772,600	648,900
Total From Use of Money	3,037,740	2,931,000	3,202,600	3,078,900
Charges for Current Services:				
Public Works Department	184,370	110,000	155,000	155,000
Planning Department	887,738	848,000	985,000	985,000
Building Record Fee	110,630	105,000	105,000	105,000
Law Enforcement	103,701	75,000	100,000	100,000
Services to Enterprise Funds	3,087,430	3,586,100	3,904,900	4,075,500
Other Charges	898	1,500	1,500	1,500
Total Charges for Current Srvs.	4,374,767	4,725,600	5,251,400	5,422,000
Revenue From Other Agencies:				
Vehicle License Fee	9,428,895	8,375,000	9,700,000	9,890,000
State Mandates/Other State Rev.	45,168	501,100	50,000	50,000
Supplemental Police Grants	212,079	288,400	220,600	185,000
FEMA	14,738	-	-	-
Other Grants	271,238	392,200	8,900	8,900
Total From Other Agencies	9,972,118	9,556,700	9,979,500	10,133,900
Reimbursements	244,285	229,200	163,000	164,000
Other Revenue	1,003,642	93,100	123,500	125,500
Total Revenue	69,371,578	67,591,200	70,873,500	72,662,100
Transfers From Other Funds	2,518,387	2,358,000	2,430,000	2,455,000
Total Revenue and Transfers	$ 71,889,965	69,949,200	73,303,500	75,117,100

BUDGET SUMMARY

GENERAL FUND
OPERATING EXPENDITURE BUDGET - ADOPTED 2007-2008

	Salaries\ Fringe Benefits	Maint.\ Operations	Charge Backs	Capital Outlay	Total
City Council	$ 240,657	133,600	(71,300)	-	302,957
City Manager:					
Administration	1,255,770	108,300	(187,000)	-	1,177,070
Economic Development	193,143	111,800	-	-	304,943
Public Information / Special Services	179,478	194,700	-	-	374,178
Intergovernmental Relations	217,060	550,400	-	-	767,460
Total City Manager	1,845,451	965,200	(187,000)	-	2,623,651
Human Resources:					
Administration	705,955	363,400	(39,700)	-	1,029,655
Volunteer Program	114,175	6,400	-	-	120,575
Risk Management	315,318	1,436,500	-	-	1,751,818
Total Human Resources	1,135,448	1,806,300	(39,700)	-	2,902,048
City Attorney:					
Administration	537,526	159,500	(10,700)	-	686,326
Code Compliance	178,077	-	-	-	178,077
Land Use/Housing	326,310	-	-	-	326,310
Total City Attorney	1,041,913	159,500	(10,700)	-	1,190,713
City Clerk:					
Administration	453,487	104,200	(28,000)	-	529,687
Public Services	102,948	-	-	-	102,948
Records Management	343,889	221,000	-	-	564,889
Total City Clerk	900,324	325,200	(28,000)	-	1,197,524
Finance:					
Administration	890,797	149,300	(220,500)	-	819,597
Accounting	947,033	193,000	(82,600)	-	1,057,433
Treasury & Debt Service Administration	172,395	110,000	(150,400)	-	131,995
Public Services / Revenue Collection Srvs.	944,941	426,200	(217,063)	-	1,154,078
Information Technology	1,408,936	932,200	(34,300)	-	2,306,836
General Services	418,446	651,800	(346,200)	-	724,046
Facility Maintenance	1,220,789	2,734,700	(846,426)	-	3,109,063
Total Finance	6,003,337	5,197,200	(1,897,489)	-	9,303,048

(Continued ...)

BUDGET SUMMARY

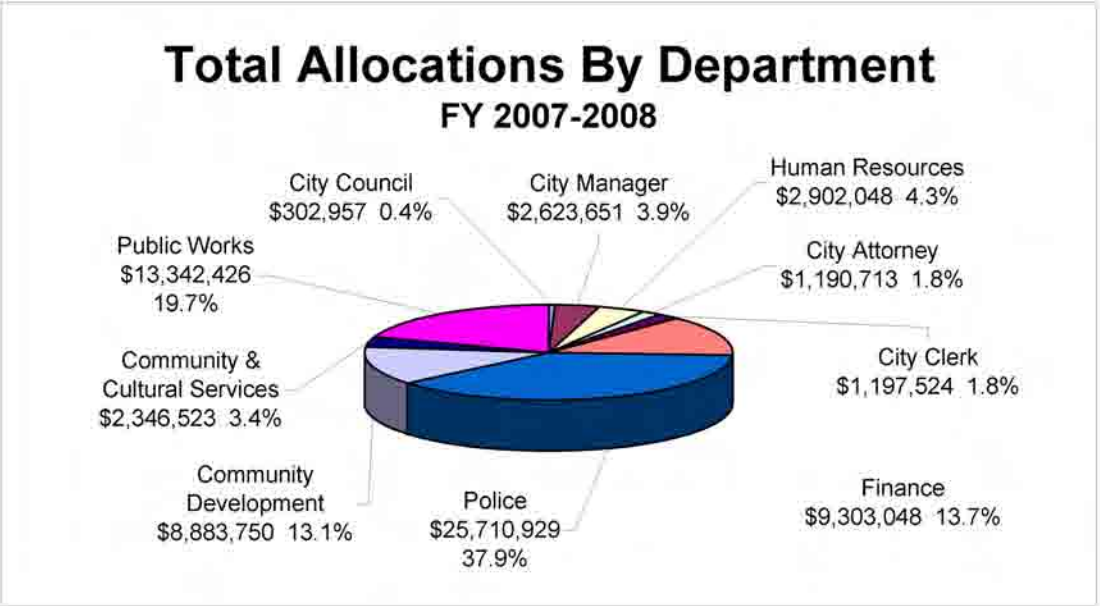
GENERAL FUND
OPERATING EXPENDITURE BUDGET - ADOPTED 2007-2008

	Salaries\ Fringe Benefits	Maint.\ Operations	Charge Backs	Capital Outlay	Total
					(Continued ...)
Police:					
Administration	254,929	1,309,300	-	-	1,564,229
Patrol Srvs., Special Enforcement Unit and Bicycle Patrol	-	12,964,800	-	-	12,964,800
Traffic Services	-	3,254,300	-	-	3,254,300
Investigation Services	-	4,110,600	-	-	4,110,600
Crime Prevention	-	1,854,600	-	-	1,854,600
Vehicle Services	-	1,351,400	-	-	1,351,400
Court Services	-	91,500	-	-	91,500
Special Events and Overtime Srvs.	-	498,600	-	-	498,600
DART	-	20,900	-	-	20,900
Total Police	254,929	25,456,000	-	-	25,710,929
Community Development:					
Administration	477,385	103,600	-	-	580,985
Planning Commission	150,689	22,900	-	-	173,589
Development Services	1,335,277	161,400	-	-	1,496,677
Public Services	1,388,201	45,800	-	-	1,434,001
COSCA	321,565	260,100	-	-	581,665
Environmental Services	224,665	32,500	-	-	257,165
General Planning	228,716	80,000	-	-	308,716
Building Services	2,991,322	175,800	-	-	3,167,122
Code Compliance	696,276	37,200	-	-	733,476
Community Development Block Grant	138,954	42,000	(30,600)	-	150,354
General Fund Redevelopment Agency	788,597	-	(788,597)	-	-
Total Community Development	8,741,647	961,300	(819,197)	-	8,883,750
Community & Cultural Services:					
TOTV / Cable	539,600	207,050	-	-	746,650
Art Services / Special Projects	296,940	284,300	-	-	581,240
Senior Services	61,576	304,264	-	-	365,840
Teen Services	61,576	591,217	-	-	652,793
Total Community & Cultural Services	959,692	1,386,831	-	-	2,346,523
					(Continued ...)

BUDGET SUMMARY

GENERAL FUND
OPERATING EXPENDITURE BUDGET - ADOPTED 2007-2008

	Salaries\ Fringe Benefits	Maint.\ Operations	Charge Backs	Capital Outlay	Total
					(Continued ...)
Public Works:					
Administration	561,790	51,800	-	-	613,590
Business Management	298,622	2,300	-	-	300,922
Animal Control Services	70,373	135,700	-	-	206,073
Emergency Preparedness	154,397	101,200	-	-	255,597
Engineering Services	1,731,091	319,300	-	-	2,050,391
Traffic Engineering Services	1,199,203	217,700	-	-	1,416,903
Traffic and Transportation Advisory Commission	109,739	2,300	-	-	112,039
Fleet Services	1,048,212	1,334,100	(2,005,800)	-	376,512
Roads	2,512,524	1,004,800	(54,000)	-	3,463,324
Street Sweeping	152,312	507,100	(2,000)	-	657,412
Street Trees / Landscape	1,908,277	1,373,800	(618,000)	-	2,664,077
Municipal Service Center	667,949	282,400	(42,700)	-	907,649
Storm Drain Maintenance	184,056	22,500	-	-	206,556
Graffiti Removal	78,981	32,400	-	-	111,381
Total Public Works	10,677,526	5,387,400	(2,722,500)	-	13,342,426
Total General Fund	$ 31,800,924	41,778,531	(5,775,886)	-	67,803,569



BUDGET SUMMARY

GENERAL FUND
OPERATING EXPENDITURE BUDGET - ADOPTED 2008-2009

	Salaries\ Fringe Benefits	Maint.\ Operations	Charge Backs	Capital Outlay	Total
City Council	$ 242,649	132,400	(74,900)	-	300,149
City Manager:					
Administration	1,305,177	106,400	(196,500)	-	1,215,077
Economic Development	199,318	116,800	-	-	316,118
Public Information / Special Services	187,472	191,700	-	-	379,172
Intergovernmental Relations	223,754	555,000	-	-	778,754
Total City Manager	1,915,721	969,900	(196,500)	-	2,689,121
Human Resources:					
Administration	728,109	320,100	(41,800)	-	1,006,409
Volunteer Program	117,965	15,000	-	-	132,965
Risk Management	324,057	1,545,900	-	-	1,869,957
Total Human Resources	1,170,131	1,881,000	(41,800)	-	3,009,331
City Attorney:					
Administration	553,749	162,300	(10,700)	-	705,349
Code Compliance	183,858	-	-	-	183,858
Land Use/Housing	335,726	-	-	-	335,726
Total City Attorney	1,073,333	162,300	(10,700)	-	1,224,933
City Clerk:					
Administration	471,586	155,900	(29,400)	-	598,086
Public Services	106,715	-	-	-	106,715
Records Management	361,411	187,200	-	-	548,611
Total City Clerk	939,712	343,100	(29,400)	-	1,253,412
Finance:					
Administration	916,688	87,400	(220,500)	-	783,588
Accounting	997,244	197,500	(86,800)	-	1,107,944
Treasury & Debt Service Administration	182,215	113,000	(158,100)	-	137,115
Public Services / Revenue Collection Srvs.	983,305	439,800	(225,741)	-	1,197,364
Information Technology	1,463,661	908,500	(36,100)	-	2,336,061
General Services	434,734	653,600	(347,200)	-	741,134
Facility Maintenance	1,260,982	2,740,300	(833,512)	-	3,167,770
Total Finance	6,238,829	5,140,100	(1,907,953)	-	9,470,976

(Continued ...)

BUDGET SUMMARY

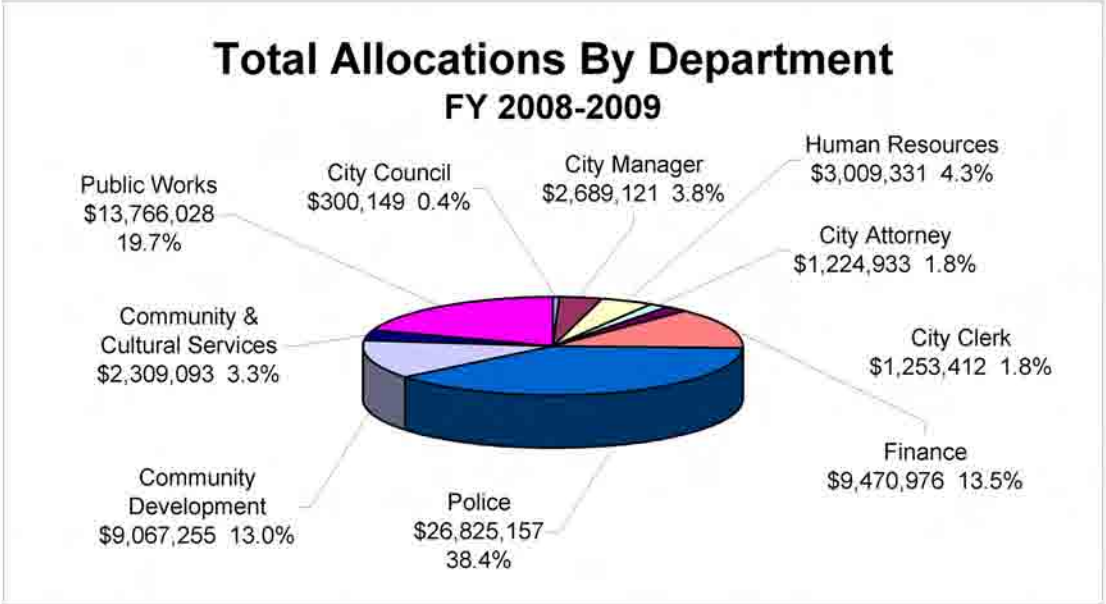
GENERAL FUND
OPERATING EXPENDITURE BUDGET - ADOPTED 2008-2009

	Salaries\ Fringe Benefits	Maint.\ Operations	Charge Backs	Capital Outlay	Total
					(Continued ...)
Police:					
Administration	262,857	1,341,500	-	-	1,604,357
Patrol Srvs., Special Enforcement Unit and Bicycle Patrol	-	13,613,800	-	-	13,613,800
Traffic Services	-	3,417,000	-	-	3,417,000
Investigation Services	-	4,316,100	-	-	4,316,100
Crime Prevention	-	1,947,300	-	-	1,947,300
Vehicle Services	-	1,351,000	-	-	1,351,000
Court Services	-	91,500	-	-	91,500
Special Events and Overtime Srvs.	-	463,000	-	-	463,000
DART	-	21,100	-	-	21,100
Total Police	262,857	26,562,300	-	-	26,825,157
Community Development:					
Administration	495,050	108,800	-	-	603,850
Planning Commission	154,729	18,900	-	-	173,629
Development Services	1,375,470	159,400	-	-	1,534,870
Public Services	1,433,948	42,800	-	-	1,476,748
COSCA	328,365	254,500	-	-	582,865
Environmental Services	232,107	11,500	-	-	243,607
General Planning	236,120	38,500	-	-	274,620
Building Services	3,094,577	164,000	-	-	3,258,577
Code Compliance	722,543	35,200	-	-	757,743
Community Development Block Grant	143,446	42,000	(24,700)	-	160,746
General Fund Redevelopment Agency	813,946	-	(813,946)	-	-
Total Community Development	9,030,301	875,600	(838,646)	-	9,067,255
Community & Cultural Services:					
TOTV / Cable	554,259	205,450	-	-	759,709
Art Services / Special Projects	305,623	231,900	-	-	537,523
Senior Services	66,011	300,330	-	-	366,341
Teen Services	66,011	579,509	-	-	645,520
Total Community & Cultural Services	991,904	1,317,189	-	-	2,309,093
					(Continued ...)

BUDGET SUMMARY

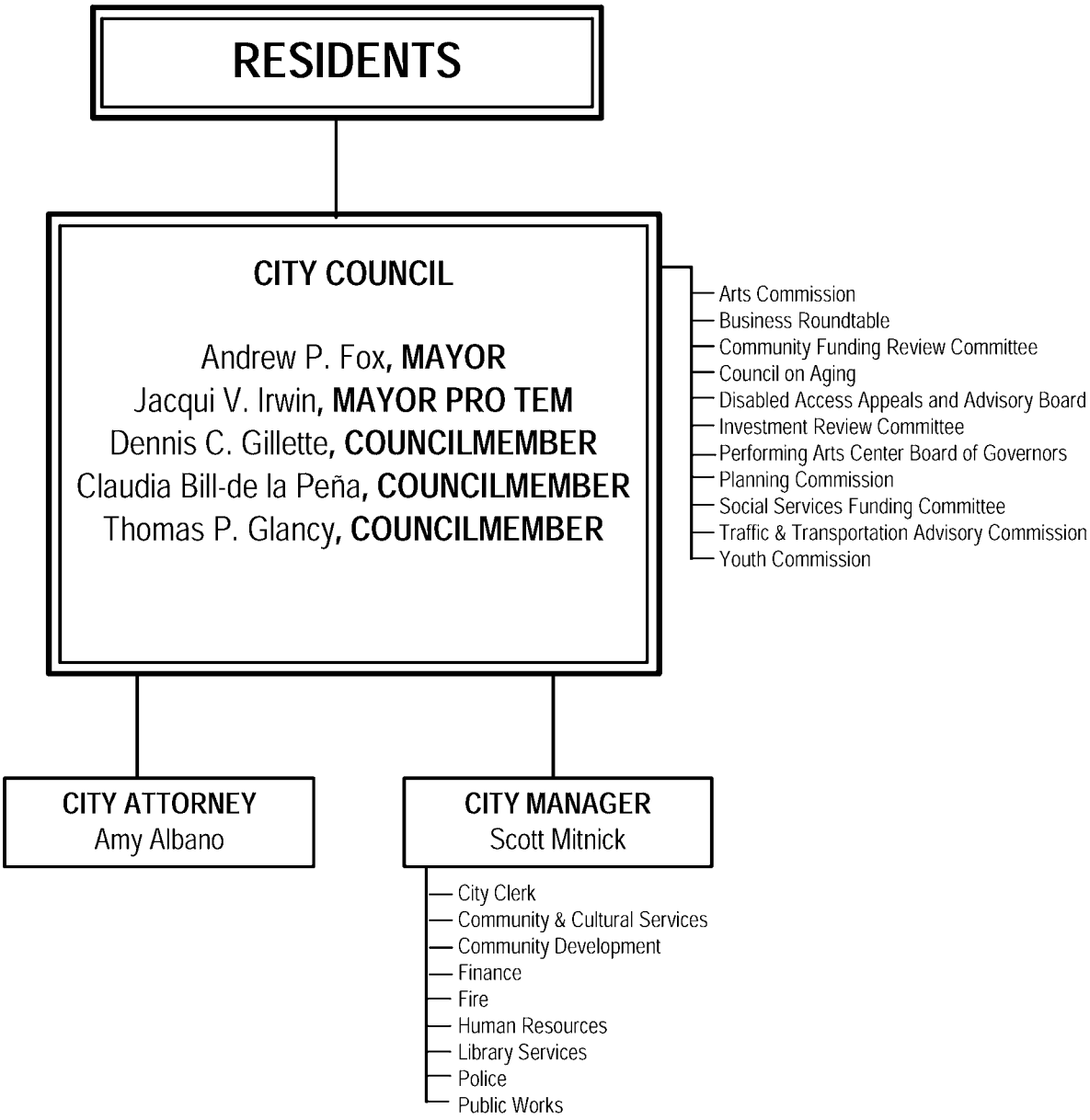
GENERAL FUND
OPERATING EXPENDITURE BUDGET - ADOPTED 2008-2009

	Salaries\ Fringe Benefits	Maint.\ Operations	Charge Backs	Capital Outlay	Total
					(Continued ...)
Public Works:					
Administration	581,322	47,700	-	-	629,022
Business Management	307,492	2,300	-	-	309,792
Animal Control Services	72,272	135,700	-	-	207,972
Emergency Preparedness	158,909	97,900	-	-	256,809
Engineering Services	1,802,801	317,900	-	-	2,120,701
Traffic Engineering Services	1,237,089	202,800	-	-	1,439,889
Traffic and Transportation Advisory Commission	113,160	2,300	-	-	115,460
Fleet Services	1,088,006	1,358,100	(2,050,300)	-	395,806
Roads	2,594,277	1,073,100	(48,000)	-	3,619,377
Street Sweeping	156,030	532,600	(2,000)	-	686,630
Street Trees / Landscape	1,983,061	1,345,600	(618,000)	-	2,710,661
Municipal Service Center	691,383	292,100	(42,700)	-	940,783
Storm Drain Maintenance	190,099	22,500	-	-	212,599
Graffiti Removal	80,627	39,900	-	-	120,527
Total Public Works	11,056,528	5,470,500	(2,761,000)	-	13,766,028
Total General Fund	$ 32,921,965	42,854,389	(5,860,899)	-	69,915,455



CITY COUNCIL

CITY OF THOUSAND OAKS



CITY COUNCIL

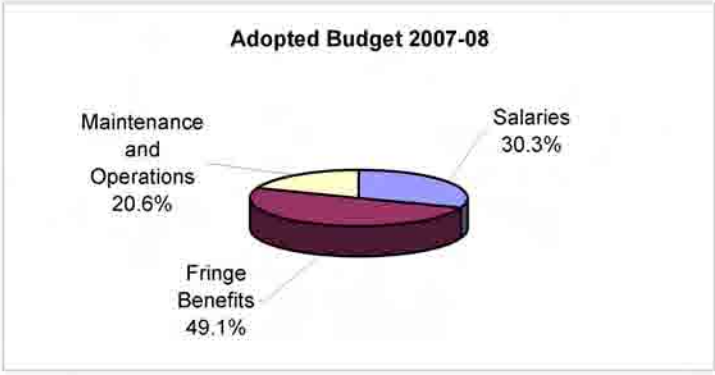
GENERAL FUND
CITY COUNCIL

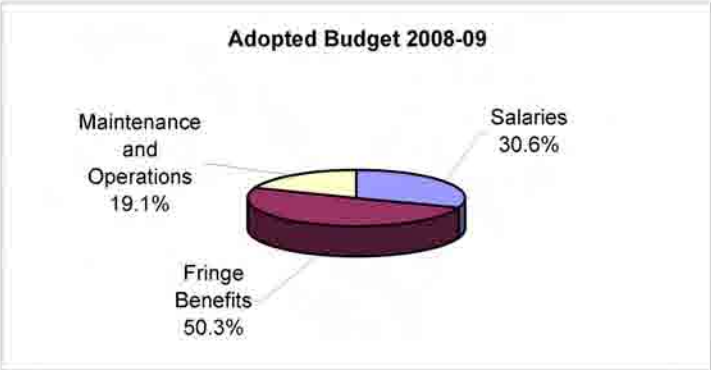
Program Description

This program is responsible for providing support to City Council in its efforts to formulate policy and provide leadership consistent with common community values and the goal of achieving and sustaining the highest possible quality of the City's long-term cultural, economic, environmental and social health, and vitality.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 86,244	91,780	91,780	91,780
Fringe Benefits	155,063	167,333	148,877	150,869
Maintenance and Operations:				
Supplies and Equipment	22,271	38,000	54,300	53,100
Repairs and Maintenance	645	900	1,500	1,500
Professional/Contractual Services	12,807	19,490	26,400	26,400
Utilities	6,468	6,400	8,400	8,400
Equipment/Building Rental	657	-	-	-
Training and Memberships	31,218	27,900	43,000	43,000
Total Maintenance and Operations	74,066	92,690	133,600	132,400
Charge Backs	(64,627)	(48,700)	(71,300)	(74,900)
Total Program Allocations	$ 250,746	303,103	302,957	300,149

Budget Variance: Supplies & Equipment increased for Meeting Support; and Professional Services increased for City Council Goal Setting workshops.





TOTAL ALLOCATED POSITIONS: 5.00

FUNDING SOURCE: This program is funded 100% by General Fund

CITY COUNCIL

GENERAL FUND
CITY COUNCIL PROGRAM
OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide the citizens of Thousand Oaks with an exceptional quality of life, enhance the City's economic prosperity, deliver excellent public services, protect our community, and provide policy and legislative direction.

Goal(s)

- Achieve City Council Goals and Top Priorities for Fiscal Year 2007-08 and Fiscal Year 2008-09 as agreed during each annual City Council Goal-Setting Session.

Prior Budget Accomplishments

- Continued to make Public Safety one of its highest priorities, as reflected in #1 or #2 ranking as Safest City, consistent with population level.
- Supported development of "The Lakes," a 50,000 square foot retail/restaurant center which includes a seasonal ice skating rink and two lakes with fountains (2005).
- Approved purchase of 19 acres of Mount Clef Ridge Open Space (June 2006). COSCA authorized acceptance of 60 acres from Sherwood Development Company adjacent to Lake Eleanor Open Space (July 2005). City continues to acquire open space property in compliance with City Council's open space property acquisition list.

Additional Accomplishments

- Three affordable housing study sessions condensed into one comprehensive study session held March 28, 2006. City Council provided direction to staff to bring back specific proposals over the next two years. Mobile Home Conversion Ordinance adopted by City Council March 21, 2006.
- Approved grant agreement with Conejo Recreation and Park District (CRPD) for construction of a joint-use community pool at Samuelson Aquatics Center on campus of California Lutheran University (CLU) (February 2007).
- Continued support for strong employment base; retained and gained high-quality businesses with emphasis on revitalization of Thousand Oaks Boulevard. Overall local job base increased from 66,000 to 71,000 over the last four years.

Objective(s)

- Hold City Council Goal Setting Workshops in Fiscal Year 2007-08 and Fiscal Year 2008-09. **(Citywide Goal A: Government Leadership)**
- Report accomplished goals for each Fiscal Year at Mayor's annual State of the City Address. **(Citywide Goal A: Government Leadership)**
- Adopt the Fiscal Year 2007-08 Citywide Goals & Objectives Status Update Report. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Provide leadership and direction in the administration of City services. **(Citywide Goal A: Government Leadership)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Number of City Council meetings held	35	27	24	24	24
Number of Commission and Committee appointments(A)	157	192	215	220	220
Percentage of Citywide Goals and Objectives achieved	74%	89%	95%	96%	96%
Number of speeches given	20	35	40	42	42

Performance Measure Notes

(A)CBTF recommendation is to reduce number of Commission and Committee appointments.

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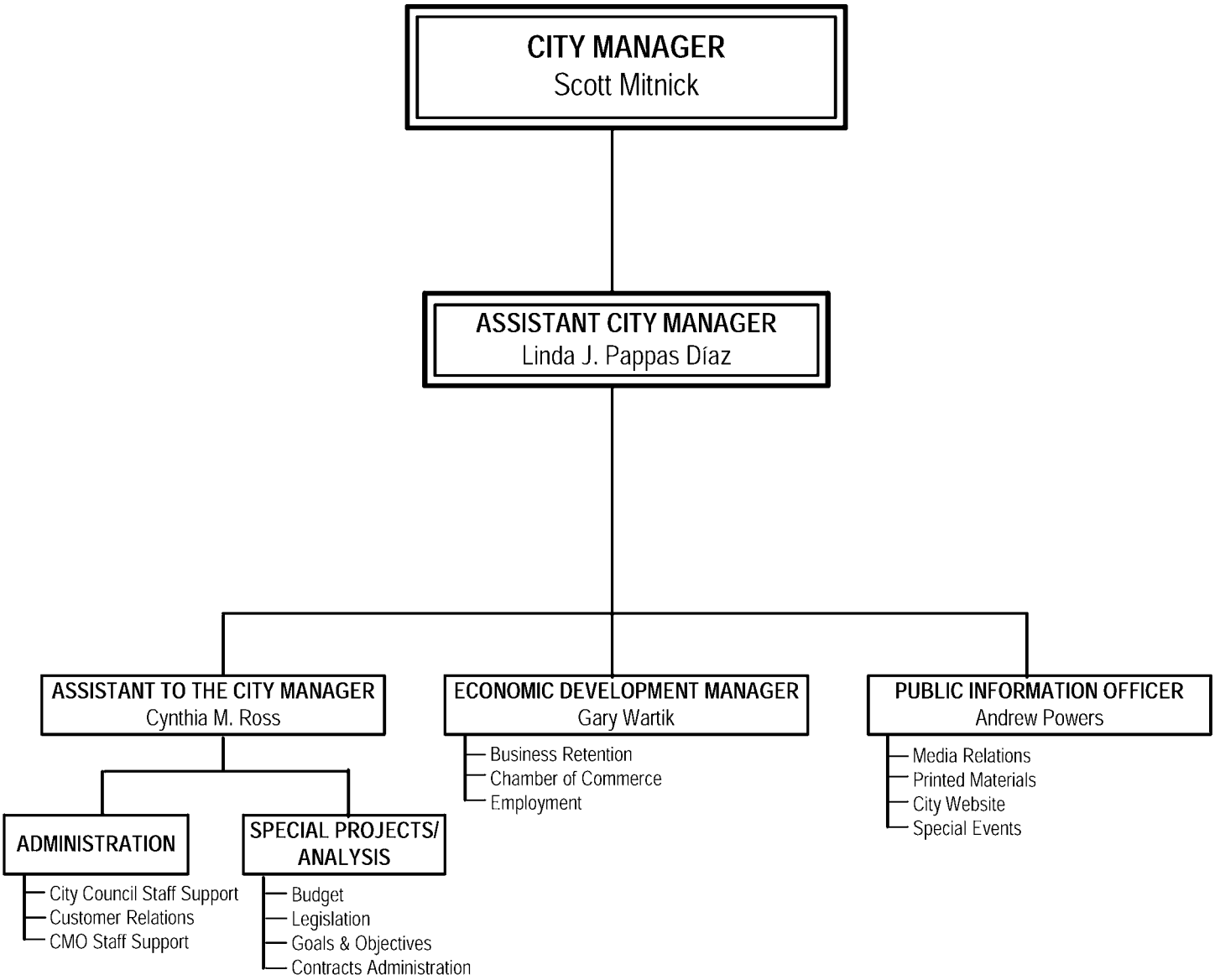
CITY MANAGER

CITY MANAGER



Total Employees 13

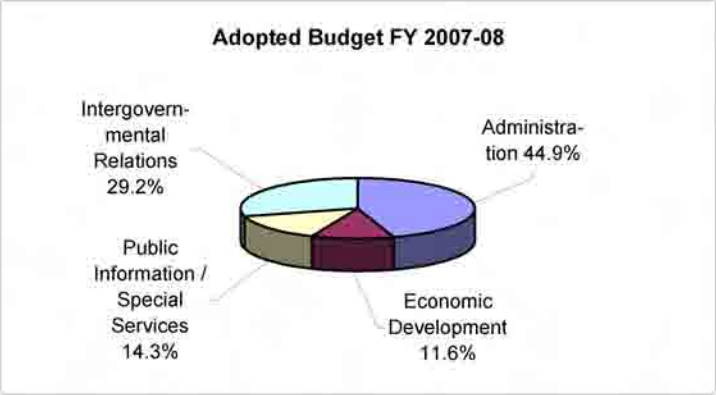
CITY MANAGER

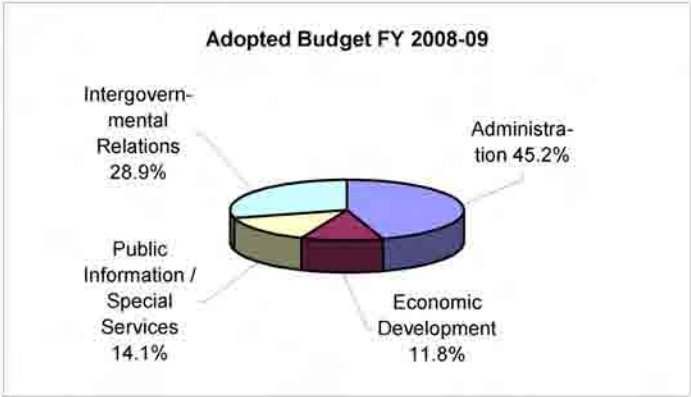
GENERAL FUND
PROGRAMS SUMMARY

City Manager's Office Mission Statement

To provide leadership in the administration of City Council policies, programs, services, and Citywide goals and objectives, and to maintain the quality of life for our residents and businesses, while sustaining the prosperity of the City.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocation Summary				
Administration	$ 1,035,207	1,488,825	1,177,070	1,215,077
Economic Development	285,229	316,414	304,943	316,118
Public Information / Special Services	251,148	262,834	374,178	379,172
Intergovernmental Relations	2,209,025	2,413,821	767,460	778,754
Total	$ 3,780,609	4,481,894	2,623,651	2,689,121

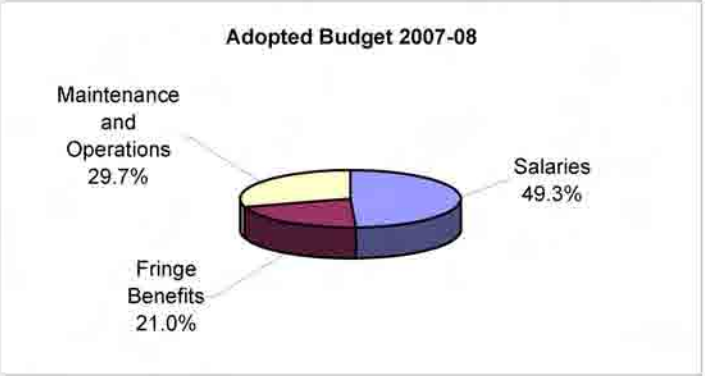


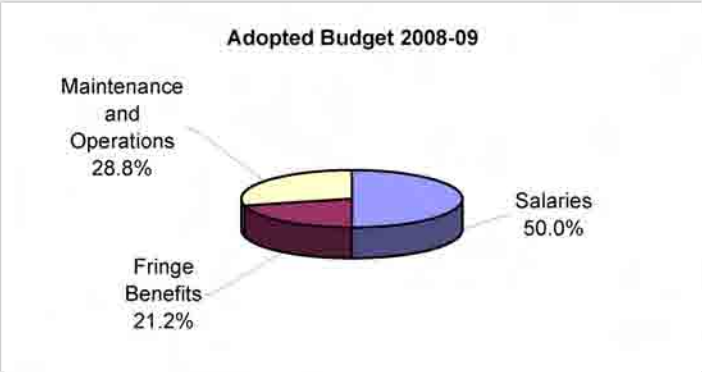


CITY MANAGER

GENERAL FUND
ALLOCATION SUMMARY

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 1,038,407	1,242,812	1,294,209	1,345,802
Fringe Benefits	485,696	744,996	551,242	569,919
Maintenance and Operations:				
Supplies and Equipment	142,655	198,240	191,400	182,800
Repairs and Maintenance	13,390	19,700	25,100	25,800
Professional/Contractual Services	2,169,236	2,252,746	605,700	608,700
Utilities	6,412	8,500	13,300	12,900
Equipment/Building Rental	588	-	5,600	5,600
Training and Memberships	93,670	108,100	118,300	128,300
Asset Replacement Funding	-	21,300	5,800	5,800
Total Maintenance and Operations	2,425,951	2,608,586	965,200	969,900
Charge Backs	(169,445)	(114,500)	(187,000)	(196,500)
Capital Outlay:				
Capital Outlay	32,431	-	-	-
Use of Asset Replacement	(32,431)	-	-	-
Total Capital Outlay	-	-	-	-
Total Program Allocations	$ 3,780,609	4,481,894	2,623,651	2,689,121





CITY MANAGER

GENERAL FUND
ADMINISTRATION

Program Description

To provide administrative direction and oversight to all City departments in accordance with City Council policies.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 763,677	873,439	878,156	914,554
Fringe Benefits	371,418	538,686	377,614	390,623
Maintenance and Operations:				
Supplies and Equipment	23,148	82,700	40,700	35,100
Repairs and Maintenance	7,839	19,700	14,700	15,400
Professional/Contractual Services	15,844	33,800	7,500	7,500
Utilities	4,790	7,700	9,600	9,600
Training and Memberships	17,936	26,000	30,000	33,000
Asset Replacement Funding	-	21,300	5,800	5,800
Total Maintenance and Operations	69,557	191,200	108,300	106,400
Charge Backs	(169,445)	(114,500)	(187,000)	(196,500)
Capital Outlay:				
Capital Outlay	32,431	-	-	-
Use of Asset Replacement	(32,431)	-	-	-
Total Capital Outlay	-	-	-	-
Total Program Allocations	$ 1,035,207	1,488,825	1,177,070	1,215,077

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: 9.35

FUNDING SOURCE: This program is funded 100% by General Fund

CITY MANAGER

GENERAL FUND
ADMINISTRATION
OBJECTIVES & PERFORMANCE MEASURES

Mission

To administer City Council goals and policies in an efficient manner, oversee and ensure first-rate City operations, and provide outstanding municipal service to residents of Thousand Oaks.

Goal(s)

- Manage day-to-day operations of the City, including policy implementation and oversight of City departments.
- Provide on-going administrative support to City Council.
- Monitor and lobby legislation for the City of Thousand Oaks.

Prior Budget Accomplishments

- Coordinated first City Council Goal-Setting Session (January 2006) and annual review (January 2007).
- Implemented 49 Community Budget Task Force recommendations.
- Completed and tracked approximately 400 citizen concerns in Fiscal Year 2005-06 and Fiscal Year 2006-07.
- Coordinated Executive Retreats in 2006 and 2007.

Additional Accomplishments

- Facilitated development and initial construction of Oaks Mall Renovation Project.
- Participated in the development of Civic Arts Plaza Master Plan for entry plaza.
- Facilitated the development of Concept Plan for Rancho Potrero Equestrian Center.
- Implemented City Mentoring Program and Thousand Oaks Leadership Academy (TOLA) (September/October 2006).

Objective(s)

- Implement a new Customer Relation Management System in Fiscal Year 2007-08. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Improve public services and information access to residents by enhancing City website and implementing a public outreach campaign. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Provide support for City Council goal-setting process. **(Citywide Goal A: Government Leadership)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Provide timely responses to requests received from Councilmembers and citizens(A)	90-100%	90-100%	90-100%	90-100%	90-100%
Number of regional, State, and national meetings and conferences(B)	6	5	8	11	12

Performance Measure Notes

(A)Within 72 hours.
(B)National League of Cities and League of California Cities.

CITY MANAGER

GENERAL FUND
ECONOMIC DEVELOPMENT

Program Description

Program is responsible for providing City outreach services to business community and provides liaison/support to City's Business Roundtable, Chamber of Commerce, Thousand Oaks Boulevard Association, Business Improvement District, and other business-oriented groups.

		Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations					
Salaries	$	130,334	140,225	139,092	143,621
Fringe Benefits		45,839	76,164	54,051	55,697
Maintenance and Operations:					
Supplies and Equipment		388	3,200	4,100	4,100
Professional/Contractual Services		88,711	78,125	87,000	90,000
Utilities		1,622	700	700	700
Equipment/Building Rental		588	-	-	-
Training and Memberships		17,747	18,000	20,000	22,000
Total Maintenance and Operations		109,056	100,025	111,800	116,800
Total Program Allocations	$	285,229	316,414	304,943	316,118

Budget Variance: No material variances noted.

TOTAL ALLOCATED POSITIONS: 1.00

FUNDING SOURCE: This program is funded 100% by General Fund

CITY MANAGER

GENERAL FUND
ECONOMIC DEVELOPMENT
OBJECTIVES & PERFORMANCE MEASURES

Mission

To assist the business community in ensuring the continuation of a balanced and sustainable local economy.

Goal(s)

- Promote a healthy business community and a strong employment base.
- Support development of Downtown Specific Plan along Thousand Oaks Boulevard.
- Facilitate Specific Plan for redevelopment of Auto Mall, including accommodation of vehicle parking and storage.

Prior Budget Accomplishments

- Worked directly with business community to update and implement courses of action designed to meet specific community goals.
- Regular contact with Business Roundtable, Chamber of Commerce, and other business-oriented groups and business owners, along with service clubs, property owners on Thousand Oaks Boulevard, and in other commercial and industrial parts of the community.
- Provided staff support to Business Roundtable and served as liaison to Thousand Oaks Boulevard Business Improvement District.
- Business retention and business attraction programs upgraded through liaison with Chamber of Commerce and Economic Collaborative of Ventura County.

Additional Accomplishments

- Supported and facilitated implementation of "Buy Local" program.

Objective(s)

- Hold meetings with the Boulevard Association and Business Improvement District to facilitate a vision in conjunction with Specific Plan for Thousand Oaks Boulevard. **(Citywide Goal I: Redevelopment)**
- Hold annual meetings with Business Improvement District and Thousand Oaks Auto Mall Association. **(Citywide Goal I: Redevelopment)**
- Maintain ongoing working relationship with Thousand Oaks-Westlake Village Regional Chamber of Commerce and continue support of and involvement with "Buy Local" program. **(Citywide Goal H: Economic Diversity)**
- Work with local businesses to sustain employment levels. **(Citywide Goal H: Economic Diversity)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Number of monthly inquiries for City information and business-related assistance	100	125	130	132	134
Number of meetings held with business groups	70	70	75	80	83
Number of business visitations to major employers by Mayor, City Manager, and Economic Development Manager	3	4	4	5	5

CITY MANAGER

GENERAL FUND
PUBLIC INFORMATION/SPECIAL SERVICES

Program Description

To provide the public and press with information about City services, programs and events.

		Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations					
Salaries	$	74,100	78,528	125,094	130,825
Fringe Benefits		32,592	50,566	54,384	56,647
Maintenance and Operations:					
Supplies and Equipment		117,765	109,040	140,600	137,600
Repairs and Maintenance		5,551	-	10,400	10,400
Professional/Contractual Services		19,820	21,500	28,200	28,200
Utilities		-	100	1,600	1,600
Equipment/Building Rental		-	-	5,600	5,600
Training and Memberships		1,320	3,100	8,300	8,300
Total Maintenance and Operations		144,456	133,740	194,700	191,700
Total Program Allocations	$	251,148	262,834	374,178	379,172

Budget Variance: No material budget variances. New Public Information Officer was hired in May 2007.

TOTAL ALLOCATED POSITIONS: 1.50

FUNDING SOURCE: This program is funded 100% by General Fund

CITY MANAGER

GENERAL FUND
PUBLIC INFORMATION/SPECIAL SERVICES
OBJECTIVES & PERFORMANCE MEASURES

Mission
To keep residents, media, and employees informed on programs, services, and City events.

Goal(s)
- Provide public information services to residents and businesses through printed publications (maps, newsletters, website, etc.).
- Promote current events, programs and services to residents and businesses.
- Coordinate special events, dedications, and ceremonies and maintain special public relations programs such as Arbor/Earth Day and Adopt-An-Oak Program.

Prior Budget Accomplishments
- Prepared press releases and responded to requests for public information.
- Provided information on City, completed annual map updates, created four newsletters per year, updated City website on events and services, and facilitated five events in 2006 and seven events in 2007.

Objective(s)
- Develop and implement public information strategy and protocol in Fiscal Year 2007-08. **(Citywide Goal A: Government Leadership)**
- Redesign City map format and layout in Fiscal Year 2008. **(Citywide Goal A: Government Leadership)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Complete commendations and proclamations within two weeks of receipt	217	342	350	351	360
Coordinate special presentations for City Council meetings twice monthly	20	22	24	26	28
Prepare speeches on a monthly basis for local agencies and organizations(A)	20	35	37	40	45

Performance Measure Notes
(A)Westlake Joint Board and Thousand Oaks/Westlake Village Regional Chamber of Commerce and special events.

CITY MANAGER

GENERAL FUND
INTERGOVERNMENTAL RELATIONS

Program Description

This program analyzes and monitors Federal and State legislation, lobbies Federal and State officials on City needs and coordinates City participation in intergovernmental relations with regional, State and Federal organizations.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 70,296	150,620	151,867	156,802
Fringe Benefits	35,847	79,580	65,193	66,952
Maintenance and Operations:				
Supplies and Equipment	1,354	3,300	6,000	6,000
Professional/Contractual Services	2,044,861	2,119,321	483,000	483,000
Utilities	-	-	1,400	1,000
Training and Memberships	56,667	61,000	60,000	65,000
Total Maintenance and Operations	2,102,882	2,183,621	550,400	555,000
Total Program Allocations	$ 2,209,025	2,413,821	767,460	778,754

Budget Variance: In FY 2007, Professional Services increase due to management fees and grants/donations, which includes the CLU Aquatic Center ($900,000) and the Boy's and Girl's Club ($250,000).

TOTAL ALLOCATED POSITIONS: 1.15

FUNDING SOURCE: This program is funded 100% by General Fund

CITY MANAGER

GENERAL FUND
INTERGOVERNMENTAL RELATIONS
OBJECTIVES & PERFORMANCE MEASURES

Mission

To participate in local, regional, State, and national organizations and coalitions and to track and review legislation in an effort to provide policy direction, develop programs, and safeguard local control and resources of the City and its residents.

Goal(s)

- Monitor, analyze, and advocate Federal and State legislation that impacts the City.
- Support City Council participation in Federal and State municipal league policy committees.
- Support City Council participation in intergovernmental relations meetings and organizations.

Prior Budget Accomplishments

- Maintained active communications with Federal and State legislative representatives and the Governor's Office through quarterly meetings and conference calls.
- Coordinated annual State and Federal lobbying activities in April 2006 and March 2007.
- Supported Councilmember appointment and participation in the League of California Cities Public Safety Committee and Community Services and participation in the National League of Cities Public Safety and Crime Prevention Steering Committee.
- Supported Councilmember appointment and participation in the Ventura Council of Governments.

Additional Accomplishments

- Analyzed and tracked legislation on a weekly basis and provided monthly legislative reports to City Council.
- Hosted Public Safety and Crime Prevention Steering Committee (September 2006).
- Reviewed legislative journals and reports from State and Federal Municipal Leagues as well as State Lobbyist Weekly.
- Annually advocated the City's position on critical legislation that impacted the City and on City Council's legislative platform.

Objective(s)

- Coordinate annual lobbying events to present City needs based on City Council Goals and Objectives. **(Citywide Goal A: Government Leadership)**
- Annual support of appointment of City Councilmembers to State and Federal League Policy Committees. **(Citywide Goal A: Government Leadership)**
- Annual support of participation of City Councilmembers to regional, State, and Federal intergovernmental relations organizations and meetings. **(Citywide Goal A: Government Leadership)**
- Monitor and track State and Federal legislation as it impacts City interests and advocate positions on its behalf. **(Citywide Goal A: Government Leadership)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Number of legislative reports to City Council	12	12	12	12	12
Number of City Council, State, and national conferences(A)	3	4	3	3	3
Number of City Council intergovernmental relations meetings	24	24	24	24	24
Number of City Council lobbying visits to State and Federal officials	4	4	4	4	4

Performance Measure Notes

(A)In Fiscal Year 2006-07, City hosted Public Safety and Crime Prevention Committee meeting in September 2006

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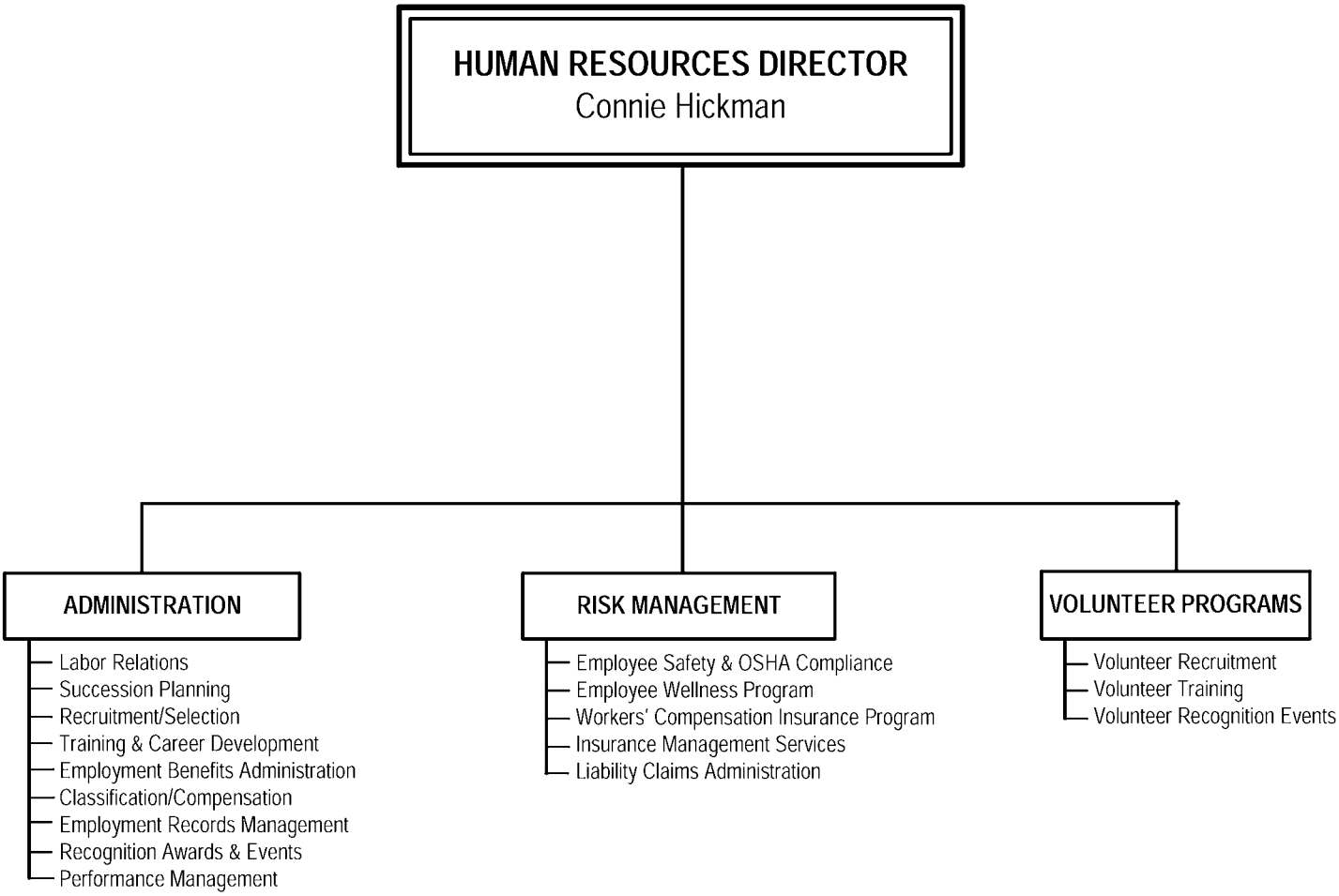
HUMAN RESOURCES

HUMAN RESOURCES



Total Employees 9

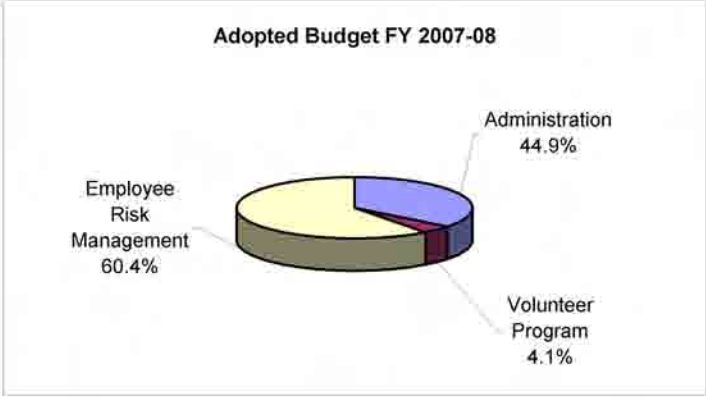
HUMAN RESOURCES

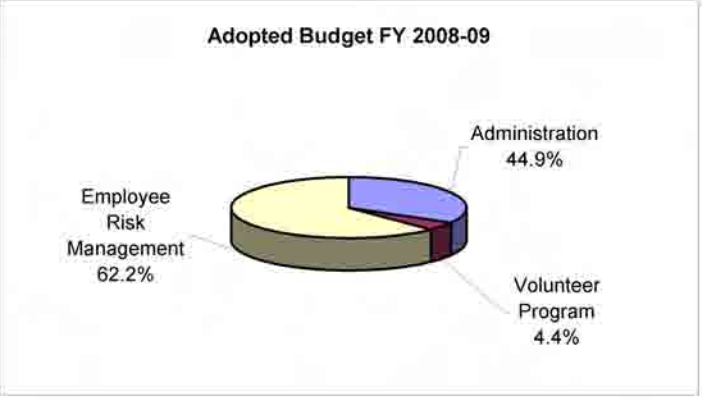
GENERAL FUND
PROGRAMS SUMMARY

Human Resources Department Mission Statement

To attract, develop, and retain a diverse, well-qualified, and professional workforce that reflects the high standards of the community we serve, and to provide professional, proactive, quality services to our internal and external customers. We are committed to developing and maintaining a high quality of work life, adhering to equitable and ethical personnel standards and effectively managing risks to the City.

		Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocation Summary					
Administration	$	908,560	1,245,701	1,029,655	1,006,409
Volunteer Program		101,346	141,375	120,575	132,965
Employee Risk Management		249,787	288,278	1,751,818	1,869,957
Total	$	1,259,693	1,675,354	2,902,048	3,009,331

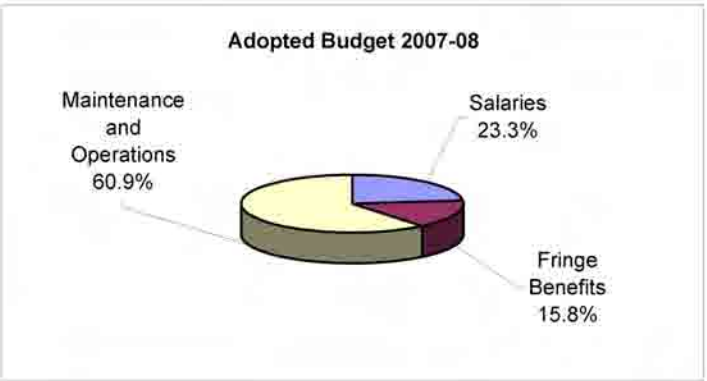


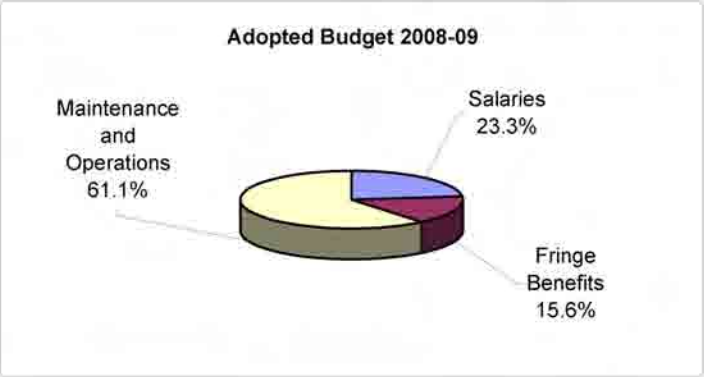


HUMAN RESOURCES

GENERAL FUND
ALLOCATION SUMMARY

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 561,995	646,510	676,941	701,443
Fringe Benefits	352,225	525,223	458,507	468,688
Maintenance and Operations:				
Supplies and Equipment	100,158	140,950	88,100	114,700
Repairs and Maintenance	3,819	11,000	6,900	7,700
Professional/Contractual Services	253,322	332,271	329,000	273,000
Utilities	958	700	1,500	1,500
Insurance and Claims	-	-	1,356,000	1,461,600
Training and Memberships	6,045	13,400	20,700	20,700
Asset Replacement Funding	7,590	5,300	4,100	1,800
Total Maintenance and Operations	371,892	503,621	1,806,300	1,881,000
Charge Backs	(26,419)	-	(39,700)	(41,800)
Total Program Allocations	$ 1,259,693	1,675,354	2,902,048	3,009,331





HUMAN RESOURCES

GENERAL FUND
ADMINISTRATION

Program Description

This program provides personnel services including recruitment/selection, labor relations, employee development, retention of personnel files, performance management, classification/compensation and reporting requirements pertaining to employment.

		Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations					
Salaries	$	365,185	442,782	377,176	392,937
Fringe Benefits		280,300	404,598	328,779	335,172
Maintenance and Operations:					
Supplies and Equipment		46,142	84,050	45,600	63,600
Repairs and Maintenance		1,397	1,300	1,500	1,500
Professional/Contractual Services		233,416	302,271	297,000	238,000
Utilities		958	700	1,500	1,500
Training and Memberships		5,250	10,000	15,500	15,500
Asset Replacement Funding		2,331	-	2,300	-
Total Maintenance and Operations		289,494	398,321	363,400	320,100
Charge Backs		(26,419)	-	(39,700)	(41,800)
Total Program Allocations	$	908,560	1,245,701	1,029,655	1,006,409

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: 5.00

FUNDING SOURCE: This program is funded 100% by General Fund

HUMAN RESOURCES

GENERAL FUND
ADMINISTRATION
OBJECTIVES & PERFORMANCE MEASURES

Mission

To maintain an effective human resources program for City of Thousand Oaks employees, and to ensure a highly-qualified future workforce through succession planning.

Goal(s)

- To recruit, select, and maintain a qualified and stable workforce, and to encourage career development and skill enhancements to develop future leaders.

Prior Budget Accomplishments

- Conducted Request for Proposal for Cafeteria Plan Administrator and selected a continuance of former provider, Benesyst, Inc., as the most cost-effective provider.
- Implemented Retiree Health Savings Plan for funding of employee future medical costs.
- Developed and implemented multi-phase Succession Planning Program, including Thousand Oaks Leadership Academy (TOLA), Community Outreach Program, Internship Program, Mentoring Program, and Enhanced Employee Career Development Training Program.
- Negotiated and implemented three multi-year labor contracts with General, Professional, and Senior Management Employee bargaining groups.

Additional Accomplishments

- Implemented new Electronic Employment Application and transitioned over 80% of job applications to electronic version.
- Redesigned job flyers and other outreach recruitment tools.
- Reconfigured office space to provide City employees a secluded waiting area and Human Resources staff a less-cramped working environment.
- Reinstituted a comprehensive career development and employee training program.

Objective(s)

- To complete 90% of recruitment/selection processes within established timelines. **(Citywide Goal J: Succession Planning)**
- To complete all mandatory training for 100% of employees. **(Citywide Goal J: Succession Planning)**
- To negotiate and execute fiscally responsible labor contracts with the three employee bargaining units by July 1, 2008. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- To manage and encourage participation in succession planning and career development programs. **(Citywide Goal J: Succession Planning)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Compare date of eligibility lists to projected completion date for selection processes	N/A	N/A	80%	85%	90%
Compare list of attendees at required training sessions to targeted employee base	N/A	98%	100%	100%	100%
Complete and adopt labor contracts prior to expiration date of June 30, 2008(A)	N/A	100%	N/A	100%	N/A
Maintain high percentage of successful in-house promotions(B)	6%	8%	9%	10%	10%

Performance Measure Notes

(A)Current active labor contracts are not scheduled to expire until July 1, 2008; this objective will not be measured in FY 2007 or FY 2009.
(B)In-house promotions as percentage of 482 full-time and DPT employees.

HUMAN RESOURCES

GENERAL FUND
VOLUNTEER PROGRAM

Program Description

This program maintains a pool of volunteer workers to assist in a variety of duties, including the Welcome Desk at City Hall, and is responsible for appreciation events for all City volunteers.

		Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations					
Salaries	$	72,934	78,149	80,699	83,318
Fringe Benefits		27,140	43,926	33,476	34,647
Maintenance and Operations:					
Supplies and Equipment		1,272	19,100	4,700	13,300
Repairs and Maintenance		-	200	400	400
Training and Memberships		-	-	1,300	1,300
Total Maintenance and Operations		1,272	19,300	6,400	15,000
Total Program Allocations	$	101,346	141,375	120,575	132,965

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: 1.00

FUNDING SOURCE: This program is funded 100% by General Fund

HUMAN RESOURCES

GENERAL FUND
VOLUNTEER PROGRAM
OBJECTIVES & PERFORMANCE MEASURES

Mission
To administer and coordinate the City's volunteer programs.

Goal(s)
- To recruit, train, and maintain adequate volunteer staffing for City facilities and programs.

Prior Budget Accomplishments
- Recruited volunteers to maintain staffing level necessary to provide coverage at City Hall Welcome Desk 40 hours per week, and support requests from City departments for volunteer assistance.
- Developed and enhanced recognition and reward programs for existing volunteers.

Additional Accomplishments
- Conducted harassment training for two off-site volunteer groups.
- Provided Sexual Harassment Policy for volunteer workers in City Hall, Theatres, Library, and Police Department.

Objective(s)
- Recruit and maintain adequate staffing for City volunteer programs. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Provide appropriate required training to all City volunteers. **(Citywide Goal A: Government Leadership)**
- Coordinate and facilitate volunteer appreciation and recognition programs. **(Citywide Goal A: Government Leadership)**
- Clearly define total volunteer programs for City. **(Citywide Goal A: Government Leadership)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Rate of filled requests for volunteer assistance	50%	60%	80%	90%	95%
Percent of volunteers completing all required training	N/A	70%	80%	90%	95%

HUMAN RESOURCES

GENERAL FUND
EMPLOYEE RISK MANAGEMENT

Program Description

This program oversees the City's Workers' Compensation, Employee Safety, and Risk Management functions.

		Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations					
Salaries	$	123,876	125,579	219,066	225,188
Fringe Benefits		44,785	76,699	96,252	98,869
Maintenance and Operations:					
Supplies and Equipment		52,744	37,800	37,800	37,800
Repairs and Maintenance		2,422	9,500	5,000	5,800
Professional/Contractual Services		19,906	30,000	32,000	35,000
Insurance and Claims		-	-	1,356,000	1,461,600
Training and Memberships		795	3,400	3,900	3,900
Asset Replacement Funding		5,259	5,300	1,800	1,800
Total Maintenance and Operations		81,126	86,000	1,436,500	1,545,900
Total Program Allocations	$	249,787	288,278	1,751,818	1,869,957

Budget Variance: Finance Department transferred Insurance Risk Management to Human Resources.

TOTAL ALLOCATED POSITIONS: 2.50

FUNDING SOURCE: This program is funded 100% by General Fund

HUMAN RESOURCES

GENERAL FUND
EMPLOYEE RISK MANAGEMENT
OBJECTIVES & PERFORMANCE MEASURES

Mission

To effectively maintain the City's commitment to employee safety by providing Citywide management of the Employee Safety and Workers' Compensation Programs, and to assess and reduce risk to the organization through appropriate and prudent risk financing and risk control techniques.

Goal(s)

- Reduce cost of insurance premiums while maintaining sufficient insurance coverage to protect City assets.
- Fully comply with all Federal and State regulations and requirements pertaining to Employee Safety.
- Effectively manage Workers' Compensation claims and oversee activities of the City's Third Party Administrator.

Prior Budget Accomplishments

- Monitored departmental compliance with mandated and non-mandated CalOSHA regulations and provided required training.
- Conducted regular meetings of the Core Safety Committee.
- Monitored and reviewed job-related illnesses and injuries and proactively addressed safety issues.
- Provided critical review of all accident reports.

Additional Accomplishments

- Incorporated Risk Manager into Human Resources to provide broader oversight to Workers' Compensation, Employee Safety, and Risk Management activities.
- Implemented the services of a half-time Health and Safety Specialist to perform planning and maintenance of the Employee Safety Program.
- Increased amount of in-house training services for employee safety and health-related topics.
- Conducted Request for Proposal (RFP) for new Workers' Compensation Third Party Administrator.

Objective(s)

- Reduce premium cost for property and liability insurance. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Reduce number of job-related injuries and illnesses by implementing a comprehensive safety program. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Manage Workers' Compensation costs by providing comprehensive Employee Safety and Wellness Programs. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Prepare and implement updated emergency evacuation plans and procedures for all City facilities. **(Citywide Goal B: Fiscally/Managerially Responsible)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Compare property and liability insurance premium expenses	$832,677	$871,271	$952,337	$1,066,000	$1,171,600
Compare Workers' Compensation active/open cases	43	43	49	46	44
Compare Workers' Compensation administration costs	$58,622	46,416	48,576	48,500	47,800
Percentage of evacuation plan update completed	20%	20%	80%	90%	100%

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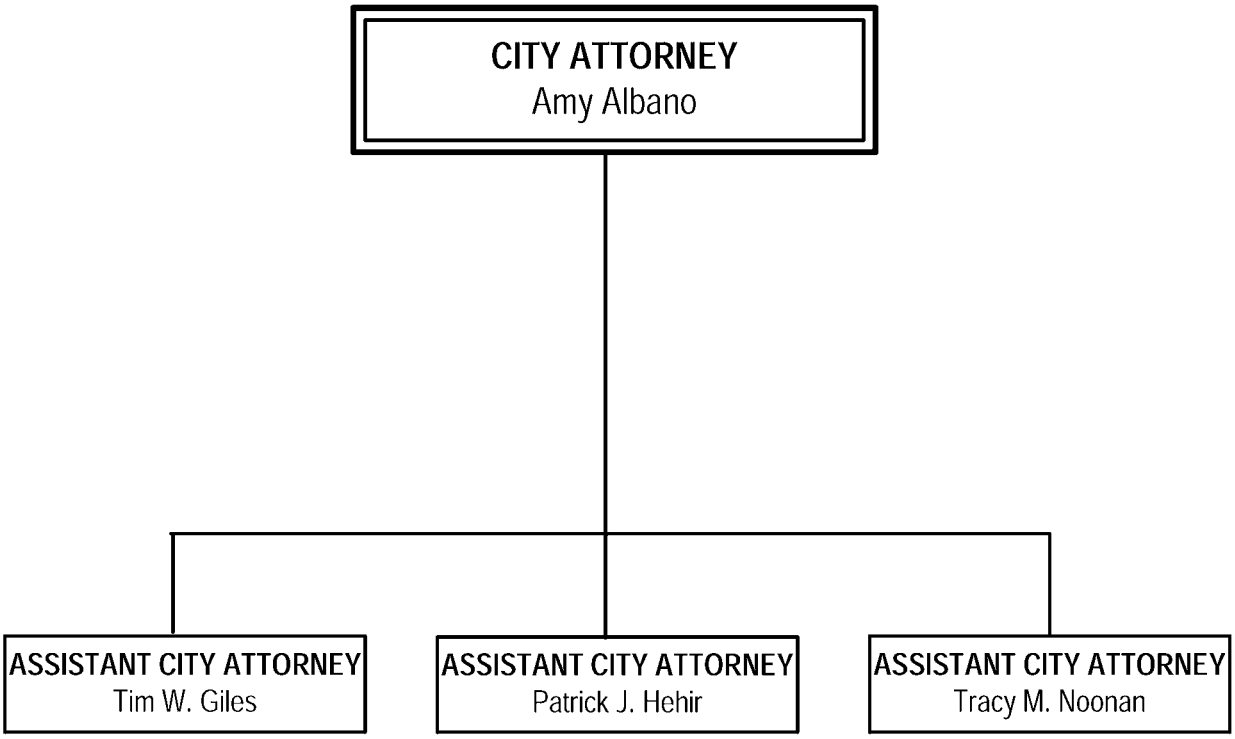
CITY ATTORNEY

CITY ATTORNEY



Total Employees 6

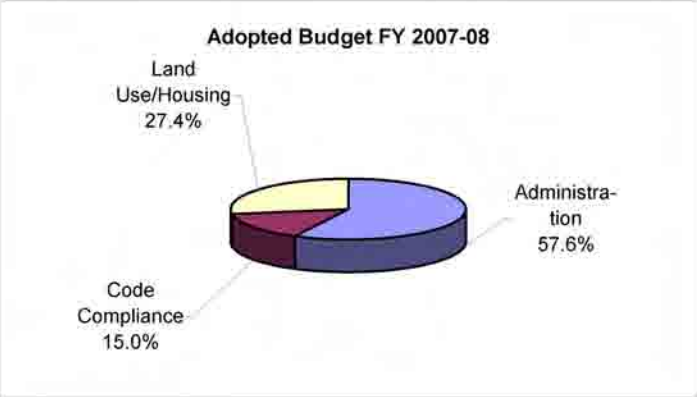
CITY ATTORNEY

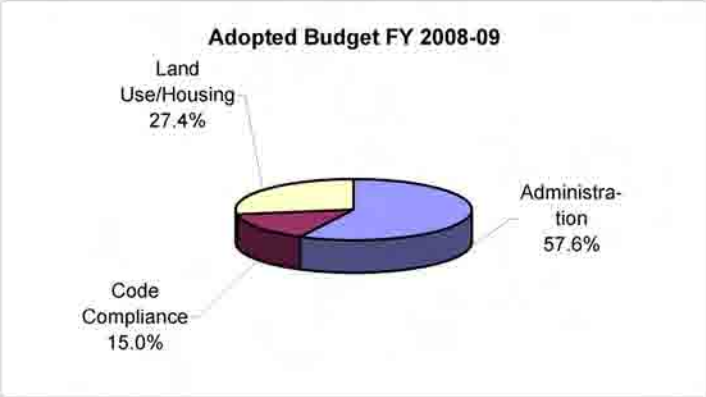
GENERAL FUND
PROGRAMS SUMMARY

City Attorney's Office Mission Statement

To provide sound, timely, and cost-effective legal analysis, advice, and representation to the City Council, Commissions, Boards, and City staff. The City Attorney's Office is committed to working with staff in carrying out City Council policies, not only by giving advice, but by assisting in formulating solutions.

		Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocation Summary					
Administration (General Legal Services)	$	789,198	1,043,857	686,326	705,349
Code Compliance		137,463	171,232	178,077	183,858
Land Use/Housing		159,679	215,722	326,310	335,726
Total	$	1,086,340	1,430,811	1,190,713	1,224,933

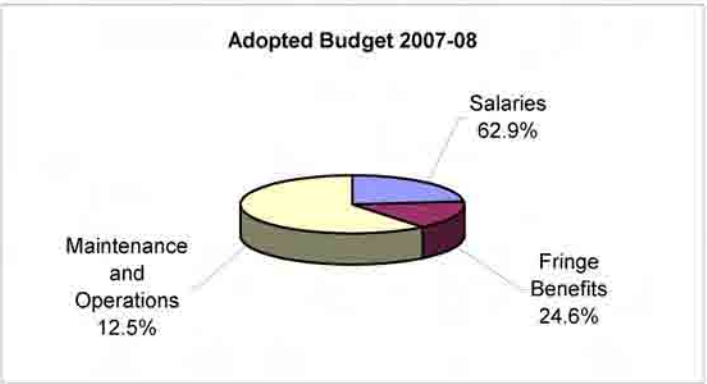


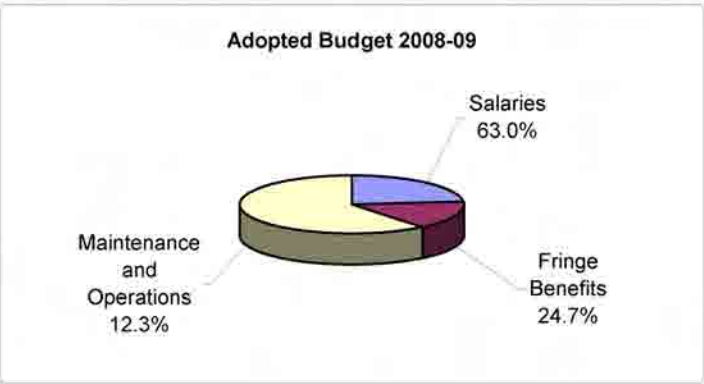


CITY ATTORNEY

GENERAL FUND
ALLOCATION SUMMARY

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Proposed Budget 2007-2008	Proposed Budget 2008-2009
Program Allocations				
Salaries	$ 679,994	728,343	748,498	771,231
Fringe Benefits	273,640	432,151	293,415	302,102
Maintenance and Operations:				
Supplies and Equipment	36,680	83,900	54,200	56,700
Repairs and Maintenance	10,118	13,000	13,400	13,700
Professional/Contractual Services	42,848	121,592	11,100	11,100
Utilities	2,220	3,600	3,600	3,600
Training and Memberships	13,246	23,400	26,500	26,500
Asset Replacement Funding	37,174	9,500	50,700	50,700
Total Maintenance and Operations	142,286	254,992	159,500	162,300
Charge Backs	(9,580)	(300)	(10,700)	(10,700)
Capital Outlay:				
Capital Outlay	-	15,625	-	-
Total Program Allocations	$ 1,086,340	1,430,811	1,190,713	1,224,933





CITY ATTORNEY

GENERAL FUND
ADMINISTRATION (GENERAL LEGAL SERVICES)

Program Description

City Attorney serves as general counsel to City and City Council. The Office provides a full range of municipal legal services to City, its officers, and employees. The Office reviews and/or drafts contracts, ordinances, resolutions, and other legal documents, as well as issue legal opinions. The Office processes governmental tort claims, and represents the City in legal actions brought by or against the City.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 458,387	492,632	386,249	397,883
Fringe Benefits	198,105	280,908	151,277	155,866
Maintenance and Operations:				
Supplies and Equipment	36,680	83,900	54,200	56,700
Repairs and Maintenance	10,118	13,000	13,400	13,700
Professional/Contractual Services	42,848	121,592	11,100	11,100
Utilities	2,220	3,600	3,600	3,600
Training and Memberships	13,246	23,400	26,500	26,500
Asset Replacement Funding	37,174	9,500	50,700	50,700
Total Maintenance and Operations	142,286	254,992	159,500	162,300
Charge Backs	(9,580)	(300)	(10,700)	(10,700)
Capital Outlay:				
Capital Outlay	-	15,625	-	-
Total Program Allocations	$ 789,198	1,043,857	686,326	705,349

Budget Variance: Revised FY 2006-07 Professional Services budget amount was due to an increase in contracted legal services due to Cable Television Franchise agreement.

TOTAL ALLOCATED POSITIONS: 3.28

FUNDING SOURCE: This program is funded 100% by General Fund

CITY ATTORNEY

GENERAL FUND
ADMINISTRATION (GENERAL LEGAL SERVICES)
OBJECTIVES & PERFORMANCE MEASURES

Mission

To support City Council's policies by providing sound, timely, and cost-effective legal analysis, advice, and representation to City Council, Commissions, Boards and staff. Zealously defend and pursue litigation filed against or by the City.

Goal(s)

- Operate an ethical, efficient, and responsive office by maintaining a well-trained and experienced staff.
- Be integral members of City team to avoid or resolve legal issues as early as possible.

Prior Budget Accomplishments

- In conjunction with Community and Cultural Services staff, negotiated a franchise agreement with Verizon for its Fiber-To-The-Premises (FTTP) system, bringing competition for cable services back to the City.
- Implemented City Attorney's Office computer-based tracking software for projects and litigation.
- Conducted the following City staff trainings: Negotiating/Writing Contracts, Insurance Requirements for Contracts, Brown Act, Conflict of Interest, and California Environmental Quality Act (CEQA).

Additional Accomplishments

- Worked closely with Conejo Open Space Conservation Agency (COSCA) staff, Planning, and Facilities on Equestrian Center issues resulting in COSCA taking title to the 20-acre Rancho Potrero site and the Center receiving a Special Use Permit (SUP) for operation. Assisted in negotiating and drafting lease agreement of site from COSCA to City. Assisted in selection of equestrian center operator, and in negotiating and drafting operator agreement.
- Supported City Manager and Public Works staff in acquisition of lot for Municipal Service Center (MSC) expansion and negotiation of Memorandum of Understanding (MOU) between City, School District, Conejo Recreation and Parks District (CRPD), and Shapell to make acquisition possible.

Objective(s)

- Improve efficiency of contract processing and administration to ensure consistency and fairness. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Support training opportunities for attorney staff. **(Citywide Goal A: Government Leadership)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Conduct Contract Drafting training for City staff	N/A	1		1	
Conduct Contract Administration Training for City Staff	N/A	N/A	1	N/A	1
Conduct Brown Act/Conflict of Interest Training for City Staff/Boards & Commissions	2	1	1	N/A	1
Attorneys complete State-mandated training(A)			2	2	

Performance Measure Notes

(A)Attorneys must complete State-mandated training hours in three-year cycles. Two attorneys' obligations were due by February 2007; two others by February 2008.

CITY ATTORNEY

GENERAL FUND
CODE COMPLIANCE

Program Description

Provide legal support including prosecution in gaining compliance with a myriad of City codes to Code Compliance, Animal Control, Public Works, Police, and other departments.

		Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations					
Salaries	$	101,057	107,483	127,513	131,642
Fringe Benefits		36,406	63,749	50,564	52,216
Total Program Allocations	$	137,463	171,232	178,077	183,858

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: 1.20

FUNDING SOURCE: This program is funded 100% by General Fund

CITY ATTORNEY

GENERAL FUND
CODE COMPLIANCE
OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide legal advice and assistance to Code Compliance, Animal Control, Public Works, Police, and other departments in gaining compliance with a myriad of City codes without instituting legal action, and to fairly and ethically prosecute violations, misdemeanors, and infractions of City codes either criminally or through an administrative process.

Goal(s)

- Manage Code Compliance cases in an efficient and effective manner.
- Fully implement Civil Penalty Procedure ordinance.

Prior Budget Accomplishments

- Assisted Code Compliance staff in implementing the Civil Penalty Procedure Ordinance.
- Supported Information Technology (IT) and Code Compliance staff in connecting City to Department of Motor Vehicles (DMV) access program for necessary background checks and established protocols for system's use.
- Prosecuted 45 cases in Fiscal Year 2006 involving Code Compliance, Police, Animal Control, and Public Works. All were resolved by plea bargain during pre-trial negotiations and of those 45 cases, 43 resulted in fines and/or probation. Fines ranged from $50.00 to $1,500.00 and approximately 40 cases were resolved prior to prosecution.

Objective(s)

- Integrate majority of Code Compliance cases into Civil Penalty Procedure. **(Citywide Goal C: Public Safety)**
- Assess need and practicability of using Civil Penalty Procedure with Animal Care and Control cases. **(Citywide Goal C: Public Safety)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Reduce Criminal Filings	N/A	Approximately 45 filings(A)	60 filings	Reduce by 20%	Reduce by 50%

Performance Measure Notes

(A)Approximately 30 criminal cases were filed between July 1, 2006 and December 31, 2006.

CITY ATTORNEY

GENERAL FUND
LAND USE/HOUSING

Program Description

City Attorney's Office is general counsel to COSCA and advises the Planning Commission, Community Development Department staff, and Disabled Access Advisory Appeals Board on municipal code provisions and policies, and State and Federal laws pertaining to CEQA, land use, housing, and property rights.

		Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations					
Salaries	$	120,550	128,228	234,736	241,706
Fringe Benefits		39,129	87,494	91,574	94,020
Total Program Allocations	$	159,679	215,722	326,310	335,726

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: 1.52

FUNDING SOURCE: This program is funded 100% by General Fund

CITY ATTORNEY

GENERAL FUND
LAND USE/HOUSING
OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide sound and prompt legal advice and representation to the City on land use and housing matters such as the California Environmental Quality Act (CEQA), Planning and Zoning Law, and the Subdivision Map Act.

Goal(s)

- Support staff in developing and implementing plans to increase affordable housing.
- Assist in updating City land use policies and regulations through drafting, amending, and implementation.

Prior Budget Accomplishments

- Integral part of City team that successfully processed entitlements for the renovation of the Oaks Mall.
- Assisted staff in drafting affordable housing agreements and negotiating in-lieu fees for affordable housing units.
- Assisted staff in drafting a housing preference program.
- In conjunction with Conejo Open Space Conservation Agency (COSCA) staff, negotiated agreement and purchase of three Mt. Clef parcels.

Additional Accomplishments

- Partnered with Community Development staff in revising/rewriting the Mobile Home Conversion Ordinance, as well as the moratorium.
- In conjunction with Community Development's Deputy Director, formed City's Internal Development Review Committee (IDRC), with representatives from all divisions affecting land development such as Planning Traffic, Land Development, Fire, Police, and COSCA.

Objective(s)

- Assist Community Development Department staff on Housing Element update and Regional Housing Needs Assessment (RHNA) obligations. **(Citywide Goal I: Redevelopment)**
- Assist staff in developing, processing and implementing a plan for Thousand Oaks Boulevard (Downtown). **(Citywide Goal I: Redevelopment)**
- Support staff efforts in completing Rancho Potrero Specific Plan including annexation into City. **(Citywide Goal E: Public Infrastructure)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Council adoption of a legally-defensible Housing Element	June 2005			June 2008	
Council consideration of Thousand Oaks Boulevard Specific Plan	June 2005				June 2009
Council consideration of Rancho Potrero Specific Plan and annexation into City				December 2007	

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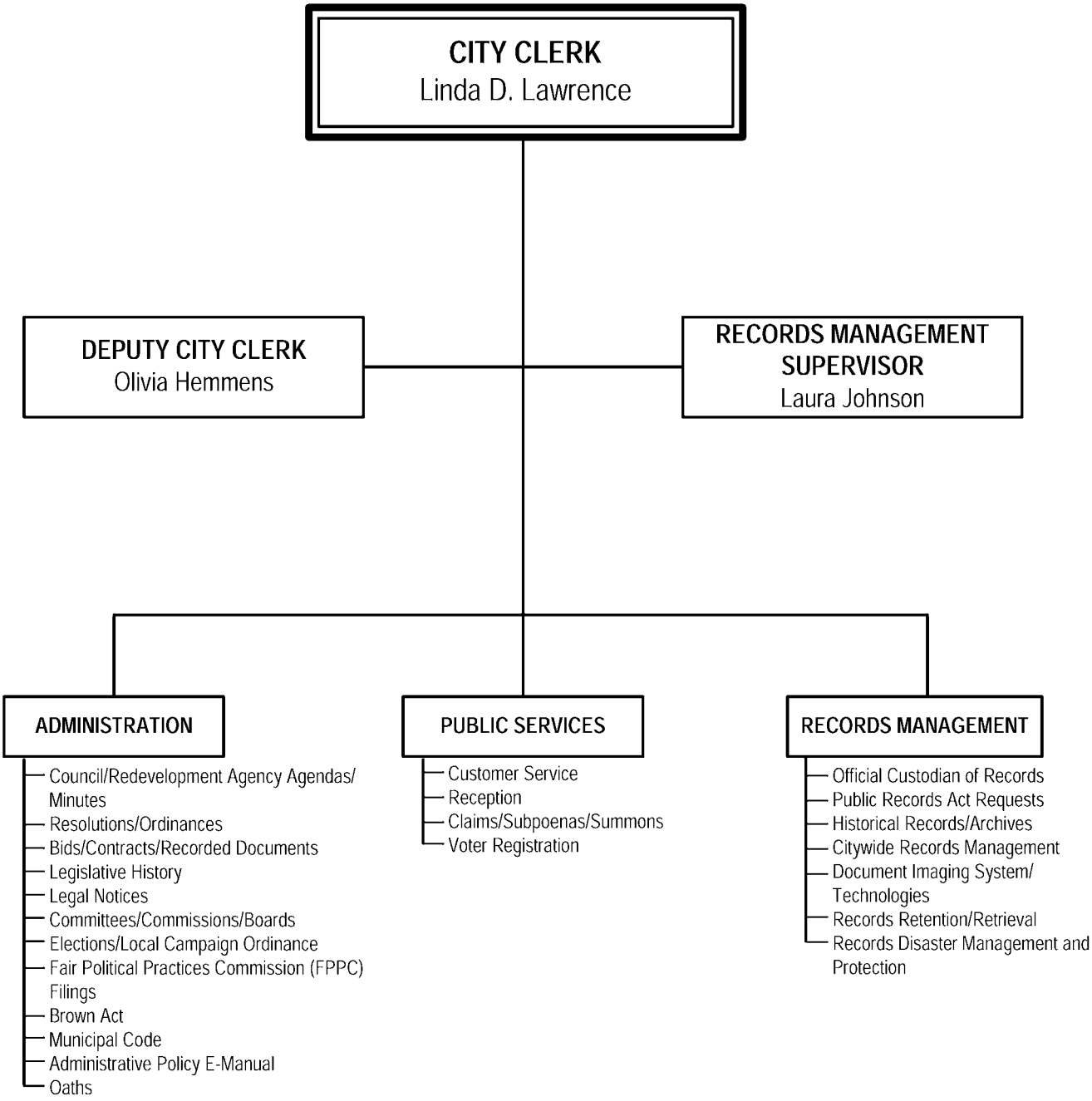
CITY CLERK

CITY CLERK



Total Employees 9

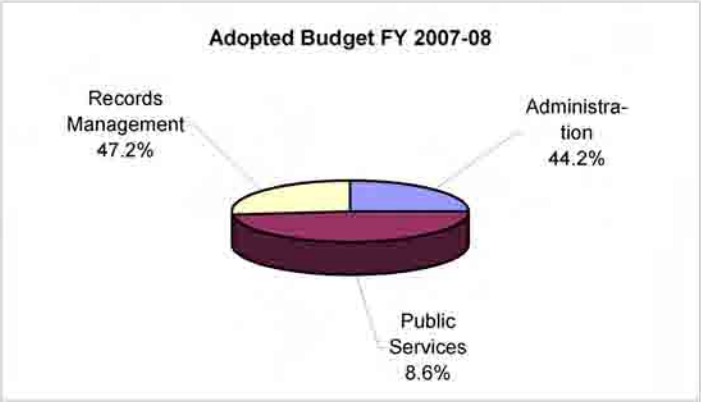
CITY CLERK

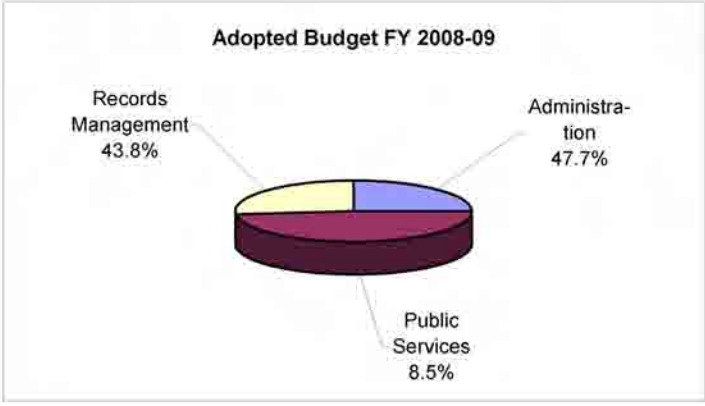
GENERAL FUND
PROGRAMS SUMMARY

City Clerk Department Mission Statement

To provide exceptional service by maintaining and preserving the City's official records and legislative history, administering fair and impartial municipal election services in accordance with Federal, State, and local laws, performing statutory and administrative duties in support of City Council goals and objectives, and providing open access to information and the legislative process for all stakeholders, including elected and appointed officials, City employees, and the public-at-large.

		Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocation Summary					
Administration	$	657,902	700,461	529,687	598,086
Public Services		84,060	101,929	102,948	106,715
Records Management		351,635	546,654	564,889	548,611
Total	$	1,093,597	1,349,044	1,197,524	1,253,412

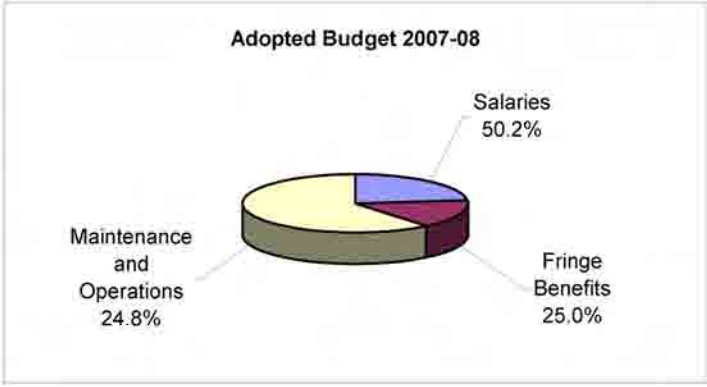


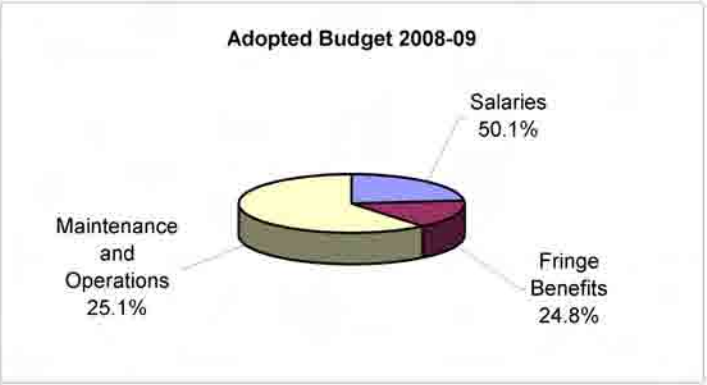


CITY CLERK

GENERAL FUND
ALLOCATION SUMMARY

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 579,870	572,197	600,997	628,425
Fringe Benefits	316,024	362,547	299,327	311,287
Maintenance and Operations:				
Supplies and Equipment	38,953	58,200	48,600	48,600
Repairs and Maintenance	24,547	66,400	62,300	37,300
Professional/Contractual Services	81,997	201,100	113,500	164,900
Utilities	1,894	4,000	3,000	3,000
Equipment/Building Rental	48,899	64,800	64,800	64,800
Training and Memberships	15,407	22,200	20,100	20,400
Asset Replacement Funding	11,293	16,100	12,900	4,100
Total Maintenance and Operations	222,990	432,800	325,200	343,100
Charge Backs	(25,287)	(28,100)	(28,000)	(29,400)
Capital Outlay:				
Capital Outlay	5,363	9,600	-	-
Use of Asset Replacement	(5,363)	-	-	-
Total Capital Outlay	-	9,600	-	-
Total Program Allocations	$ 1,093,597	1,349,044	1,197,524	1,253,412





CITY CLERK

GENERAL FUND
ADMINISTRATION

Program Description

This program is responsible for overall management and general support for the following statutory duties pursuant to California State Law as well as other administrative functions including City Council/Redevelopment Agency (RDA) Meetings/Agendas/Minutes, Legislative History, Elections Administration, Assessment District Balloting Compliance, Fair Political Practice Commissions Filings (Statement of Economic Interest/Campaign Disclosures/Lobbyist Disclosures), Brown Act, Legal Publications, Municipal Code, Claims/Summons/Subpoena, Document Management (Resolutions/Ordinances/Contracts/Insurance/Bids/Recorded Documents), Administrative E-Manual, and Citywide Committee/Commission/Boards.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 371,331	348,103	304,563	317,403
Fringe Benefits	231,906	217,658	148,924	154,183
Maintenance and Operations:				
Supplies and Equipment	28,010	41,100	35,500	35,500
Repairs and Maintenance	927	1,100	1,200	1,200
Professional/Contractual Services	40,022	102,600	50,000	101,400
Utilities	1,471	3,000	3,000	3,000
Training and Memberships	9,522	15,000	14,500	14,800
Total Maintenance and Operations	79,952	162,800	104,200	155,900
Charge Backs	(25,287)	(28,100)	(28,000)	(29,400)
Total Program Allocations	$ 657,902	700,461	529,687	598,086

Budget Variance: Professional Services increases every other year due to election costs.

TOTAL ALLOCATED POSITIONS: 3.95

FUNDING SOURCE: This program is funded 100% by General Fund

CITY CLERK

GENERAL FUND
ADMINISTRATION
OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide administrative support to City Council, City Departments, and the general public by executing various mandated responsibilities in an efficient and effective manner with a strong commitment toward producing accurate, quality, and unbiased results.

Goal(s)

- Compile and publish City Council/Redevelopment Agency (RDA) agendas, minutes, and documentation in an efficient manner, within legally prescribed timelines, and in a variety of forms (paper and web-based) allowing access by various stakeholders.
- Administer local municipal elections in an impartial manner, meeting all Federal/State/local statutes/policies, including Filing Official/Officer responsibilities related to Fair Political Practices Commission (FPPC) filings (campaign disclosures, Conflict of Interest).
- Coordinate the Citywide Committee/Commission/Board Program including recruitment responsibilities pursuant to the Maddy Act, maintain member records, and communicate with staff liaisons and the public.

Prior Budget Accomplishments

- Facilitated November 2006 Municipal Election for three seats on the City Council, including candidate orientations/processing, State/Local Campaign Disclosure responsibilities, and City Council Reorganization.
- Managed Citywide Citizen Committee/Commission/Board Program. Program enhancements included Administrative Procedures Manual and Member Handbook updates, member education in Brown Act, Conflict of Interest, and meeting protocol.
- Improved City Council/RDA agenda process developed and implemented including addition of detailed procedures, forms, and templates to Administrative E-Manual. Initiated technological enhancement project to evaluate and implement electronic agenda manager and workflow product. Conducted expanded Citywide department training on City Council/RDA agenda process.
- Coordinated new ethics training requirements imposed by AB 1234 and instituted methods for ongoing monitoring and compliance.

Additional Accomplishments

- Refined Citywide programs using technological enhancements to improve process/procedure efficiencies and customer services including development and implementation of Administrative E-Manual, streamlining City Council/RDA web agenda into comprehensive document with links to staff reports, and implementation of Council/Committee/Commission video streaming.
- Updated codification of Thousand Oaks Municipal Code, including enhancements to Web and desktops.

Objective(s)

- Conduct November 2008 Municipal Election including FPPC responsibilities. **(Citywide Goal A: Government Leadership)**
- Enhance outreach efforts to increase number of applications received for Committee/Commission/Board appointment consideration. **(Citywide Goal A: Government Leadership)**
- Implement improvements to City Council/RDA agenda compilation/publishing and related document management. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Improve Citywide Administrative E-Manual by adding/updating content. **(Citywide Goal B: Fiscally/Managerially Responsible)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Number of Citywide Administrative E-Manual Policies updated/developed(A)	N/A	159	35	35	35
Number of official records processed within established processing timeframes(B)	1,159	1,004	1,050	1,110	1,150
Ratio of Committee, Commission, Board applicants to vacancies filled	2.9 to 1	2.8 to 1	3 to 1	3.2 to 1	3.4 to 1

Performance Measure Notes

(A)Administrative E-Manual launched September 2005; Fiscal Year 2006 activity reflects E-Manual launch.
(B)Official records include legal notices, resolutions, ordinances, contracts, and recorded documents.

CITY CLERK

GENERAL FUND
PUBLIC SERVICES

Program Description

This program is responsible for providing courteous reception, customer service, efficient follow-up, and response to public and City staff requests for official City documents including claims, appeals, subpoenas, voter registration, and general research.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 58,685	61,602	66,793	69,290
Fringe Benefits	24,546	38,527	36,155	37,425
Maintenance and Operations:				
Supplies and Equipment	406	600	-	-
Utilities	423	1,000	-	-
Training and Memberships	-	200	-	-
Total Maintenance and Operations	829	1,800	-	-
Total Program Allocations	$ 84,060	101,929	102,948	106,715

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: 1.25

FUNDING SOURCE: This program is funded 100% by General Fund

CITY CLERK

GENERAL FUND
PUBLIC SERVICES
OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide professional and courteous reception and efficient follow-up and response to requests, inquiries, and document submissions received in the City Clerk Department.

Goal(s)

- Provide professional, prompt, and responsive service to City Clerk Department customers including the public and City staff.

Prior Budget Accomplishments

- Increased customer/citizen research methodologies include providing access to public records within the City's Document Imaging System via Weblink made available at public computer terminals within City Hall.
- Improved public information tools to expedite customer access/transactions relating to City Clerk functions via expansion to Department information on City website, form and handout updates, and revised procedures/instructions.
- Conducted claim/appeals/subpoena management training on an individual and case-by-case basis. Detailed procedures made available to staff on Administrative E-Manual.

Additional Accomplishments

- Enhanced customer service via use of E-Mail and availability of information/documents on City website to be instantly responsive for information and document requests.

Objective(s)

- Respond to customers at the counter immediately and answer calls within three rings. **(Citywide Goal A: Government Leadership)**
- Process claims within 24 hours of receipt. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Process summons/subpoenas within three hours of receipt. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Provide voter registration cards within 24 hours of request. **(Citywide Goal A: Government Leadership)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Number of claims received and processed within 24 hours of receipt(A)	81 (100%)	46 (100%)	50 (100%)	50 (100%)	50 (100%)
Number of summons/subpoenas received and processed within three hours of receipt(A)	16 (100%)	23 (100%)	15 (100%)	15 (100%)	15 (100%)

Performance Measure Notes

(A)Number of claims, summons, and subpoenas submitted cannot be quantified for future; dependent on submittals by public.

CITY CLERK

GENERAL FUND
RECORDS MANAGEMENT

Program Description

Records Management is responsible for providing uniform and consistent guidance for management of all City records including existing paper and electronic records through the Administration of the Citywide Records Management Program. This is accomplished through the development and maintenance of the retention schedule that identifies classifications of records and retention time periods based on legal, fiscal, administrative, operational and research requirements. This program ensures compliance with State and Federal Records Retention regulations, storage, retrieval/destruction, protection and disaster recovery of official City records, and historical/archival record development.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 149,854	162,492	229,641	241,732
Fringe Benefits	59,572	106,362	114,248	119,679
Maintenance and Operations:				
Supplies and Equipment	10,537	16,500	13,100	13,100
Repairs and Maintenance	23,620	65,300	61,100	36,100
Professional/Contractual Services	41,975	98,500	63,500	63,500
Equipment/Building Rental	48,899	64,800	64,800	64,800
Training and Memberships	5,885	7,000	5,600	5,600
Asset Replacement Funding	11,293	16,100	12,900	4,100
Total Maintenance and Operations	142,209	268,200	221,000	187,200
Capital Outlay:				
Capital Outlay	5,363	9,600	-	-
Use of Asset Replacement	(5,363)	-	-	-
Total Capital Outlay	-	9,600	-	-
Total Program Allocations	$ 351,635	546,654	564,889	548,611

Budget Variance: Repairs & Maintenance and Equipment increases related to Agenda/Workflow software project.

TOTAL ALLOCATED POSITIONS: 3.80

FUNDING SOURCE: This program is funded 100% by General Fund

CITY CLERK

GENERAL FUND
RECORDS MANAGEMENT
OBJECTIVES & PERFORMANCE MEASURES

Mission

To promote and support effective records keeping, encourage economy and efficiency in creation, storage, use, retention, and disposition of records, and ensure retention and use of archival records, in accordance with applicable laws and regulations.

Goal(s)

- Administer Citywide Records Management Program, records retention, and retrieval services by continuously updating program policy, retention schedule, and cross-reference index.
- Enhance content of imaging system repository; provide internal and external customers access to resources, preserve permanent records (including microfilm/microfiche), and manage electronic records (scanning).
- Support a Citywide network of records management liaisons by providing records management training, writing and distributing policies, standards, guidelines, and reports concerning records management.

Prior Budget Accomplishments

- Updated Records Management Manual and made available to City staff on Administrative E-Manual.
- Upgraded Laserfiche software to include publishing and auditing capability. City's Document Imaging System via Weblink made available at public computer terminals within City Hall. Project making Weblink available on the City's website in progress and is expected to be completed by June 2007.
- Provided Citywide Records Management and Laserfiche training, as well as individual training on as-needed basis.
- Developed/implemented new process for conversion of paper document to image format (permanent retention).

Additional Accomplishments

- Completed Request for Proposal (RFP) for Document Scanning/Indexing Services; Council approval obtained February 2007.
- Upgraded Laserfiche Server due to capacity constraints.
- Managed scanning project to include nearly 20,000 permanent Community Development Department (CDD) Case File documents in Laserfiche Document Imaging System, facilitating destruction of original paper documents.

Objective(s)

- Promote use of Weblink Imaging System (internal/public); ensure implementation/marketing to public. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Resolve various Records Management issues currently identified and as identified on an ongoing basis. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Address individual department/satellite facilities Records Management practices to further develop and provide training and support to resolve. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Manage current and future requests for imaging projects. **(Citywide Goal B: Fiscally/Managerially Responsible)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Increase document imaging system repository(A)	Increased by 180,184 images	Increased by 202,999 images	Increase by 200,000 (998,574 now in system)	Increase by 150,000 images	Increase by 150,000 images
Conduct Citywide training on Records Management	21 participants	17 participants	65 participants	75 participants	100 participants
Annual on- and off-site file review (percent of departments that have completed records inventories)	85%	85%	90%	100%	100%
Number of times Weblink accessed for research (internal & public)	N/A	N/A	Increase by 10%	Increase 10% over previous year	Increase 10% over previous year

Performance Measure Notes

(A)Volume of documents to be scanned for future projects estimated.

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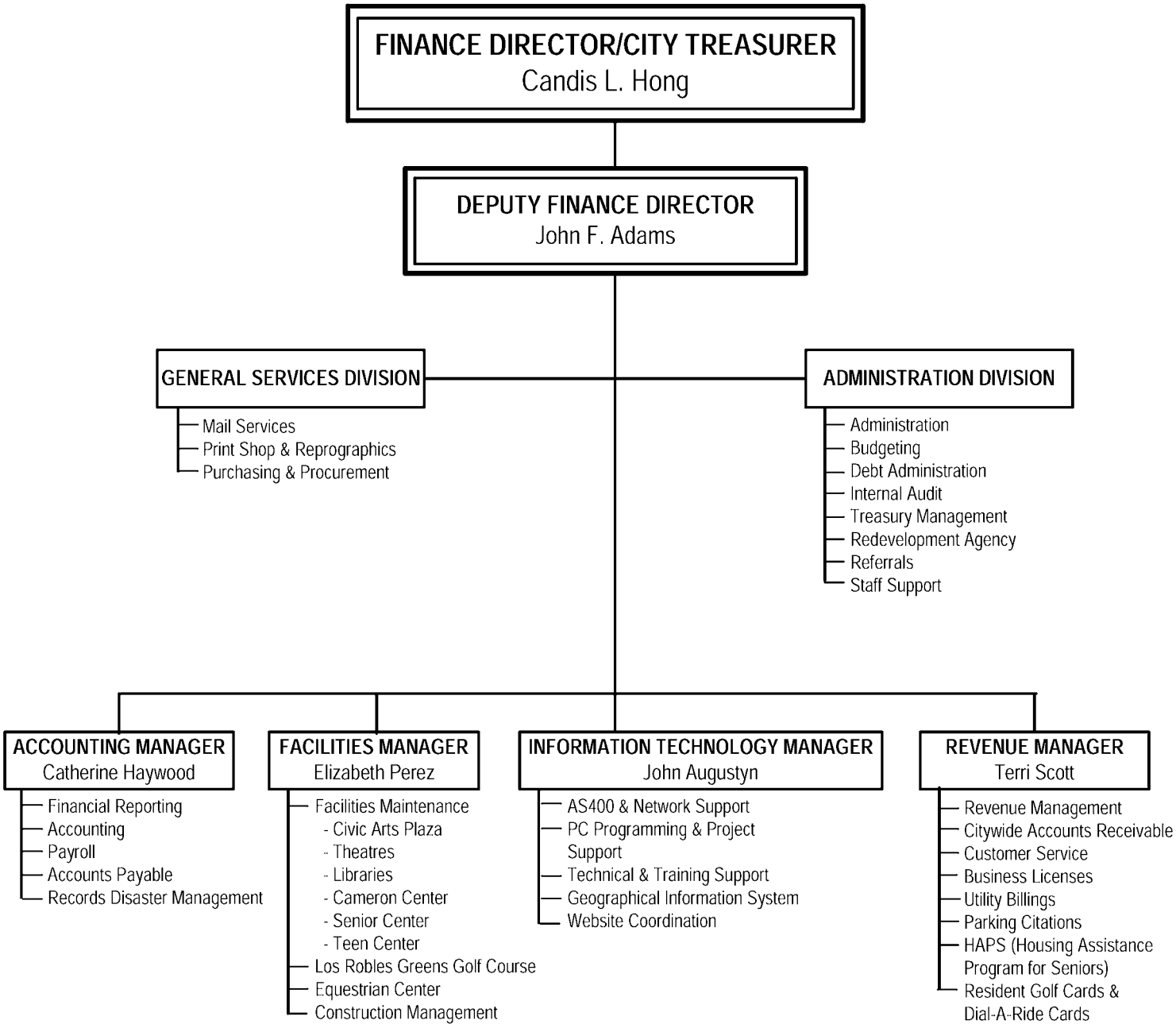
FINANCE

FINANCE



Total Employees 59

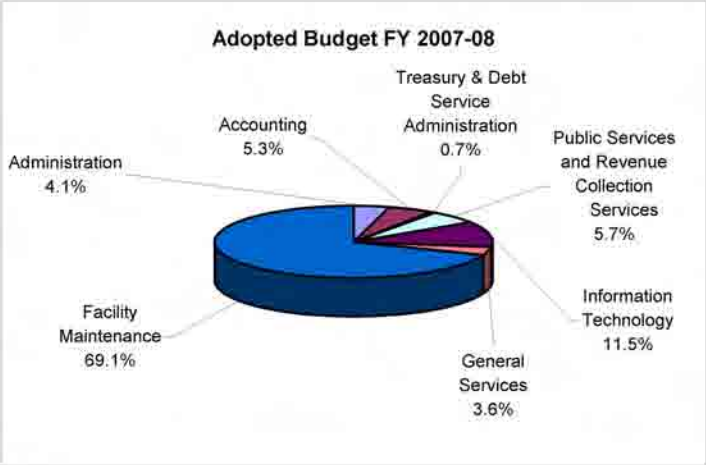
FINANCE

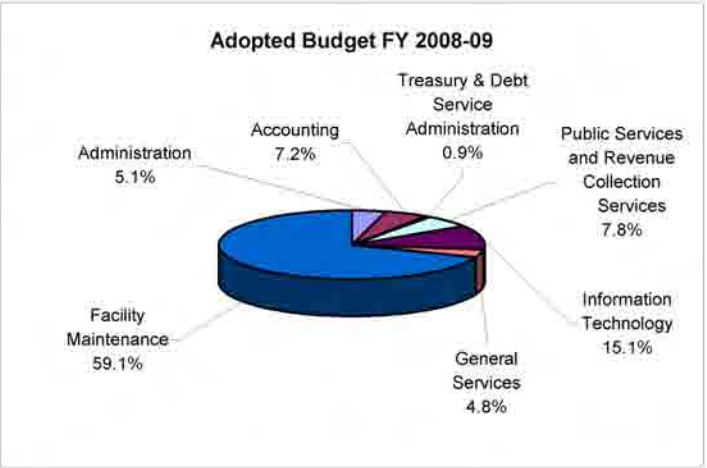
GENERAL FUND
PROGRAMS SUMMARY

Finance Department Mission Statement

To provide all City stakeholders with accurate and timely financial information, well-maintained City-owned facilities, extraordinary customer service, and dependable information technology resources in the most efficient and effective manner.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocation Summary				
Administration	$ 523,510	969,446	819,597	783,588
Risk Management (a)	954,696	1,332,340	-	-
Accounting	768,113	1,159,710	1,057,433	1,107,944
Treasury & Debt Service Administration	218,696	209,390	131,995	137,115
Public Services and Revenue Collection Services	987,670	1,181,549	1,154,078	1,197,364
Information Technology	2,012,900	2,660,715	2,306,836	2,336,061
General Services	472,508	689,062	724,046	741,134
Facility Maintenance	3,727,102	12,863,446	13,921,563	9,104,770
Total	$ 9,665,195	21,065,658	20,115,548	15,407,976



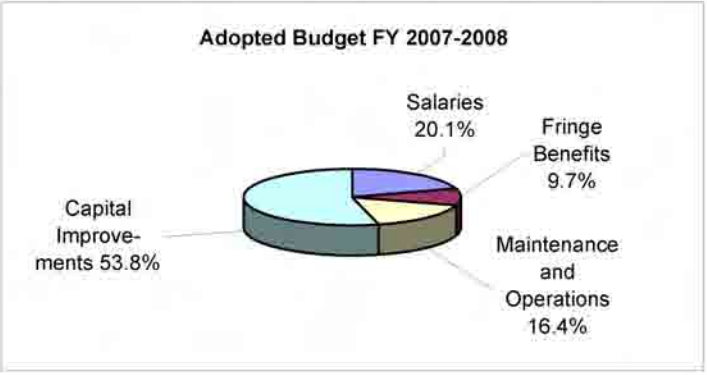


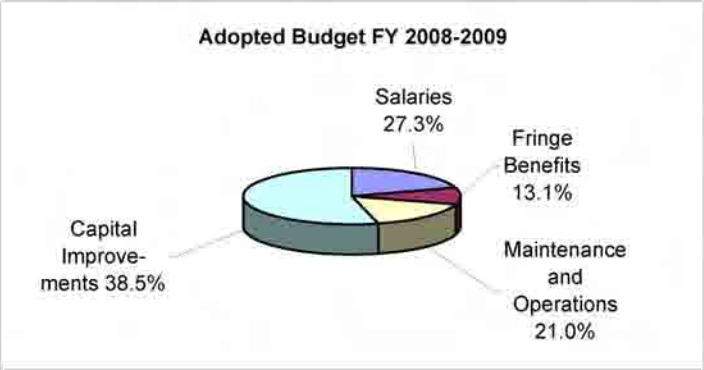
(a) Risk Management is now a Program of the Human Resources Department.

FINANCE

GENERAL FUND
ALLOCATION SUMMARY

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 3,289,190	3,822,442	4,050,018	4,214,032
Fringe Benefits	1,499,612	2,438,772	1,953,319	2,024,797
Maintenance and Operations:				
Supplies and Equipment	681,709	793,300	770,500	784,500
Repairs and Maintenance	572,898	831,784	707,100	656,500
Professional/Contractual Services	1,266,192	1,822,890	1,602,900	1,566,800
Utilities	943,697	1,062,400	1,117,800	1,152,100
Insurance and Claims	1,044,103	1,313,000	-	-
Equipment/Building Rental	543,946	695,338	626,100	626,300
Training and Memberships	63,295	83,500	101,800	95,500
Asset Replacement Funding	191,914	369,300	271,000	258,400
Total Maintenance and Operations	5,307,754	6,971,512	5,197,200	5,140,100
Charge Backs	(1,653,100)	(1,511,232)	(1,897,489)	(1,907,953)
Capital Outlay:				
Capital Outlay	232,241	471,537	183,500	248,000
Use of Asset Replacement	(232,241)	(471,537)	(183,500)	(248,000)
Total Capital Outlay	-	-	-	-
Capital Improvements	1,221,739	9,344,164	4,802,500	4,982,000
Maintenance Improvements	-	-	6,010,000	955,000
Total Program Allocations	$ 9,665,195	21,065,658	20,115,548	15,407,976





FINANCE

GENERAL FUND
ADMINISTRATION

Program Description

This program is responsible for management oversight and general support for department, including administrative support, office supplies, records management, internal auditing, budget coordination, special projects, miscellaneous management reporting, and coordination of all issues having a financial impact with City departments, the Redevelopment Agency, and outside agencies.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 465,318	604,065	627,920	646,151
Fringe Benefits	180,840	337,281	262,877	270,537
Maintenance and Operations:				
Supplies and Equipment	40,567	54,800	33,200	47,200
Repairs and Maintenance	283	400	600	600
Professional/Contractual Services	12,266	119,500	95,100	20,100
Training and Memberships	15,135	12,000	20,400	19,500
Total Maintenance and Operations	68,251	186,700	149,300	87,400
Charge Backs	(190,899)	(158,600)	(220,500)	(220,500)
Total Program Allocations	$ 523,510	969,446	819,597	783,588

Budget Variance: Increase in Supplies and Equipment (odd years) due to printing costs associated with the User Fees Manual, Capital, and Operating Budget books.

TOTAL ALLOCATED POSITIONS: 6.25

FUNDING SOURCE: This program is funded 100% by General Fund

FINANCE

GENERAL FUND
ADMINISTRATION
OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide general administrative direction to the Department and to execute various mandated responsibilities, including protection of the City's assets and distribution of timely and accurate financial and budget information.

Goal(s)

- Provide timely financial and budget information to City Council and staff, as well as economic trends that may affect the City.
- Review City operations to identify opportunities for savings and/or more efficient and effective operations.

Prior Budget Accomplishments

- Completed audit of City's Fleet, identifying over $300,000 in potential annual savings.
- Completed review of Police Services, determining that outsourcing was financially beneficial, saving the City over $6,000,000 annually.
- Completed seven Transient Occupancy Tax (TOT) audits resulting in additional revenue of $25,000 during the past two fiscal years and completed audit of City's cable franchise agreement, collecting $700,000 for settlement of outstanding cable audits and other legal costs.
- Incorporated Performance Measures into current Fiscal Year 2007-2009 Operating Budget.

Additional Accomplishments

- Completed funding plan for retiree health benefits with CalPERS as required under GASB 45 (April 2007).
- Completed comprehensive Development Impact Fee study, as part of User Fees, which was adopted by City Council April 24, 2007.
- Completed Citywide Risk Assessment to be used in development of the City's annual audit plan.
- Prepared two-year Operating and Capital Improvement Budgets and submitted to Government Finance Officers Association (GFOA) and California Society of Municipal Finance Officers (CSMFO) awards programs in Fiscal Year 2005. Received budget awards from both GFOA and CSMFO.

Objective(s)

- Prepare and implement the City's Fiscal Year 2007-2009 biennial Operating and Capital Improvement Project Budgets and submit and receive the GFOA and CSMFO Budget Awards. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Issue two audit/special projects reports annually. Projects are based on annual risk-based audit plan, but will also include other unscheduled projects. Projects scheduled for the next two fiscal years include a comprehensive Purchasing & Accounts Payable audit, a Cash & Investments audit, and an Information Technology Risk Assessment audit. **(Citywide Goal B: Fiscally/Managerially Responsible)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Receive GFOA and CSMFO Budget Awards	N/A	Yes	N/A	Yes	N/A
Audit reports and special projects reports issued	N/A	4 - Fleet, Police, Cable Franchise, and Golf Course	2	4	4

FINANCE

GENERAL FUND
ACCOUNTING

Program Description

This program provides financial management and reporting, budgeting, payroll, accounts payable, cash receipts, and accounting services for the City, consistent with legal requirements and generally accepted accounting principles.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 521,021	608,886	641,132	678,447
Fringe Benefits	230,563	379,855	305,901	318,797
Maintenance and Operations:				
Supplies and Equipment	4,932	12,600	9,600	9,100
Repairs and Maintenance	99	400	100	100
Professional/Contractual Services	76,616	230,169	166,300	171,300
Training and Memberships	9,702	12,000	17,000	17,000
Total Maintenance and Operations	91,349	255,169	193,000	197,500
Charge Backs	(74,820)	(84,200)	(82,600)	(86,800)
Total Program Allocations	$ 768,113	1,159,710	1,057,433	1,107,944

Budget Variance: No material variances noted.

TOTAL ALLOCATED POSITIONS: 9.20

FUNDING SOURCE: This program is funded 100% by General Fund

FINANCE

GENERAL FUND
ACCOUNTING
OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide relevant, reliable, and timely financial services and information, provide assistance to all City programs to ensure financial accountability, and maintain the historical integrity of City accounting documents and financial records.

Goal(s)

- Serve as an ongoing resource to departments to ensure accurate and timely processing of accounts payable, payroll, and grant account transactions.
- Ensure timely and accurate compliance with Federal, State, and County financial reporting requirements.
- Improve the efficiency and effectiveness of the HTE Financial Accounting System.

Prior Budget Accomplishments

- Electronic imaging evaluation project is in progress. Significant professional staff turnover occurring in late Fiscal Year 2005 delayed start of project to mid-Fiscal Year 2007.
- Electronic Fund Transfer (EFT) payments through the use of ACH transfers were made available to an initial group of 200 vendors in mid-Fiscal Year 2007, upon implementation of applicable HTE Accounting System software upgrades. Phase II of the program will offer the service to all remaining City vendors by mid-Fiscal Year 2008.

Additional Accomplishments

- Annual financial audits for Fiscal Years 2005 and 2006 were completed and unqualified Independent Auditor Reports were issued for the Comprehensive Annual Financial Report (CAFR), Component Unit Financial Report (CUFR), and Single Audit of Federally Assisted Grant Programs.
- The CAFR, CUFR, and all other financial reports for Fiscal Years 2005 and 2006 were issued by required deadlines. The CAFR received the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting and the California Society of Municipal Finance Officers' Outstanding Financial Reporting Award.

Objective(s)

- Publish Fiscal Year 2007 and Fiscal Year 2008 CAFRs, meeting standards for Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Submit Fiscal Year 2007 and Fiscal Year 2008 California State Controller's Reports (seven) by applicable reporting deadlines. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Implement effective and efficient electronic document storage and retrieval system for Purchasing, Payroll, Accounts Payable, and Cash Receipts documents compatible with HTE Financial Accounting System. **(Citywide Goal B: Fiscally/Managerially Responsible)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Submit FY 2007 & FY 2008 CAFR and receive awards from GFOA(A)	Yes	Yes	Yes	Yes	Yes
Submit California State Controller's reports by established due date(A)	Yes	Yes	Yes	Yes	Yes

Performance Measure Notes

(A)Fiscal Year 2007 and Fiscal Year 2008 CAFR and California State Controller's reports are submitted subsequent to the financial reporting years in Fiscal Years 2008 and 2009, respectively.

FINANCE

GENERAL FUND

TREASURY & DEBT SERVICE ADMINISTRATION

Program Description

This program is responsible for the investment of City funds and administration of banking transactions and for administering the legal and fiduciary responsibilities of the City for the timely payment of principal and interest on the City's outstanding bond obligations, as well as ongoing bond disclosure reporting. The current level of service will be maintained by ensuring that allocation of financial resources for the timely payment of debt service is a first priority of revenue available to a fund with bonded indebtedness.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 92,493	96,961	119,012	126,135
Fringe Benefits	45,233	70,029	53,383	56,080
Maintenance and Operations:				
Supplies and Equipment	64	1,100	100	1,100
Repairs and Maintenance	33	200	200	200
Professional/Contractual Services	92,863	85,000	104,500	106,500
Training and Memberships	1,919	4,500	5,200	5,200
Total Maintenance and Operations	94,879	90,800	110,000	113,000
Charge Backs	(13,909)	(48,400)	(150,400)	(158,100)
Total Program Allocations	$ 218,696	209,390	131,995	137,115

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: 1.55

FUNDING SOURCE: This program is funded 100% by General Fund

FINANCE

GENERAL FUND
TREASURY & DEBT SERVICE ADMINISTRATION
OBJECTIVES & PERFORMANCE MEASURES

Mission
To manage the Treasury and Debt Service programs and related activities.

Goal(s)
- Ensure City's cash and investments are in accordance with the City's Investment Policy, which emphasizes safety, liquidity, and yield.
- Manage new and existing debt issues in accordance with the City's Debt Policy, and carry out these responsibilities in a timely, effective, and complete manner.

Prior Budget Accomplishments
- Three bond issues were identified for a refinancing program, which also resulted in additional bond proceeds made available to Redevelopment Agency Capital Projects and Housing Programs: 1) Completed refinancing for the Shadow Hills Apartments by Many Mansions, Inc. (August 2005); 2) Completed refinancing of Thousand Oaks Boulevard Tax Allocation bonds with $11.6 million in new project funds (December 2005); 3) Completed refinancing of Redevelopment Agency Housing Fund Tax Allocation Bonds with $11.2 million in new project funds (December 2005).

Additional Accomplishments
- Treasury Staff continues to upgrade knowledge and skills through in-house training and workshops offered by professional organizations. Review of investment strategy continues as market and economic conditions change during the year.

Objective(s)
- Invest City funds in accordance with City's Debt Policy (accomplish by investing in funds with no realized losses, meeting interest yield benchmark consistent with economic factors, and meeting all reporting requirements). **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Manage the City's debt program in accordance with City's Debt Policy (accomplish by processing principal and interest payments in a timely manner and reporting requirements are submitted in a timely manner). **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Conduct review of new financing and outstanding bond issues eligible for refunding to reduce principal and interest payments. **(Citywide Goal B: Fiscally/Managerially Responsible)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Investment portfolio earnings	$5,342,000	$7,589,000	$9,500,000	$10,000,000	$9,500,000
Investment yield	3.0%	4.1%	4.3%	4.5%	4.3%
Investment benchmark(A)	2.2%	4.2%	4.2%	4.0%	4.0%
Number of bond issues managed	12	12	11	11	11

Performance Measure Notes
(A)Investment benchmark: The average of the last four quarters, three-year Treasury Bill rate (per Investment Policy).

FINANCE

GENERAL FUND

PUBLIC SERVICES AND REVENUE COLLECTION SERVICES

Program Description

This program provides customer support, administration and revenue collection for Utility Bills, Business Taxes, Parking Citations, False Alarms, Transient Occupancy Tax, Subsidized Taxi Cards, Driving Under the Influence Fees, Golf Cards, Animal Licenses, and Facilities Rental. In addition, administration of the Housing Assistance Program for Seniors, as well as cashiering and City Hall telephone switchboard services, are provided.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 533,331	574,446	640,092	668,783
Fringe Benefits	259,424	392,072	304,849	314,522
Maintenance and Operations:				
Supplies and Equipment	148,950	167,500	168,900	174,400
Repairs and Maintenance	66	800	600	600
Professional/Contractual Services	243,380	252,800	249,800	258,300
Utilities	-	300	300	300
Training and Memberships	3,078	3,700	6,600	6,200
Total Maintenance and Operations	395,474	425,100	426,200	439,800
Charge Backs	(200,559)	(210,069)	(217,063)	(225,741)
Total Program Allocations	$ 987,670	1,181,549	1,154,078	1,197,364

Budget Variance: No material variances noted.

TOTAL ALLOCATED POSITIONS: 12.00

FUNDING SOURCE: This program is funded 100% by General Fund

FINANCE

GENERAL FUND
PUBLIC SERVICES AND REVENUE COLLECTION SERVICES
OBJECTIVES & PERFORMANCE MEASURES

Mission

To enhance revenue collection through timely billing and effective delinquency processing. Provide courteous reception, efficient follow-up, and timely response to public requests, while exhibiting "teamwork" in performing daily customer service functions.

Goal(s)

- Leverage technology to automate processes which maximize staff efficiency and provide easy access to the public for payment processing and information related to City programs and services.

Prior Budget Accomplishments

- Successfully implemented Sunguard HTE Occupational License application for business license to provide integration with cash receipts and general ledger modules (December 2006).
- Hired consultant to perform data match between City Business License database and other government, public, and private databases to identify potential business tax violations. Identified 1,606 potential violations; mailed to 1,200 and have collected $155,000 in back taxes and penalties.
- Customer Service standards and procedures were published on Finance Department network and are available to staff in automated format.
- Decreased percentage of Uncollectible Water Fund Billings to 0.07% and Uncollectible Sewer Fund to 0.15%, among the lowest in the State.

Objective(s)

- Improve Business Tax collection by automation of business license renewal process by providing a mechanism for businesses to inquire about their tax account, annually renew, and pay taxes via the Internet by December 2007. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Implement new telephone switch upgrade/replacement to ensure adequate call tracking and reporting to measure and enhance the management of Public Services call volume by December 2009. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Leverage automation to reduce costs and staff time for Utility Billing payment processing. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Bill Water and Wastewater customers in accordance with bi-monthly schedule with accuracy rate of 99%. **(Citywide Goal B: Fiscally/Managerially Responsible)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Percentage of customer calls answered within two telephone rings(A)	80%	80%	85%	85%	85%
Number of business licenses	11,249	11,406	11,400	11,600	12,000
Number of utility bills produced	221,905	221,569	221,600	221,600	221,600
Percentage of automated utility bill payments[B)	27%	32%	35%	38%	41%
Percentage of manual utility bill payments	11%	9%	8%	7%	7%

Performance Measure Notes

(A)Supporting initiative to upgrade/replace telephone switch will provide tracking mechanism to accurately measure this objective.
(B)As automation of Utility Billing payments increases, manual payments are decreasing, freeing staff time for additional work (e.g., in 2006, Public Services staff assumed responsibility for Accounts Receivable billing and delinquency processing without adding to headcount).

FINANCE

GENERAL FUND
INFORMATION TECHNOLOGY

Program Description

This program provides for the budgeting, purchasing, installation, maintenance, training, new technology project review, and development of the City's computer systems. Information Technology provides for operation and maintenance of the City's AS/400 computer system that runs the City's financial, building permits, water and wastewater billing, and other major staff support systems. Also, the program provides for operation and maintenance of the City's 400+ PCs, wide-area computer network and associated hardware and software, a PC training program available to City staff, and project review and funding for new Citywide software and technology.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 846,344	946,292	983,892	1,023,218
Fringe Benefits	317,163	532,866	425,044	440,443
Maintenance and Operations:				
Supplies and Equipment	245,584	270,700	232,400	222,400
Repairs and Maintenance	290,348	390,900	346,300	344,300
Professional/Contractual Services	171,048	209,557	106,100	121,100
Training and Memberships	24,598	39,400	37,000	32,000
Asset Replacement Funding	148,855	280,000	210,400	188,700
Total Maintenance and Operations	880,433	1,190,557	932,200	908,500
Charge Backs	(31,040)	(9,000)	(34,300)	(36,100)
Capital Outlay:				
Capital Outlay	58,319	436,537	175,000	213,000
Use of Asset Replacement	(58,319)	(436,537)	(175,000)	(213,000)
Total Capital Outlay	-	-	-	-
Total Program Allocations	$ 2,012,900	2,660,715	2,306,836	2,336,061

Budget Variance: Capital outlay includes an upgraded server, new firewall, UPS power backup, and various financial modules related to the City's software.

TOTAL ALLOCATED POSITIONS: 11.00

FUNDING SOURCE: This program is funded 100% by General Fund

FINANCE

GENERAL FUND
INFORMATION TECHNOLOGY
OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide and maintain efficient security, storage, retrieval, and reporting of electronically-processed information throughout the City. Advise City staff on appropriate solutions to information processing needs, including both hardware and software requirements. Provide timely computer programming services to enhance staff productivity. Provide comprehensive training and support to City staff on AS/400, Geographic Information System (GIS), and PC applications.

Goal(s)

- Maintain and enhance City's performance through use of City's network and computer systems.

Prior Budget Accomplishments

- City's Information Technology (IT) Strategic Plan updated (April 2007).
- Completed implementation of HTE's Planning and Engineering and Occupational License system modules, as well as started Electronic Fund Transfers (EFT) for vendor payment processing, the printing of computer laser checks, and replacement of City's Interactive Voice Response (IVR) server.
- Reformulated City's IT Governance Committee and their review of priority projects. Completed projects including enhancements to City and employee websites, expansion of Citywide forms, a new aerial photo of City GIS, and the selection and start of implementation of Public Works' Computerized Maintenance Management System (CMMS).

Objective(s)

- Obtain City Council approval of IT Strategic Plan. Maintain and review projects to be incorporated into the plan through the IT Governance Committee process. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Proceed with development of wide-area network using fiber optics or other high-speed technologies, wiring, and equipment to improve access within and between City's major facilities. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Investigate options to enhance City's telephone system to include newer voice technologies (e.g., Voice-Over Internet Protocol/VOIP) using a single platform for all major City facilities. Implement new Citywide telephone system by June 2009. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Assist City Manager's Office with selection and implementation of Internet-based Contact Management System to improve citizen contact and departmental communications and request tracking. **(Citywide Goal B: Fiscally/Managerially Responsible)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Network resources uptime percentage	99%	99%	99%	99%	99%
Percentage of PC users receiving training through IT (PC users trained / total # of PC users)	32%	28%	30%	30%	30%
Percentage of incoming E-Mails blocked as Spam (blocked E-Mails (Spam)/total number E-Mails)	72%	81%	70%	70%	70%
Percentage of PCs replaced (number of PCs replaced/total number of PCs Citywide)	28%	10%	25%	25%	25%

FINANCE

GENERAL FUND
GENERAL SERVICES

Program Description

This program provides services of Purchasing, Reprographics, and Mail Services ensuring full compliance with Municipal Code and other regulations, production of high quality products at competitive pricing, and timely, cost-efficient mail processing.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 236,399	253,996	265,246	275,935
Fringe Benefits	128,459	190,475	153,200	158,799
Maintenance and Operations:				
Supplies and Equipment	142,587	177,000	238,800	240,300
Repairs and Maintenance	26,373	32,353	29,400	29,600
Professional/Contractual Services	-	800	-	-
Equipment/Building Rental	286,203	358,738	324,500	324,600
Training and Memberships	7,443	9,400	11,800	11,800
Asset Replacement Funding	21,179	50,400	47,300	47,300
Total Maintenance and Operations	483,785	628,691	651,800	653,600
Charge Backs	(376,135)	(384,100)	(346,200)	(347,200)
Capital Outlay:				
Capital Outlay	162,217	-	-	-
Use of Asset Replacement	(162,217)	-	-	-
Total Capital Outlay	-	-	-	-
Total Program Allocations	$ 472,508	689,062	724,046	741,134

Budget Variance: Supplies and Equipment budget increase due to increases in postage and paper costs.

TOTAL ALLOCATED POSITIONS: 5.00

FUNDING SOURCE: This program is funded 100% by General Fund

FINANCE

GENERAL FUND
GENERAL SERVICES
OBJECTIVES & PERFORMANCE MEASURES

Mission

To oversee, manage, and coordinate activities for City's Purchasing, Reprographics, and Mail Services functions in an efficient and cost-effective manner, providing timely, accurate, and user-friendly service.

Goal(s)

- Manage and coordinate General Service's activities and provide on-going training and services to City departments, while ensuring full cost recovery and competitive program costs when appropriate.

Prior Budget Accomplishments

- Established a Purchasing Committee to meet quarterly for review and discussion of Purchasing policies and practices. Provided training for newly-implemented Purchasing policies and procedures, including two "Purchasing 101" classes for City Hall and Municipal Service Center (MSC) staff, five requisition entry classes, and on-going Purchasing Card (P-Card) training for new cardholders.
- Upgraded bidding by soliciting bids/quotes online using eBid system.
- Improved mail services through upgraded inserter line equipment, meeting Postal Information Based Indicia Program (PIBIP) regulations and standards, and expanding services to other departments to eliminate hand processes and outsourcing. Researched Coding Accuracy Support System (CASS) certification programs to reduce postage costs.
- Implemented new Cal Card program and HTE's P-Card program. New programs provide on-line reconciliation, restructured rebate program, and integration with current City accounting system. Revised policies and procedures, set up new vendors, and offered Citywide training.

Objective(s)

- Provide Citywide training on purchasing laws, regulations, and procedures and assist in streamlining departmental practices by holding quarterly Purchasing Committee meetings and providing a minimum of four training classes per year. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Update HTE Vendor List to conform with naming conventions 95% of the time by November 2007. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Promote Print Shop services and capabilities (emphasis on color copies, mass mailings, and graphic production) Citywide by distributing a minimum of four promotional posters per year and meet with each department annually. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Process outgoing daily City mail ensuring discount postage rates by presorting a minimum of 95% of all mass mailings. Ensure timely delivery of collectibles for optimum receipt of revenue by mailing utility bills within three days of receipt from Public Services. **(Citywide Goal B: Fiscally/Managerially Responsible)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Percentage of vendor list conforms to naming conventions (vendors w/ correct naming convention/total # of vendors)	N/A	N/A	75%	95%	95%
Number of color copies/cost per copy	138,430/$.035	102,071/$0.35	140,000/$0.32	155,000/$0.30	170,500/$0.30
Number of in-house produced graphics	2	11	20	25	27
Percentage of all mass mailings pre-sorted	N/A	N/A	95%	95%	95%
Average number of days before utility bills are mailed once received from Public Services	2	2	2	2	2

FINANCE

GENERAL FUND
FACILITY MAINTENANCE

Program Description

This program maintains the following facilities: Kavli and Scherr Forum Theatres, City Hall and Civic Arts Plaza Park, Parking Structure, Child Care Center, Cameron Center, Teen Center, Senior Adult Center, 401 W. Hillcrest, 403 W. Hillcrest, Day Labor Site, and Transportation Center. This program also manages the lease and management agreements for the Los Robles Golf Course and Community Banquet and Rancho Potrero Equestrian Center and coordinates the development of future facilities, renovations, and expansions.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 577,556	720,487	772,724	795,363
Fringe Benefits	331,537	529,363	448,065	465,619
Maintenance and Operations:				
Supplies and Equipment	99,025	109,600	87,500	90,000
Repairs and Maintenance	255,696	406,731	329,900	281,100
Professional/Contractual Services	670,019	925,064	881,100	889,500
Utilities	943,697	1,062,100	1,117,500	1,151,800
Equipment/Building Rental	257,743	336,600	301,600	301,700
Training and Memberships	1,420	2,500	3,800	3,800
Asset Replacement Funding	21,880	38,900	13,300	22,400
Total Maintenance and Operations	2,249,480	2,881,495	2,734,700	2,740,300
Charge Backs	(653,210)	(612,063)	(846,426)	(833,512)
Capital Outlay:				
Capital Outlay	11,705	35,000	8,500	35,000
Use of Asset Replacement	(11,705)	(35,000)	(8,500)	(35,000)
Total Capital Outlay	-	-	-	-
Capital Improvements	1,221,739	9,344,164	4,802,500	4,982,000
Maintenance Improvements	-	-	6,010,000	955,000
Total Program Allocations	$ 3,727,102	12,863,446	13,921,563	9,104,770

Budget Variance: An increase in electricity costs affected the Utilities budget.

TOTAL ALLOCATED POSITIONS: 14.00

FUNDING SOURCE: This program is funded 100% by General Fund

FINANCE

GENERAL FUND
FACILITY MAINTENANCE
OBJECTIVES & PERFORMANCE MEASURES

Mission

To develop, maintain, and renovate assigned City facilities in a safe, timely, friendly, and helpful manner with a strong commitment to quality.

Goal(s)

- Maintain assigned City facilities with minimum disruption to operations, manage assigned City facilities lease and management agreements in a fiscally and managerially responsible and prudent manner, and complete capital improvement projects within budget.

Prior Budget Accomplishments

- Conducted annual inspection of each facility to determine necessary maintenance and repair tasks (December 2005).
- Completed Civic Arts Plaza master plan and associated projects' conceptual designs. Projects are progressing as directed by Council Ad Hoc Committee.
- Began Teen Center expansion project (December 2003).

Additional Accomplishments

- Completed expansion of the Thousand Oaks Library's new Children's Department (June 2006).
- Completed Thousand Oaks Library roof rehabilitation (February 2007).
- Completed preliminary investigation on the assessment of telephone system replacement. Project was transferred to Information Technology Division.

Objective(s)

- Complete 95% of customer-requested Work Orders by date scheduled. **(Citywide Goal E: Public Infrastructure)**
- Complete 90% of routine Work Orders within 48 hours of date scheduled. **(Citywide Goal E: Public Infrastructure)**
- Manage lease agreement for equestrian center with minimal (<$5,000 annually) operating expense to General Fund. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Complete Teen Center Gymnasium Expansion project within budget. **(Citywide Goal F: Cultural Programs)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Total number of Work Orders	2,370	3,102	3,318	3,350	3,350
Percentage of Work Orders completed by date scheduled(A)	97%	98%	98%	98%	99%
Number of routine Work Orders	72	147	197	200	200
Percentage of routine Work Orders completed within 48 hours of date scheduled(B)	N/A	N/A	85%	90%	90%
Equestrian Center operating expenses(C)	$0	$0	$0	$2,500	$2,500

Performance Measure Notes

(A)Assigned completion date of customer-requested Work Orders is compared to actual date of completion to determine percentage completed by date scheduled.
(B)Assigned completion date of routine requested Work Orders is compared to actual date of completion to determine percentage completed by date scheduled.
(C)Actual expenses are reviewed to determine if minimum projected costs are exceeded.

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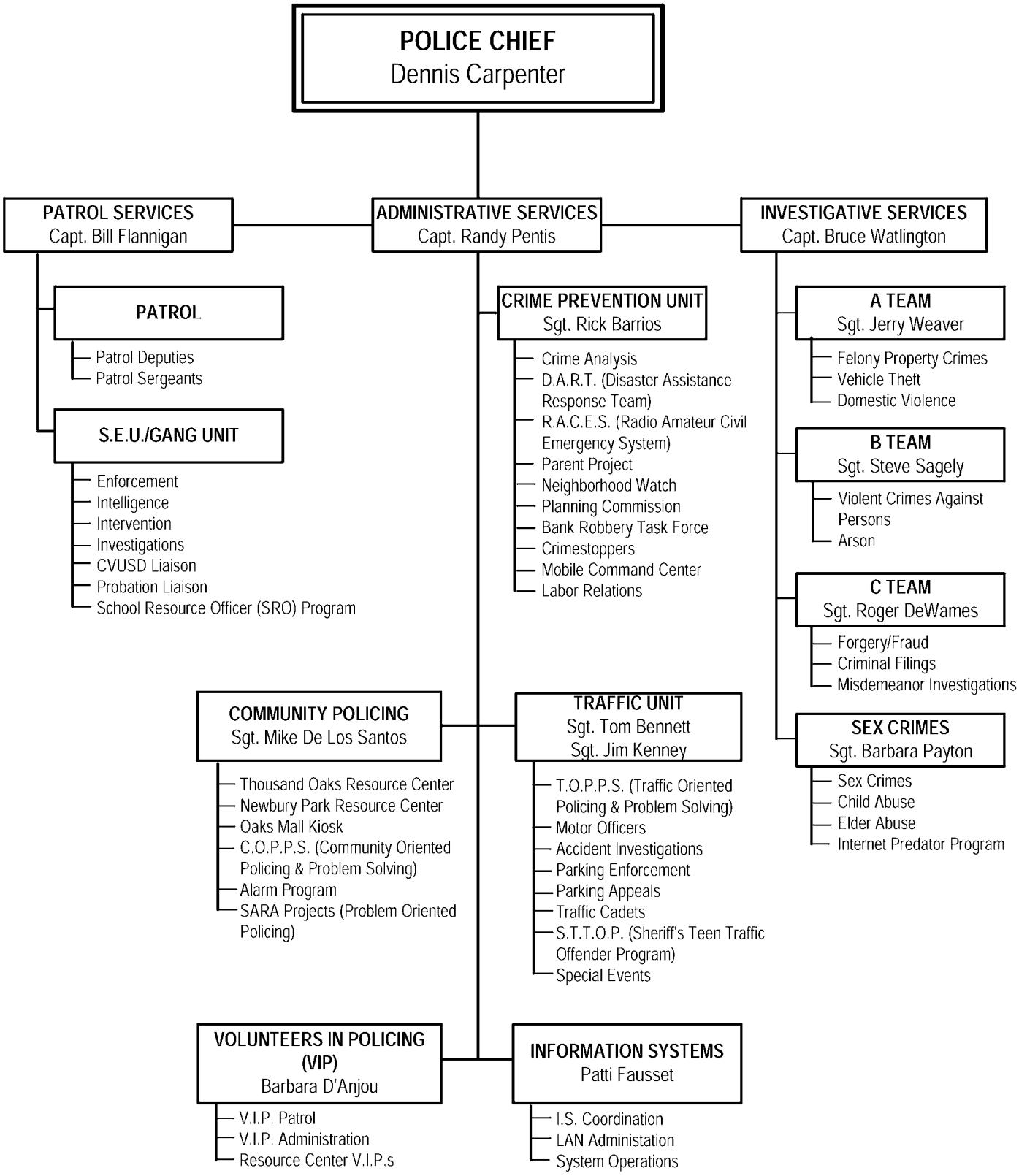
POLICE

POLICE



Total Employees 115

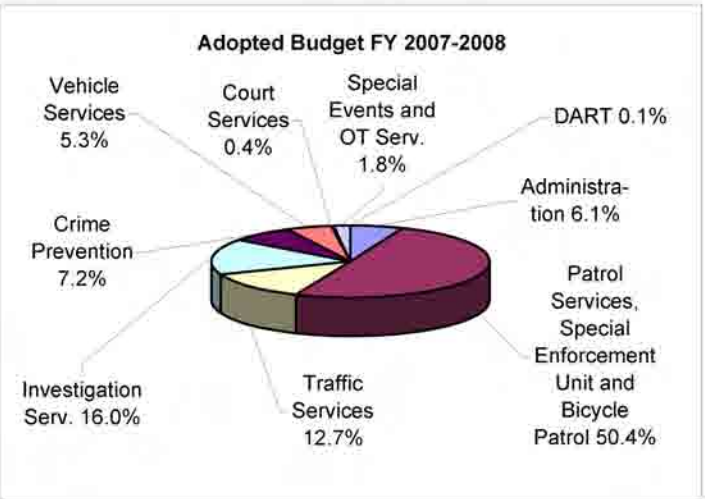
POLICE

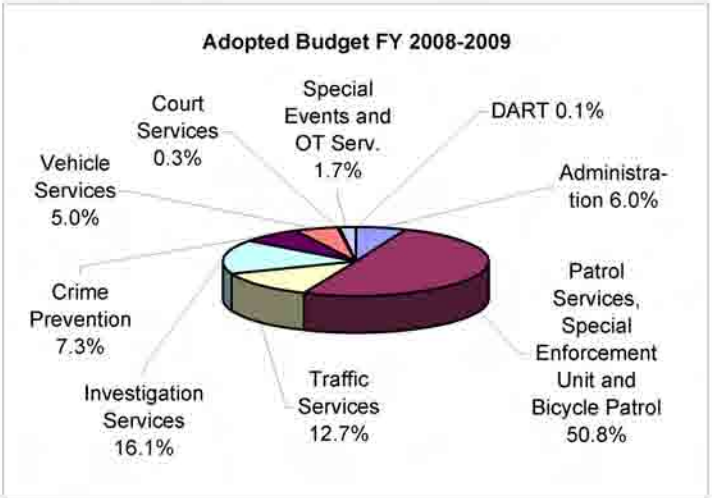
GENERAL FUND
PROGRAMS SUMMARY

Police Department Mission Statement

To safeguard the lives and property of residents of Thousand Oaks and respond to public concerns in a manner that promotes neighborhoods free from the fear of crime.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocation Summary				
Administration	$ 1,421,497	1,510,773	1,564,229	1,604,357
Patrol Services, Special Enforcement Unit and Bicycle Patrol	10,674,559	11,835,900	12,964,800	13,613,800
Traffic Services	2,611,880	2,914,900	3,254,300	3,417,000
Investigation Services	3,312,335	3,725,000	4,110,600	4,316,100
Crime Prevention	1,633,061	1,674,500	1,854,600	1,947,300
Vehicle Services	1,022,905	1,192,080	1,351,400	1,351,000
Court Services	47,426	91,500	91,500	91,500
Special Events and Overtime Services	392,093	604,900	498,600	463,000
DARE (a)	336,572	397,200	-	-
DART	20,899	30,700	20,900	21,100
Total	$ 21,473,227	23,977,453	25,710,929	26,825,157



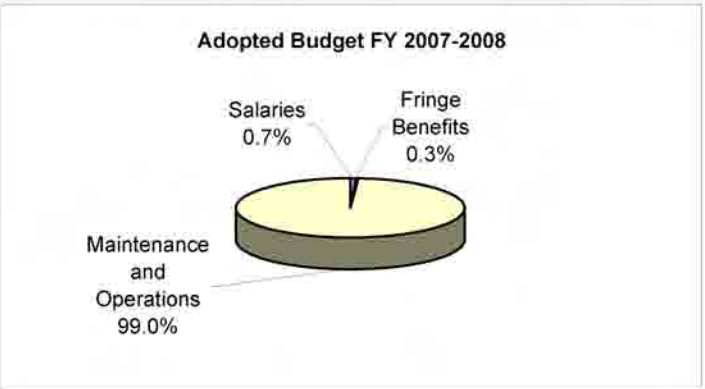


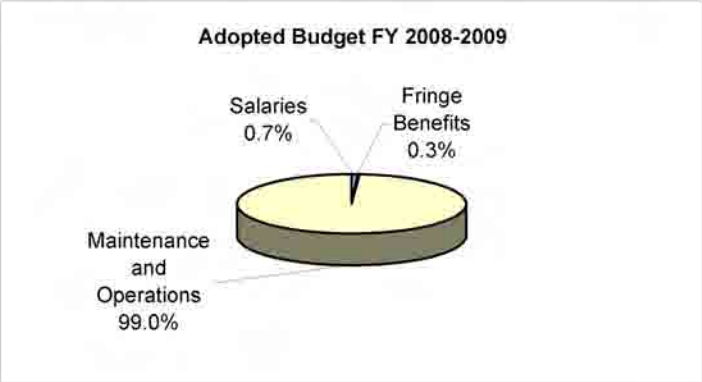
(a) Police reallocated DARE activities to Patrol Services as School Resources Officers starting FY 2008.

POLICE

GENERAL FUND
ALLOCATION SUMMARY

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 163,695	174,618	181,641	187,541
Fringe Benefits	59,606	93,155	73,288	75,316
Maintenance and Operations:				
Supplies and Equipment	137,275	130,800	113,400	121,100
Repairs and Maintenance	162,343	202,780	179,900	176,100
Professional/Contractual Services	20,663,990	23,086,200	24,904,300	26,022,900
Utilities	48,022	48,500	68,600	58,400
Training and Memberships	27,242	28,500	26,300	26,300
Asset Replacement Funding	174,677	212,900	163,500	157,500
Total Maintenance and Operations	21,213,549	23,709,680	25,456,000	26,562,300
Capital Outlay:				
Capital Outlay	100,774	103,292	137,000	107,000
Use of Asset Replacement	(64,397)	(103,292)	(137,000)	(107,000)
Total Capital Outlay	36,377	-	-	-
Total Program Allocations	$ 21,473,227	23,977,453	25,710,929	26,825,157





POLICE

GENERAL FUND
ADMINISTRATION

Program Description

The City contracts with the Ventura County Sheriff's Department for law enforcement services. This program is responsible for the oversight and support of the day-to-day operations of the Police Department. This program provides funding for the Police administrative staff, district attorney community prosecution program, Crisis Intervention Team (CIT), High Tech Task Force, as well as supplies, materials, and equipment for the various Police Department programs including Patrol, Traffic, Investigations, and Crime Prevention/Community Oriented Policing and Problem Solving.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 163,695	174,618	181,641	187,541
Fringe Benefits	59,606	93,155	73,288	75,316
Maintenance and Operations:				
Supplies and Equipment	102,695	93,900	98,900	106,600
Repairs and Maintenance	14,573	12,000	24,500	19,500
Professional/Contractual Services	797,542	849,200	928,500	974,200
Utilities	48,022	48,500	68,600	58,400
Training and Memberships	24,310	26,500	25,300	25,300
Asset Replacement Funding	174,677	212,900	163,500	157,500
Total Maintenance and Operations	1,161,819	1,243,000	1,309,300	1,341,500
Capital Outlay:				
Capital Outlay	100,774	103,292	137,000	107,000
Use of Asset Replacement	(64,397)	(103,292)	(137,000)	(107,000)
Total Capital Outlay	36,377	-	-	-
Total Program Allocations	$ 1,421,497	1,510,773	1,564,229	1,604,357

Budget Variance: Contract costs increased 16 percent in FY 2008 and five percent in FY 2009.

TOTAL ALLOCATED POSITIONS: 5.00 (2 City positions and 3 Ventura County police contract services positions)

FUNDING SOURCE: This program is funded 100% by General Fund

POLICE

GENERAL FUND
ADMINISTRATION
OBJECTIVES & PERFORMANCE MEASURES

Mission

To develop policy, oversee department personnel, and provide supplies and equipment for police operations in a fiscally-responsible manner while meeting the needs of the community and accomplishing departmental goals in accordance with City Council's goals and objectives.

Goal(s)

- Manage the overall effectiveness of Police Department operations to meet community needs in a fiscally responsible manner, while providing superior public safety services.

Prior Budget Accomplishments

- Established the Civic Arts Plaza Police Resource Center in July 2005.
- The City of Thousand Oaks remains one of the safest cities in the United States with a population over 100,000 ranking second in its grouping for 2005 and 2006.

Additional Accomplishments

- Created a trust account to assist with financing investigative needs within the department resulting from money seized during the course of a commercial burglary investigation (January 2006).
- Enacted a Social Host Ordinance to enhance civic responsibility and public safety of our youth and community (April 2006).

Objective(s)

- Respond to citizen concerns in a timely and efficient manner. **(Citywide Goal A: Government Leadership)**
- Maintain sufficient level of training to allow officers to perform their duties. **(Citywide Goal C: Public Safety)**
- Conduct ongoing evaluation of staff deployment in six-month intervals. **(Citywide Goal C: Public Safety)**
- Remain one of the safest cities in the United States with a population over 100,000. **(Citywide Goal C: Public Safety)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Safest cities ranking in the United States with a population over 100,000	7	2	2	2	2
Number of Administrative Officers/number of training opportunities attended	14	16/N/A	16/32	16/32	16/32
Number of deployment evaluations conducted	NA	226	230	230	230
Number of City referrals/number of referrals resolved	56/56	64/64	60/60	60/60	60/60
Number of calls handled	41,438	37,000(A)	38,000	40,000	40,000

Performance Measure Notes

(A)Reduction in calls handled for Fiscal Year 2006 attributed to temporary relocation of dispatch to East County.

POLICE

GENERAL FUND

PATROL SERVICES, SPECIAL ENFORCEMENT UNIT, AND BICYCLE PATROL

Program Description

This program is responsible for providing Citywide uniformed police patrol and directed enforcements services to the City. The Special Enforcement Unit is responsible for conducting police operations dealing with local gangs, developing intelligence regarding gangs, providing investigative support to patrol and investigations, handling "hot" issues, providing gang awareness to the community and providing school liaison officers to coordinate police and school response to juvenile issues. The bicycle patrol unit focuses on business and residential areas best served by officers using this method of patrol.

		Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations					
Maintenance and Operations:					
Repairs and Maintenance	$	-	-	9,000	9,000
Professional/Contractual Services		10,674,559	11,835,900	12,955,800	13,604,800
Total Maintenance and Operations		10,674,559	11,835,900	12,964,800	13,613,800
Total Program Allocations	$	10,674,559	11,835,900	12,964,800	13,613,800

Budget Variance: Contract costs increased ten percent in FY 2008 and five percent in FY 2009, which includes costs associated with three School Resource Officers (SRO), two of which were transferred from the DARE Program.

TOTAL ALLOCATED POSITIONS: 64.00 (included in contracted services)

FUNDING SOURCE: This program is funded 100% by General Fund

POLICE

GENERAL FUND

PATROL SERVICES, SPECIAL ENFORCEMENT UNIT, AND BICYCLE PATROL OBJECTIVES & PERFORMANCE MEASURES

Mission

To develop and maintain positive relationships with the community, while providing effective enforcement efforts to preserve the community's public safety standards.

Goal(s)

- Maintain the City's "safest city" status through proactive patrol and enforcement efforts.

Prior Budget Accomplishments

- Numerous ongoing projects involving mediation and abatement of neighborhood problems continue to utilize the Community Oriented Policing and Problem Solving (COPPS) Unit, Bicycle Patrol Team, and Special Enforcement Unit (SEU) address community concerns through directed patrol and specialized response to crime and neighborhood issues.
- Enhanced the Community Oriented Policing philosophy with quarterly patrol meetings facilitated by COPPS Unit.
- Completed a beat realignment/workload assessment of patrol to ensure most efficient and effective deployment of deputies (February 2007).

Additional Accomplishments

- Closure of a major graffiti case resulting in multiple arrests and a potential restitution settlement exceeding $17,000 (December 2006).
- Conducted approximately 178 gang-related arrests during calendar year 2006.

Objective(s)

- Continue to address community concerns through directed patrol in areas of high crime and quality of life issues that are best served by the Bike Patrol Unit. **(Citywide Goal C: Public Safety)**
- Enhance Community Oriented Policing philosophy with quarterly patrol meetings facilitated by COPPS Unit. **(Citywide Goal C: Public Safety)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Average response time to emergency calls (in minutes)	4.94	4.88	4.50	4.50	4.50
Number of arrests by Bike Patrol	407	302	320	350	350
Number of gang investigations performed by SEU	135	205	200	200	200
Number of multijurisdictional cases worked	90	50	50	50	50

POLICE

GENERAL FUND
TRAFFIC SERVICES

Program Description

This program is responsible for the enforcement of Vehicle Code violations, investigation of traffic collisions, and review of special events, including continued implementation of Traffic Oriented Policing and Problem Solving (TOPPS) Program, continued expansion of civilian Sheriff Service Technicians (SSTs), cadets and volunteers to free up Police Officers for community policing and lowering the response times for higher priority calls for service.

		Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations					
Maintenance and Operations:					
Professional/Contractual Services	$	2,611,880	2,914,900	3,254,300	3,417,000
Total Program Allocations	$	2,611,880	2,914,900	3,254,300	3,417,000

Budget Variance: Contract costs increased 12 percent in FY 2008 and five percent in FY 2009.

TOTAL ALLOCATED POSITIONS: 18.00 (included in contracted services)

FUNDING SOURCE: This program is funded 100% by General Fund

POLICE

GENERAL FUND
TRAFFIC SERVICES
OBJECTIVES & PERFORMANCE MEASURES

Mission
To increase traffic safety through enforcement efforts and community education.

Goal(s)
- Reduction in injuries, death, and property loss resulting from traffic collisions through enforcement, investigation, and education.

Prior Budget Accomplishments
- Traffic Bureau is presently using LASER (computer program) measuring devices coupled with the Crash Zone computer program to produce factual diagrams for the investigation of fatal and serious traffic collisions. One or two training classes (21 students per class) are conducted each year in the use of this technology. In addition to traffic collision investigation, Traffic Investigators are called upon to use this technology in the investigation of crime scenes such as officer-involved shootings.
- Traffic Bureau currently uses 10 Light Detection and Ranging (LIDAR) devices in the enforcement of speed laws in the City of Thousand Oaks.
- Traffic Bureau has one deputy certified in the instruction of the use of Radio Detection and Ranging (RADAR) and LIDAR speed detection devices. Through the Academy, classes are held approximately four times per year with 20 students in each class.
- Traffic Bureau maintains a public hotline for the reporting of suspected abandoned vehicles. Traffic Cadets and Volunteers in Policing (VIPs) check all reported vehicles. We have averaged about 1,500 reported abandoned vehicles per year through each of the last three fiscal years. As a result, each year approximately 1,000 vehicles are tagged, 350 are cited, and 200 are towed.

Additional Accomplishments
- Successful administration of "Click It or Ticket," a seatbelt safety program funded by the Office of Traffic Safety.
- Increased Driving Under the Influence (DUI) enforcement through an Office of Traffic Safety grant allowing for increased DUI patrol, service of DUI-related warrants, and enforcement of DUI-related probation terms.
- Participation with other law enforcement agencies in Countywide grant for DUI checkpoints.
- Conducted eight drivers' license checkpoints, each resulting in the arrest of 10-20 unlicensed drivers (no license or suspended license).

Objective(s)
- Provide directed patrol based on statistics, complaints, experience, or special event requirements. **(Citywide Goal C: Public Safety)**
- Conduct thorough and complete traffic collision investigations in a fair and impartial manner, enabling the accurate determination of the cause of collisions. **(Citywide Goal C: Public Safety)**
- Encourage Vehicle Code compliance and safe driving through a visible presence on streets, school education, and media relations to decrease traffic collisions. **(Citywide Goal C: Public Safety)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Number of directed patrols	217	251	270	285	205
Number of traffic collisions	1,658	1,589	1,524	1,500	1,500
Number of educational events(A)	20	20	20	20	20

Performance Measure Notes
(A)Educational events include the Bike Rodeo, traffic safety talks at high schools, and public meetings.

POLICE

GENERAL FUND
INVESTIGATION SERVICES

Program Description

This program is responsible for investigation of all misdemeanor and felony crimes occurring within the City in addition to acting as a liaison to the courts to provide follow-up on all criminal filings and is responsible for the online predator program.

		Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations					
Maintenance and Operations:					
Professional/Contractual Services	$	3,312,335	3,725,000	4,110,600	4,316,100
Total Program Allocations	$	3,312,335	3,725,000	4,110,600	4,316,100

Budget Variance: Contract costs increased ten percent in FY 2008 and five percent in FY 2009, which includes a new Internet Predator Senior Deputy position.

TOTAL ALLOCATED POSITIONS: 17.00 (included in contracted services)

FUNDING SOURCE: This program is funded 100% by General Fund

POLICE

GENERAL FUND
INVESTIGATION SERVICES
OBJECTIVES & PERFORMANCE MEASURES

Mission

To investigate all reported criminal activity to ensure that the City remains one of the "safest cities."

Goal(s)

- Be a criminal investigation service with an excellent case closure rate.

Prior Budget Accomplishments

- Used civilians and volunteers to assist in data collection and case follow-up. Volunteers in Policing (VIPs) provided case follow up, data entry, and office assistance by contributing over 1,100 hours during this budget period.
- Maintained a partnership with Federal and State agencies to reduce narcotic sales and distribution within the City. Due to these partnerships, over 100 drug related arrests were made during this budget period.

Additional Accomplishments

- Closed a criminal burglary ring case resulting in over $170,000 in abandoned property for future use by the investigations bureau (December 2005).

Objective(s)

- Enhance the ability to track all 290 Penal Code (PC) Sex Registrants living within the Thousand Oaks/East County area by streamlining files, conducting simultaneous contacts, and arresting those who are out of compliance. **(Citywide Goal C: Public Safety)**
- Develop a relationship with Thousand Oaks Auto Mall dealerships to meet regularly in order to discuss methods of reducing auto thefts or component thefts on their premises by improving the handling of vehicle keys and control of customer vehicles being serviced on the premises. **(Citywide Goal C: Public Safety)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Number of 290 PC compliance	70%	70%	70%	90%	90%
Number of informational meetings with auto dealers	0	0	2	4	4
Number of investigators	14	14	15	15	15
Number of cases received in Thousand Oaks	3,570	3,630	3,700	3,700	3,700
Case closure rate	79%	81%	85%	85%	85%

POLICE

GENERAL FUND
CRIME PREVENTION

Program Description

This program is responsible for services pertaining to Crime Analysis, Community Oriented Policing and Problem Solving (COPPS), Crime Prevention, and Information Technology. Crime Analysis is responsible for identifying crime patterns, criminal offenders, and providing administrative support for effective resource deployment based upon statistical analysis of patterns. COPPS is responsible for the implementation of the Community Oriented Policing philosophy throughout the City. Crime Prevention is responsible for development of crime prevention services directed toward both residents and businesses. The program also manages the Volunteers in Policing (VIP) program, conducts environmental design of planning projects, deploys the Mobile Resource Center and conducts Citizen and VIP academies. Information Services is responsible for maintaining and supporting the Police Department's computers and local area network (LAN).

		Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations					
Maintenance and Operations:					
Professional/Contractual Services	$	1,633,061	1,674,500	1,854,600	1,947,300
Total Program Allocations	$	1,633,061	1,674,500	1,854,600	1,947,300

Budget Variance: Contract costs increased 11 percent in FY 2008 and five percent in FY 2009.

TOTAL ALLOCATED POSITIONS: 11.00 (included in contracted services)

FUNDING SOURCE: This program is funded 100% by General Fund

POLICE

GENERAL FUND
CRIME PREVENTION
OBJECTIVES & PERFORMANCE MEASURES

Mission

To take a proactive approach to the prevention of crime, facilitating the promotion of community–based policing, as it provides varying services to the Thousand Oaks community.

Goal(s)

- Maintain open communications with residents and businesses to facilitate educational opportunities that will enhance their ability to participate in the public safety efforts within the community.

Prior Budget Accomplishments

- Explored new models of sharing Crime Analysis information with Patrol and Investigation Bureaus, ensuring that crime trends are disseminated in a manner that facilitates apprehension of criminals. Several programs were initiated and have been found to be extremely successful. They include a 24-hour booking report, 24-hour arrest and incident report, crime map that shows what crimes are occurring and where, and a bi-weekly meeting that all department Crime Analysts attend (October 2006).
- Provided drug abuse information to parents through the Parent Project Program. This program is continuously growing and has been very productive and helpful to parents of need (September 2006).
- Increased use of sophisticated query systems and Intelligent Agent software (May 2006).
- Completed implementation of field reporting system for patrol deputies (June 2006).

Additional Accomplishments

- Implemented state-of-the-art technology to analyze and forecast crime (August 2006).
- Utilized Artificial Neural Network (ANN) technology for detecting crime patterns (September 2006).
- Provided Yellow-Dyno presentations to educate Thousand Oaks youth concerning potential dangers they face (October 2006).
- Increased analytical and investigative support to Thousand Oaks narcotic officers (ongoing).

Objective(s)

- Enhance our relationship with members of the Thousand Oaks Neighborhood Watch Program, increasing membership and providing continuous information of area crimes. **(Citywide Goal C: Public Safety)**
- Develop and implement a Police Department "sign off" section as part of the Planning Department's application process, participating in final process of building projects prior to Certificate of Occupancy (C of O). **(Citywide Goal G: Multi-jurisdictional Opportunities)**
- Provide education to parents raising children in Thousand Oaks (Parent Project). **(Citywide Goal B: Fiscally/Managerially Responsible)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Number of active Neighborhood Watch teams	10	15	30	35	40
Number of Neighborhood Watch meetings held	N/A	N/A	35	40	40
Number of Parent Project meetings held	6	6	6	7	7

POLICE

GENERAL FUND
VEHICLE SERVICES

Program Description

This program is responsible for providing the Police Department with an adequate number of police vehicles.

		Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations					
Maintenance and Operations:					
Repairs and Maintenance	$	141,037	151,980	141,000	142,000
Professional/Contractual Services		881,868	1,040,100	1,210,400	1,209,000
Total Maintenance and Operations		1,022,905	1,192,080	1,351,400	1,351,000
Total Program Allocations	$	1,022,905	1,192,080	1,351,400	1,351,000

Budget Variance: Contract costs increased 16 percent in FY 2008 and no increase in FY 2009, includes SRO vehicle purchases and increased fuel costs.

TOTAL ALLOCATED POSITIONS: 0.00

FUNDING SOURCE: This program is funded 100% by General Fund

POLICE

GENERAL FUND
VEHICLE SERVICES
OBJECTIVES & PERFORMANCE MEASURES

Mission

To acquire and maintain vehicles assigned to the City of Thousand Oaks and provide vehicles suitable for each assignment.

Goal(s)

- Maintain adequate and effective levels of transportation and related equipment for efficient police services.

Prior Budget Accomplishments

- Vehicles replaced as indicated in the Asset Replacement plan.

Additional Accomplishments

- Converted plain sedans to Crown Victoria's for a more visible police presence in the Community Oriented Policing and Problem Solving (COPPS) unit (February 2007).
- Acquired Mobile Data Terminals (MDTs) for the Volunteers in Policing (VIP) vehicles to allow for streamlined communications between volunteers and officers (January 2007).
- Removed loaner Special Enforcement Unit (SEU) vehicles from the fleet and replaced them with designated vehicles at no cost to the General Fund (February 2007).

Objective(s)

- Acquire additional vehicles for school resource officers and new detective position. **(Citywide Goal C: Public Safety)**
- Replace high mileage vehicles. **(Citywide Goal C: Public Safety)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Number of plain vehicles (Detectives, SEU, Narcs) used in the policing efforts within Thousand Oaks	31	28	30	30	30
Number of miles (Detectives, SEU, Narcs)	200,000	490,000	500,000	520,000	520,000
Number of Black & White vehicles (Traffic) used in the policing efforts within Thousand Oaks	35	36	35	35	35
Number of miles (Traffic)	295,000	595,000	575,000	575,000	575,000
Number of vehicles replaced (Detectives, SEU, Narcs/Traffic)	3/3	3/8	3/5	3/4	3/4

POLICE

GENERAL FUND
COURT SERVICES

Program Description

This program is responsible for funding the off-duty appearance of Police Officers in court.

		Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations					
Maintenance and Operations:					
Professional/Contractual Services	$	47,426	91,500	91,500	91,500
Total Program Allocations	$	47,426	91,500	91,500	91,500

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: 0.00

FUNDING SOURCE: This program is funded 100% by General Fund

POLICE

GENERAL FUND
COURT SERVICES
OBJECTIVES & PERFORMANCE MEASURES

Mission
To continue enforcement efforts through off-duty court appearances on all cases.

Goal(s)
- Maintain a low level of Failure-To-Appear (FTA) incidences by off-duty deputies.

Prior Budget Accomplishments
- Tracked requests for Police Officers to appear in court through notification from the County of Ventura District Attorney.
- Ensured that Police Officers appeared for all off-duty court subpoenas, except for excused absences.

Objective(s)
- Ensure that Police Officers are properly notified when they must appear in court. **(Citywide Goal C: Public Safety)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Number of subpoenas	N/A	3,630	3,600	3,600	3,600
Number of FTA incidences - Felony subpoenas/Traffic subpoenas (Excused/Unexcused)	N/A	0%/5%	0%/5%	0%/4%	0%/4%
Number of unexcused Traffic subpoenas	N/A	N/A	32	30	30

POLICE

GENERAL FUND
SPECIAL EVENTS AND OVERTIME SERVICES

Program Description

This program is responsible for funding overtime duties of sworn and civilian personnel associated with extended investigations, special events, and unanticipated events.

		Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations					
Maintenance and Operations:					
Professional/Contractual Services	$	392,093	604,900	498,600	463,000
Total Program Allocations	$	392,093	604,900	498,600	463,000

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: 0.00

FUNDING SOURCE: This program is funded 100% by General Fund

POLICE

GENERAL FUND
SPECIAL EVENTS AND OVERTIME SERVICES
OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide overtime services to facilitate excellent service, disaster response, and special event support to ensure the City's active community can operate in a safe manner.

Goal(s)

- Recover costs for all events involving third parties through tracking expenditures for emergency response and special event cost recovery.

Prior Budget Accomplishments

- Tracked billings for Police Officers who work special events.
- Recovered funds expended for planned special events.

Objective(s)

- Pursue grants that will allow increased enforcement efforts at minimal expense to the City. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Continue cost recovery for emergency responses. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Continue cost recovery for special events. **(Citywide Goal B: Fiscally/Managerially Responsible)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Grant monies received	N/A	$40,055	$107,000	$184,800	$184,800
Special event cost recovery	N/A	$343,690	$345,000	$350,000	$350,000

POLICE

GENERAL FUND
DISASTER ASSISTANCE RESPONSE TEAM (DART)

Program Description

This program is responsible for assisting and educating local government departments in non-emergency and emergency situations using Urban Search and Rescue techniques and Emergency Medical Technician (EMT) services.

		Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations					
Maintenance and Operations:					
Supplies and Equipment	$	17,431	9,200	14,500	14,500
Repairs and Maintenance		3,468	21,500	5,400	5,600
Training and Memberships		-	-	1,000	1,000
Total Maintenance and Operations		20,899	30,700	20,900	21,100
Total Program Allocations	$	20,899	30,700	20,900	21,100

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: 0.00

FUNDING SOURCE: This program is funded 100% by General Fund

POLICE

GENERAL FUND
DISASTER ASSISTANCE RESPONSE TEAM (DART)
OBJECTIVES & PERFORMANCE MEASURES

Mission
To provide assistance for community and disaster response to the citizens of Thousand Oaks.

Goal(s)
- Provide assistance, as needed, for community and disaster response to the City, County, and State Office of Emergency Services.

Prior Budget Accomplishments
- Provided monthly training in earthquake preparedness, light search and rescue, first aid, fire safety, traffic control, damage assessment, and other disaster services.

Additional Accomplishments
- Disaster Assistance Response Team (DART) held two series of recruitment classes and increased membership with 17 new members.

Objective(s)
- Provide training in earthquake preparedness, light search and rescue, first aid, fire safety, traffic control, damage assessment, and other disaster services. **(Citywide Goal C: Public Safety)**
- Conduct training with staff from City, schools, and special districts to increase understanding of common goals, resources, and shared responsibilities. **(Citywide Goal A: Government Leadership)**
- Continue to increase DART membership. **(Citywide Goal C: Public Safety)**
- Increase the number of Emergency Medical Technicians (EMTs) on the DART. **(Citywide Goal C: Public Safety)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Number of training opportunities provided	10	11	10	10	10
Number of training opportunities attended	11	11	11	11	11
Number of DART members	32	33	43	53	65
Number of EMTs on DART team	4	6	8	12	15

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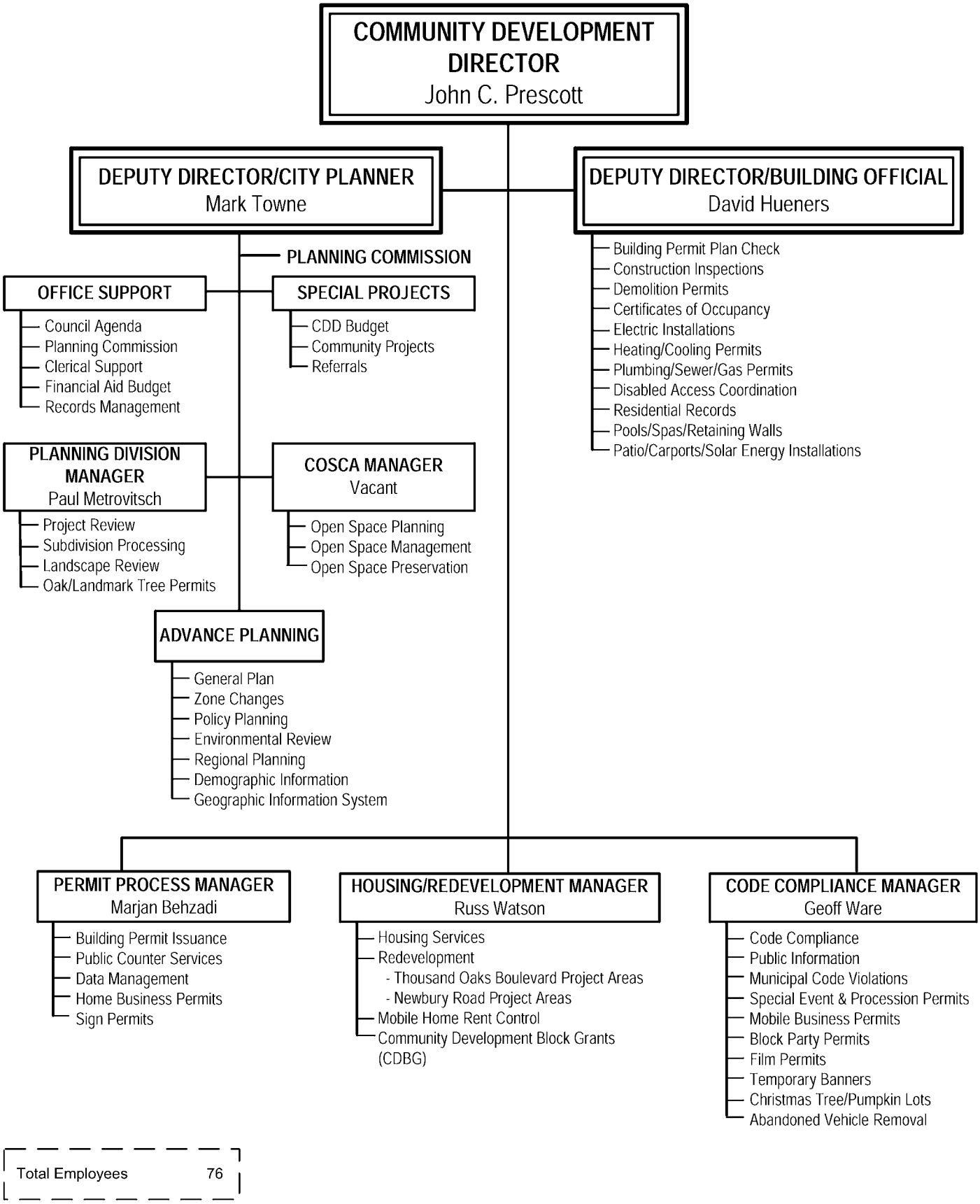
COMMUNITY DEVELOPMENT

COMMUNITY DEVELOPMENT



Total Employees 76

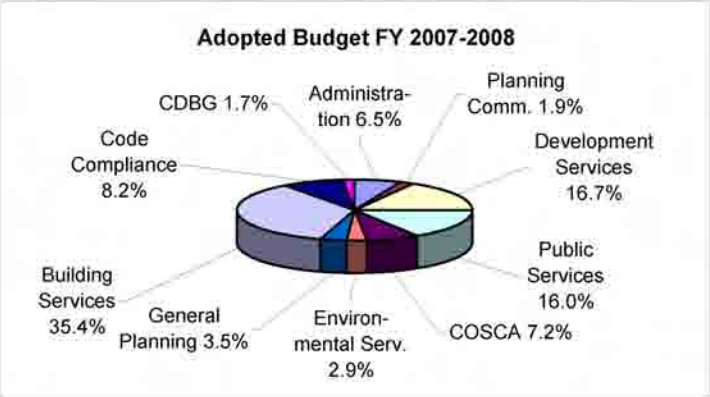
COMMUNITY DEVELOPMENT

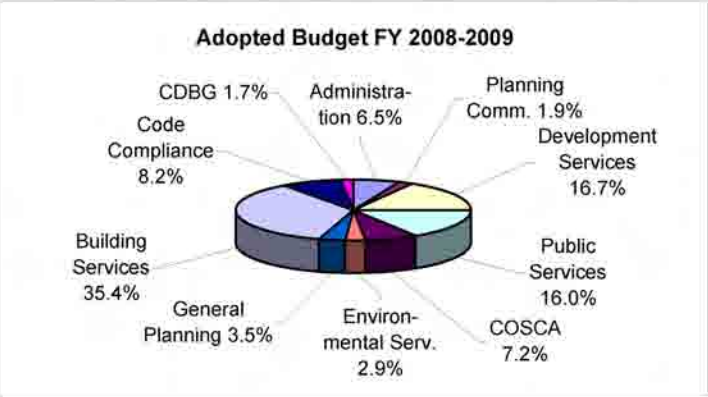
GENERAL FUND
PROGRAMS SUMMARY

Community Development Department Mission Statement

To be stewards of the City's General Plan and implementation agents in assisting the community with land development, housing, construction, code compliance, open space, and regional issues, all of which must be kept in balance with the City's environment and resources.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocation Summary				
Administration	$ 574,988	731,034	580,985	603,850
Planning Commission	152,091	182,308	173,589	173,629
Development Services	1,256,359	1,585,786	1,496,677	1,534,870
Public Services	1,347,922	1,765,233	1,434,001	1,476,748
COSCA	486,839	614,500	641,665	642,865
Environmental Services	207,242	248,712	257,165	243,607
General Planning	192,161	353,215	308,716	274,620
Building Services	2,807,096	3,288,093	3,167,122	3,258,577
Code Compliance	644,768	802,233	733,476	757,743
CDBG	134,806	98,936	150,354	160,746
Redevelopment Agency	-	-	-	-
Total	$ 7,804,272	9,670,050	8,943,750	9,127,255

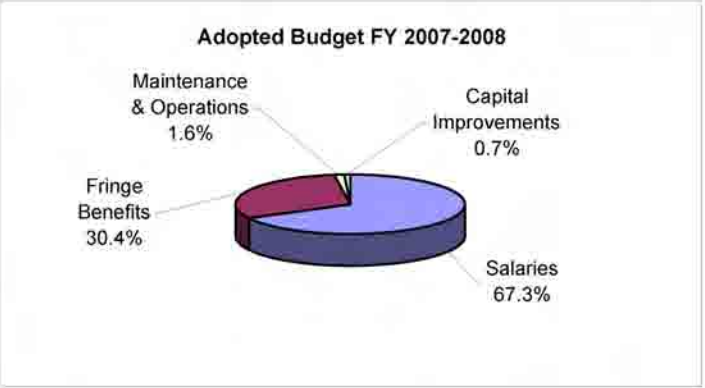


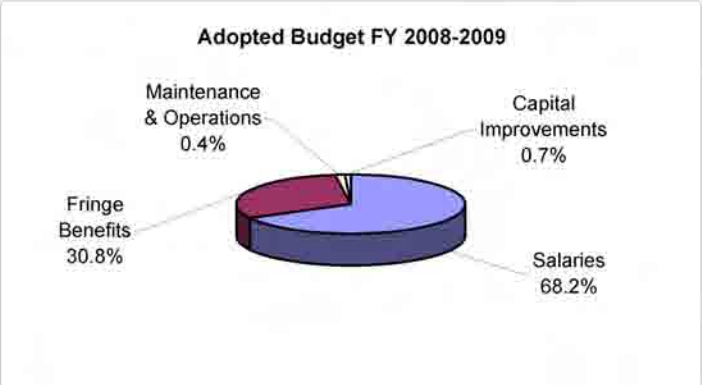


COMMUNITY DEVELOPMENT

GENERAL FUND
ALLOCATION SUMMARY

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 5,417,107	5,763,207	6,018,828	6,221,301
Fringe Benefits	2,245,993	3,495,458	2,722,819	2,809,000
Maintenance and Operations:				
Supplies and Equipment	94,097	132,154	121,300	116,400
Repairs and Maintenance	73,939	99,479	98,000	92,500
Professional/Contractual Services	366,321	654,514	541,000	474,000
Utilities	19,075	28,000	19,100	20,800
Training and Memberships	48,664	105,100	106,500	84,000
Asset Replacement Funding	124,404	129,800	75,400	87,900
Total Maintenance and Operations	726,500	1,149,047	961,300	875,600
Charge Backs	(592,766)	(847,662)	(819,197)	(838,646)
Capital Outlay:				
Capital Outlay	-	72,000	50,000	-
Use of Asset Replacement	-	(22,000)	(50,000)	-
Total Capital Outlay	-	50,000	-	-
Capital Improvements	7,438	60,000	60,000	60,000
Total Program Allocations	$ 7,804,272	9,670,050	8,943,750	9,127,255





COMMUNITY DEVELOPMENT

GENERAL FUND
ADMINISTRATION

Program Description

This program is responsible for management oversight and general support for department, including administrative support to other divisions, office supplies and equipment, records management, and special projects.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 300,749	315,211	326,808	339,250
Fringe Benefits	153,663	222,673	150,577	155,800
Maintenance and Operations:				
Supplies and Equipment	40,887	37,200	42,500	43,000
Repairs and Maintenance	3,209	7,250	11,000	3,400
Professional/Contractual Services	2,280	15,000	-	-
Utilities	7,951	9,300	5,600	5,600
Training and Memberships	11,749	15,000	12,800	12,600
Asset Replacement Funding	54,500	59,400	31,700	44,200
Total Maintenance and Operations	120,576	143,150	103,600	108,800
Capital Outlay:				
Capital Outlay	-	72,000	50,000	-
Use of Asset Replacement	-	(22,000)	(50,000)	-
Total Capital Outlay	-	50,000	-	-
Total Program Allocations	$ 574,988	731,034	580,985	603,850

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: 4.90

FUNDING SOURCE: This program is funded 100% by General Fund

COMMUNITY DEVELOPMENT

GENERAL FUND
ADMINISTRATION
OBJECTIVES & PERFORMANCE MEASURES

Mission
To provide general administrative support to the Community Development Department in an efficient and fiscally-responsible manner.

Goal(s)
- Conduct Department operations with maximum efficiency and in a manner that effectively serves the City.
- Continue efforts in Records Management of importing permanent records to Laserfiche.
- Prepare for transition of staff to ensure sufficient succession planning.

Prior Budget Accomplishments
- Initiated Interdepartmental Review Committee (IDRC) bi-monthly meetings for the review of planning application submittals that require interdepartmental coordination.
- Completed purge of building permit files contained in two Kardex filing units; processed approved building plans for importing to Laserfiche; completed purge of planning case files from off-site storage facility (approximately 740 boxes), prepped files for importing to Laserfiche.
- Responded to and closed over 80 referrals in Fiscal Year 2005-2006.
- Assisted in development of Citywide standards for PowerPoint presentations required at City Council and Planning Commission meetings.

Additional Accomplishments
- Continued to implement additional Planning & Engineering module of HTE functions and enhancements to improve internal and external customer service and reporting abilities for both financial and tracking aspects of entitlement applications.
- Assisted in providing historical quantitative data used in the recommendations provided to the consultant for the User Fee Study.
- Anticipate completing the conversion of the old planning application data to the new Planning & Engineering Module of HTE by June 2007.
- Improved the Administrative Hearing process to increase customer service by implementing a more structured procedure and timeline, as well as creation and distribution of an agenda packet.

Objective(s)
- Process referrals in a timely manner. **(Citywide Goal A: Government Leadership)**
- Encourage participation in leadership programs. **(Citywide Goal J: Succession Planning)**
- Process on-site planning case files for importing to Laserfiche. **(Citywide Goal B: Fiscally/Managerially Responsible)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Referrals processed within assigned time frame	Yes/95-100	Yes/95-100	Yes/95-100	Yes/95-100	Yes/95-100
Number of participants in leadership programs	0	6	8	8	8
Number of closed planning case files scanned	0	4,270(A)	8,000(A)	1,000(B)	1,000(B)

Performance Measure Notes
(A)Reflects scanned closed planning case files from off-site storage.
(B)Reflects closed planning case files from on-site filing system.

COMMUNITY DEVELOPMENT

GENERAL FUND
PLANNING COMMISSION

Program Description

Provides administrative and professional support to the City's Planning Commission.

		Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations					
Salaries	$	98,862	103,599	109,140	111,962
Fringe Benefits		34,523	57,609	41,549	42,767
Maintenance and Operations:					
Supplies and Equipment		6,263	6,000	6,000	6,000
Training and Memberships		12,443	15,100	16,900	12,900
Total Maintenance and Operations		18,706	21,100	22,900	18,900
Total Program Allocations	$	152,091	182,308	173,589	173,629

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: 6.00

FUNDING SOURCE: This program is funded 100% by General Fund

COMMUNITY DEVELOPMENT

GENERAL FUND
PLANNING COMMISSION
OBJECTIVES & PERFORMANCE MEASURES

Mission

To enable the Planning Commission to conduct its business in an orderly and fair manner, and in a way that inspires public confidence in the City's planning.

Goal(s)

- Apply staff resources of the Community Development Department, in concert with the resources of other City departments and public agencies involved in the planning and development review process, in such a way that the Planning Commission is prepared to fulfill its responsibilities as required by State law, Municipal Code, and the City Council.

Prior Budget Accomplishments

- Completed staff reports in a timely and professional manner.
- Incorporated PowerPoint into presentations for Commission meetings and public hearings.

Objective(s)

- To provide the Commission with high quality professional staff reports and presentations at public hearings. **(Citywide Goal A: Government Leadership)**
- To continue the education of Planning Commissioners, particularly any new Commissioners, through attendance at seminars and planning conferences, and provision of relevant planning studies and educational material. **(Citywide Goal A: Government Leadership)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Planning Commission meetings staffed(A)	21	19	20	20	20
Commissioner conference attendance(B)	8	10	8	10	10

Performance Measure Notes

(A)Total number of meetings held by the Commission during the fiscal year.
(B)Total attendance by Commissioners at conferences and seminars (total number for all five Commissioners).

COMMUNITY DEVELOPMENT

GENERAL FUND
DEVELOPMENT SERVICES

Program Description

This program is responsible for comprehensive review of development projects.

		Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations					
Salaries	$	825,468	882,869	920,010	948,270
Fringe Benefits		304,705	487,978	415,267	427,200
Maintenance and Operations:					
Supplies and Equipment		6,731	11,500	9,700	9,700
Professional/Contractual Services		118,903	195,439	143,600	143,600
Training and Memberships		552	8,000	8,100	6,100
Total Maintenance and Operations		126,186	214,939	161,400	159,400
Total Program Allocations	$	1,256,359	1,585,786	1,496,677	1,534,870

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: 9.45

FUNDING SOURCE: This program is funded 100% by General Fund

COMMUNITY DEVELOPMENT

GENERAL FUND
DEVELOPMENT SERVICES
OBJECTIVES & PERFORMANCE MEASURES

Mission

To process proposed development projects efficiently and in a manner that will maintain and enhance the aesthetic quality of the community.

Goal(s)

- Apply the staff resources of the Development Planning Division to the review of entitlement applications and construction of approved projects.

Prior Budget Accomplishments

- Reviewed projects for compliance with applicable provisions of the Municipal Code and City policy requirements.
- Provided Plan Check and inspection services as needed.
- Established Interdepartment Development Review Committee (IDRC) for comprehensive review of development projects.
- Successfully processed Oaks Mall renovation project, Hyatt Hotel addition, and Centex Ventu Park project, as well as numerous other development projects.

Objective(s)

- Review projects for compliance with applicable provisions of the Municipal Code and City policy requirements within the time limits established in the Municipal Code and State law. **(Citywide Goal E: Public Infrastructure)**
- Provide plan check and inspection services for approved projects in a professional manner and no later than completion of second plan check by Building Division and within two business days for inspections. **(Citywide Goal E: Public Infrastructure)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Timely review of projects(A)	Met Standard	Met Standard	Meet Standard	Meet Standard	Meet Standard
Timely Review of Project Plan Checks(B)	Met Standard	Met Standard	Meet Standard	Meet Standard	Meet Standard
Timely review of inspections(C)	Met Standard	Met Standard	Meet Standard	Meet Standard	Meet Standard
Number of entitlements processed	264	220	223/167 (9 months)	200	220

Performance Measure Notes

(A)Per time limits established in the Municipal Code and State law.
(B)No later than completion of second Plan Check by Building Division.
(C)No later than three days after request is received.

COMMUNITY DEVELOPMENT

GENERAL FUND
PUBLIC SERVICES

Program Description

To provide a combination of planning and building services including disseminating information to the public and comprehensive review of various types of residential, commercial, and industrial projects while providing exceptional customer service.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 933,875	1,045,487	951,567	983,219
Fringe Benefits	382,761	599,739	436,634	450,729
Maintenance and Operations:				
Supplies and Equipment	20,537	30,900	26,700	24,700
Repairs and Maintenance	2,000	3,600	1,500	1,500
Professional/Contractual Services	5,300	78,307	10,300	10,300
Training and Memberships	3,449	7,200	7,300	6,300
Total Maintenance and Operations	31,286	120,007	45,800	42,800
Total Program Allocations	$ 1,347,922	1,765,233	1,434,001	1,476,748

Budget Variance: FY 2006-07 Professional Services includes a YMCA HUD grant for the Newbury Park Childcare Center for $50,000.

TOTAL ALLOCATED POSITIONS: 12.80

FUNDING SOURCE: This program is funded 100% by General Fund

COMMUNITY DEVELOPMENT

GENERAL FUND
PUBLIC SERVICES
OBJECTIVES & PERFORMANCE MEASURES

Mission

To continue to develop and maintain knowledgeable staff, excellent service attitude, and user-friendly information tools to serve our citizens.

Goal(s)

- Maintain exceptional service delivery, efficiency, and effectiveness to customers with regard to planning and building matters.

Prior Budget Accomplishments

- Provided accurate and timely information at the public counter and on the phone.
- Implemented the Inspector Ride-Along program in 2004.
- Streamlined pool permits process and coordination with Public Works Department.
- Developed updated building and planning handouts for staff and public use.

Objective(s)

- Increase the public's access to planning and building related matters by updating existing handouts and adding to and updating the public website with the latest information, documents, applications, and fees. **(Citywide Goal A: Government Leadership)**
- Provide opportunities to staff for job enhancement by encouraging attendance at seminars, enrollment in college courses, and arranging for facilitators to provide training. **(Citywide Goal J: Succession Planning)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Processed and issued permits	9,293	8,664	8,688	8,700	9,000
Assisted counter customers/phone customers	24,200/20,000	28,720/20,460	26,375/23,976	26,400/25,000	26,500/26,000
Processed PC and Administrative Entitlements/Sign Permits	351/224	285/237	270/270	270/300	270/320
Number of handouts maintained and updated	100	100-120	120-130	130-150	150+
Number of employees receiving consistent training through seminars, college courses, City training courses, etc.(A)	16	16	16	16	16

Performance Measure Notes

(A)Based on current headcount in Permit Process group.

COMMUNITY DEVELOPMENT

GENERAL FUND

CONEJO OPEN SPACE CONSERVATION AGENCY (COSCA)

Program Description

This program administers an open space conservation program through acquisition and management of natural open space, which protects scenic hillside areas, conserves habitat for plants and animals, and provides an important recreational resource in terms of hiking, horseback riding, and bicycling on the open space trail system.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 232,029	194,008	224,219	228,733
Fringe Benefits	78,191	107,892	97,346	99,632
Maintenance and Operations:				
Supplies and Equipment	2,704	3,500	5,900	5,400
Repairs and Maintenance	-	1,000	1,000	1,000
Professional/Contractual Services	164,213	245,900	250,900	245,900
Training and Memberships	2,264	2,200	2,300	2,200
Total Maintenance and Operations	169,181	252,600	260,100	254,500
Capital Improvements	7,438	60,000	60,000	60,000
Total Program Allocations	$ 486,839	614,500	641,665	642,865

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: 2.35

FUNDING SOURCE: This program is funded 100% by General Fund

COMMUNITY DEVELOPMENT

GENERAL FUND
CONEJO OPEN SPACE CONSERVATION AGENCY (COSCA)
OBJECTIVES & PERFORMANCE MEASURES

Mission

To protect natural open space for the people, wildlife, and native plants while also providing opportunities for trail-based outdoor recreation and education.

Goal(s)

- Acquire open space needed to complete the planned ring of open space around Thousand Oaks and meet COSCA and City priorities.
- Provide for open space stewardship in a manner that protects biodiversity and native plant and animal communities.
- Manage the City's trail system in order to provide diverse, enjoyable, and safe recreational opportunities to maximize effectiveness of ongoing open space management activities.

Prior Budget Accomplishments

- Protected 50 acres of land in City's planned ring of open space in the Mount Clef Ridge and Vallecito open space areas through purchase from Ventura County tax sale and private parties.
- Acquired grants from outside sources totaling $500,000 for open space acquisition.
- Provided COSCA Board of Directors, Planning Commission, and City Council with 40 high-quality staff reports.
- Reviewed 360 cases for compliance with applicable provisions of City and COSCA policy requirements.

Additional Accomplishments

- Adopted Good Neighbor Policy (March 2007).
- Developed new Geographic Information System (GIS) for open space planning and management purposes (May 2006 - January 2007).
- Entered into revenue-generating license agreement for wireless facility installation (revenue is $24,000/year).
- Constructed, realigned, or refurbished 47,520 linear feet of open space trails.

Objective(s)

- Provide COSCA Board of Directors with high-quality staff reports and public presentations. **(Citywide Goal A: Government Leadership)**
- Acquire open space parcels via purchase, dedication, or donation. **(Citywide Goal D: Open Space)**
- Maintain and expand Public Trail System. **(Citywide Goal D: Open Space)**
- Provide opportunities for volunteers to participate in open space education and conservation. **(Citywide Goal D: Open Space)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
COSCA staff reports presented to COSCA Board, Planning Commission, or City Council	30	38	40	40	42
Cases reviewed for open space dedication, donation, or purchase	275	229	240	230	230
Linear feet of trails constructed, realigned, or refurbished	31,680	39,600	47,520	52,800	55,440
Volunteer committee meetings and events held	41	44	46	48	50

COMMUNITY DEVELOPMENT

GENERAL FUND
ENVIRONMENTAL SERVICES

Program Description

This program is responsible for requirements imposed on local agencies with respect to environmental reviews that are constantly changing as a result of court interpretations and new administrative regulations. Responsibilities include keeping abreast of environmental laws at all levels of government and fulfilling the goals and objectives of the City's General Plan relating to the preservation and protection of the environment through the review of proposed projects.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 149,236	154,897	162,906	168,231
Fringe Benefits	49,522	82,315	61,759	63,876
Maintenance and Operations:				
Supplies and Equipment	7,271	6,000	5,300	5,300
Professional/Contractual Services	926	4,000	24,500	3,500
Training and Memberships	287	1,500	2,700	2,700
Total Maintenance and Operations	8,484	11,500	32,500	11,500
Total Program Allocations	$ 207,242	248,712	257,165	243,607

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: 1.60

FUNDING SOURCE: This program is funded 100% by General Fund

COMMUNITY DEVELOPMENT

GENERAL FUND
ENVIRONMENTAL SERVICES
OBJECTIVES & PERFORMANCE MEASURES

Mission

To promote and maintain the City's high-degree of environmental quality in compliance with the goals and policies established by the City Council and as set forth in the Thousand Oaks General Plan.

Goal(s)

- Inspire the confidence of the City Council, Planning Commission, and general public in staff's professional judgment, scientific expertise, and knowledge of environmental laws, regulations, and state-of-the-art practices.

Prior Budget Accomplishments

- Completed three Environmental Impact Reports (EIRs) and 15 Negative Declarations (NDs), including the following major projects: 1) Oaks Mall Renovation/Expansion, 2) Amendment 1 to the Seventh-Day Adventist Specific Plan No. 13, 3) Hillside Plan Development (HPD) 2002-80, Michael Dubin, 4) Teen Center Expansion, 5) Home Depot, 6) Humkar Tract 5363, 7) Centex Homes Tract 5377, 8) Centex Homes Tract 5326, 9) Cal U-Rent, and 10) Mass Mutual-Hyatt Hotel Expansion.

Objective(s)

- Complete the environmental review of all discretionary permit applications in a timely and efficient manner in compliance with the California Environmental Quality Act (CEQA) Guidelines, as amended. **(Citywide Goal E: Public Infrastructure)**
- Effectively administer the Community Development Department's mitigation monitoring reporting program and insure that all project-related impacts are either avoided, or effectively reduced to a level of insignificance. **(Citywide Goal E: Public Infrastructure)**
- Interact with other County, State, and Federal regulatory agencies in order to insure the protection of all locally designated "sensitive, threatened, rare, and endangered" species. **(Citywide Goal E: Public Infrastructure)**
- Hire and supervise environmental consultants as necessary, including the review of all work products to insure their technical adequacy and completeness. **(Citywide Goal E: Public Infrastructure)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Total number of EIRs/MNDs/NDs processed during the fiscal year(A)	4 EIRs/9 MNDs/0 NDs	2 EIRs/10 MNDs/2 NDs	2 EIRs/7 MNDs/2 NDs	1 EIR/5 MNDs/2 NDs	1 EIR/5 MNDs/2 NDs
Total number of environmental assessments prepared for CDBG applications(B)	12	12	12	10	10
NEPA Projects(C)	5	10	10	8	8

Performance Measure Notes

(A)EIR = Environmental Impact Report; MND = Mitigated Negative Declaration; ND = Negative Declaration
(B)CDBG = Community Development Block Grant
(C)National Environmental Policy Act

COMMUNITY DEVELOPMENT

GENERAL FUND
GENERAL PLANNING

Program Description

Develop plans, policies, and regulations for managing land use and development.

		Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations					
Salaries	$	136,396	173,902	162,148	167,435
Fringe Benefits		51,078	109,913	66,568	68,685
Maintenance and Operations:					
Supplies and Equipment		1,705	8,200	7,500	7,500
Professional/Contractual Services		1,501	55,800	67,800	26,800
Training and Memberships		1,481	5,400	4,700	4,200
Total Maintenance and Operations		4,687	69,400	80,000	38,500
Total Program Allocations	$	192,161	353,215	308,716	274,620

Budget Variance: Professional Services includes a Housing Element Update and City Attitude Survey in the first budget year and the General Plan Update in the second year.

TOTAL ALLOCATED POSITIONS: 1.50

FUNDING SOURCE: This program is funded 100% by General Fund

COMMUNITY DEVELOPMENT

GENERAL FUND
GENERAL PLANNING
OBJECTIVES & PERFORMANCE MEASURES

Mission

To maintain planning and zoning standards and guidelines to ensure that Thousand Oaks remains a desirable place to live, work, and play.

Goal(s)

- Maintain and periodically update the General Plan.
- Process applications to amend the General Plan, zoning map, and Municipal Code.
- Coordinate with Federal, State, and regional agencies and neighboring jurisdictions concerning growth and development issues.

Prior Budget Accomplishments

- Fiscal Year 2006 General Plan Amendments (Toyota and Transportation Center), Zone Changes (Seventh Day Adventist, Toyota, Transportation Center), and Municipal Code Amendments (Mobile Home Parks).
- Fiscal Year 2007 Zone Changes (Dorriz), Municipal Code Amendments (Grading), and Studies (Regional Housing Needs Assessment and mobile home parks).
- Regional Housing Needs Assessment completed (February 2007).

Objective(s)

- Update the General Plan Housing Element by July 2008. **(Citywide Goal I: Redevelopment)**
- Process Amendments to the General Plan, zoning map, and Municipal Code. **(Citywide Goal E: Public Infrastructure)**
- Conduct special studies and analyses as directed by the City Council. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Conduct Community Attitude Survey by June 2009. **(Citywide Goal A: Government Leadership)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
General Plan Amendments completed	0	2	1	2	2
Zoning and Municipal Code Amendments completed	3	4	5	4	4
Special studies completed	0	1	2	1	1

COMMUNITY DEVELOPMENT

GENERAL FUND
BUILDING SERVICES

Program Description

This program is responsible for building plan review and approval and inspection services for new buildings and additions and alterations to existing buildings within the City.

		Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations					
Salaries	$	1,816,303	1,862,156	2,047,821	2,119,358
Fringe Benefits		799,382	1,205,748	943,501	975,219
Maintenance and Operations:					
Supplies and Equipment		3,267	14,854	8,800	6,300
Repairs and Maintenance		60,854	71,567	70,000	72,000
Professional/Contractual Services		36,461	11,168	2,000	2,000
Utilities		8,311	16,000	10,000	11,700
Training and Memberships		12,614	36,200	41,300	28,300
Asset Replacement Funding		69,904	70,400	43,700	43,700
Total Maintenance and Operations		191,411	220,189	175,800	164,000
Total Program Allocations	$	2,807,096	3,288,093	3,167,122	3,258,577

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: 28.10

FUNDING SOURCE: This program is funded 100% by General Fund

COMMUNITY DEVELOPMENT

GENERAL FUND
BUILDING SERVICES
OBJECTIVES & PERFORMANCE MEASURES

Mission

To protect the public against hazards associated with the construction, use, and occupancy of buildings and to promote energy conservation, provide disabled access, and improve building security through enforcement of adopted building codes.

Goal(s)

- Provide the highest level of plan review and inspection services to our customers through enforcement of adopted building codes.
- Complete plan review services within time limits in applicable community standards.
- Provide timely inspection services in response to customer demand.

Prior Budget Accomplishments

- Provided plan review for numerous projects having a total construction valuation of approximately $340 million.
- Performed approximately 50,000 construction inspections on permitted projects.
- Authorized the issuance of approximately 17,000 permits.
- Provided access to permit information regarding plan examination and inspection status via City's website and an interactive telephone voice response system.

Additional Accomplishments

- Provided technical code-related support for Permit Processing and Code Compliance Divisions.
- Prepared for and responded to emergency situations. Worked with Fire and Public Works Departments to evaluate fire or structural damage or sewer spills.
- Helped to improve records management through use of LaserFiche system.
- Authorized use of several new handouts to help to explain code requirements to the public.

Objective(s)

- Review drawings for compliance with Building, Plumbing, Mechanical, Electrical, Energy Conservation, Disabled Access, and Security Codes prior to permit issuance. **(Citywide Goal C: Public Safety)**
- Inspect construction for compliance with Building, Plumbing, Mechanical, Electrical, Energy Conservation, Disabled Access, and Security Codes prior to building occupancy. **(Citywide Goal C: Public Safety)**
- Prepare Municipal Code Amendment and provide staff training for adoption of new California Building Code in 2008. **(Citywide Goal C: Public Safety)**
- Implement new technology for inspectors to record inspections and improve record-keeping and communication with the public. **(Citywide Goal C: Public Safety)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Timely plan review service(A)	Standard met	Standard met	Meet standard	Meet standard	Meet standard
Timely inspection service(B)	Standard met	Standard met	Meet standard	Meet standard	Meet standard
Number of building inspections	35,098	30,600	30,000	31,000	31,000

Performance Measure Notes

(A)Plan Review Community Standard for large projects-six weeks; small projects-three weeks.
(B)Inspection Community Standard is to provide inspections within 24 hours of the applicant's request.

COMMUNITY DEVELOPMENT

GENERAL FUND
CODE COMPLIANCE

Program Description

Code Compliance enforces the Municipal Code primarily in the areas of property maintenance, unsafe structures/lack of proper building permits, land use/zoning, and oak/landmark trees. Processes permits for special events, filming, block parties, home occupations, mobile business, and temporary uses.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 425,975	451,748	465,797	485,190
Fringe Benefits	201,375	304,423	230,479	237,353
Maintenance and Operations:				
Supplies and Equipment	1,879	5,400	3,900	3,500
Repairs and Maintenance	7,876	16,062	14,500	14,600
Professional/Contractual Services	1,375	8,900	6,400	6,400
Utilities	2,813	2,700	3,500	3,500
Training and Memberships	3,475	13,000	8,900	7,200
Total Maintenance and Operations	17,418	46,062	37,200	35,200
Total Program Allocations	$ 644,768	802,233	733,476	757,743

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: 7.15

FUNDING SOURCE: This program is funded 100% by General Fund

COMMUNITY DEVELOPMENT

GENERAL FUND
CODE COMPLIANCE
OBJECTIVES & PERFORMANCE MEASURES

Mission

To maintain a safe environment and high quality of life through fair and equal enforcement of zoning, building, and public nuisance codes.

Goal(s)

- To achieve compliance with City zoning, building, and public nuisance regulations by emphasizing public education of the requirements.
- To process permit applications in a timely and customer service friendly manner.

Prior Budget Accomplishments

- Conducted information outreach to various Homeowners' Associations and businesses regarding the responsibilities and issues related to Municipal Code compliance.
- Revised Code Compliance brochure providing public information.
- Assigned individual staff to liaison with other Department divisions.

Additional Accomplishments

- Implemented administrative civil penalty procedures.

Objective(s)

- Increase public information by creating handout for on-site residential parking. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Close as many investigations as newly-initiated investigations. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Streamline permit processing through coordination with other City departments. **(Citywide Goal B: Fiscally/Managerially Responsible)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Number of cases opened	962	1,282	1,296	1,310	1,330
Number of cases closed	723	1,636	1,070	1,310	1,330

COMMUNITY DEVELOPMENT

GENERAL FUND

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) PROGRAM

Program Description

Capital improvements and grants to social services providers primarily to benefit lower-income households.

		Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations					
Salaries	$	99,088	107,646	96,435	99,567
Fringe Benefits		41,466	60,890	42,519	43,879
Maintenance and Operations:					
Supplies and Equipment		2,853	8,600	5,000	5,000
Professional/Contractual Services		35,362	40,000	35,500	35,500
Training and Memberships		350	1,500	1,500	1,500
Total Maintenance and Operations		38,565	50,100	42,000	42,000
Charge Backs		(44,313)	(119,700)	(30,600)	(24,700)
Total Program Allocations	$	134,806	98,936	150,354	160,746

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: 1.15

FUNDING SOURCE: This program is funded 100% by General Fund

COMMUNITY DEVELOPMENT

GENERAL FUND
COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) PROGRAM
OBJECTIVES & PERFORMANCE MEASURES

Mission
To provide decent housing, a suitable living environment, and economic opportunities for lower-income persons.

Goal(s)
- Expand affordable housing supply through collaborations with Area Housing Authority and Many Mansions.
- Support infrastructure improvements in Old Town West neighborhood (west of Hampshire Road).
- Partner with non-profit organizations to deliver social services to income-eligible City households.

Prior Budget Accomplishments
- $310,300 to assist commercial revitalization at seven locations primarily on Thousand Oaks Boulevard (on-going).
- $120,000 to develop Old Town West Master Plan as blueprint for future infrastructure improvements (on-going).
- $224,000 in grants to non-profit providers of social services to help meet basic needs of low-income households (on-going).

Additional Accomplishments
- $240,000 grant to Area Housing Authority for acquisition of four Los Feliz Drive lots for future housing construction.
- $336,500 to Area Housing Authority for relocation assistance and clearance at Los Feliz Drive project.

Objective(s)
- Expand supply of affordable housing. **(Citywide Goal G: Multi-jurisdictional Opportunities)**
- Fund infrastructure improvements in Old Town West neighborhood. **(Citywide Goal E: Public Infrastructure)**
- Support grants to social services providers. **(Citywide Goal G: Multi-jurisdictional Opportunities)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Number of affordable units assisted	72	35	175	35	50
Number of commercial locations assisted(A)	7	3	3	0	0
Number of persons receiving services	16,073	17,680	15,000	13,500	12,150
Number of infrastructure improvements(B)	0	31	1	1	1

Performance Measure Notes
(A)Effective Fiscal Year 2007, Commercial Revitalization Program will be funded from Redevelopment Agency budget.
(B)Fiscal Year 2006 Actual (31) refers to new street lights installed in Old Town neighborhoods east and west of Hampshire Road.

COMMUNITY DEVELOPMENT

GENERAL FUND
REDEVELOPMENT AGENCY

Program Description

This cost center accumulates salary and benefit costs for Community Development staff to implement Housing and Redevelopment activities. Costs are charged back to the following three Agency funds: Thousand Oaks Boulevard Redevelopment Project Area Fund, Newbury Road Redevelopment Project Area Fund, and Low/Moderate Income Housing Fund.

		Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations					
Salaries	$	399,126	471,684	551,977	570,086
Fringe Benefits		149,327	256,278	236,620	243,860
Charge Backs		(548,453)	(727,962)	(788,597)	(813,946)
Total Program Allocations	$	-	-	-	-

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: 6.00 (Community Development staff positions charged back to RDA funds)

FUNDING SOURCE: This program is funded 100% by City of Thousand Oaks Redevelopment Agency

COMMUNITY DEVELOPMENT

GENERAL FUND
REDEVELOPMENT AGENCY - STAFFING
OBJECTIVES & PERFORMANCE MEASURES

Mission

To accumulate salary and benefit costs for Community Development staff to implement Housing and Redevelopment activities.

Goal(s)

- See Program Goals in Redevelopment Agency section.

Prior Budget Accomplishments

- See Budget Accomplishments in Redevelopment Agency section.

Objective(s)

- See Specific Objectives in Redevelopment Agency section.

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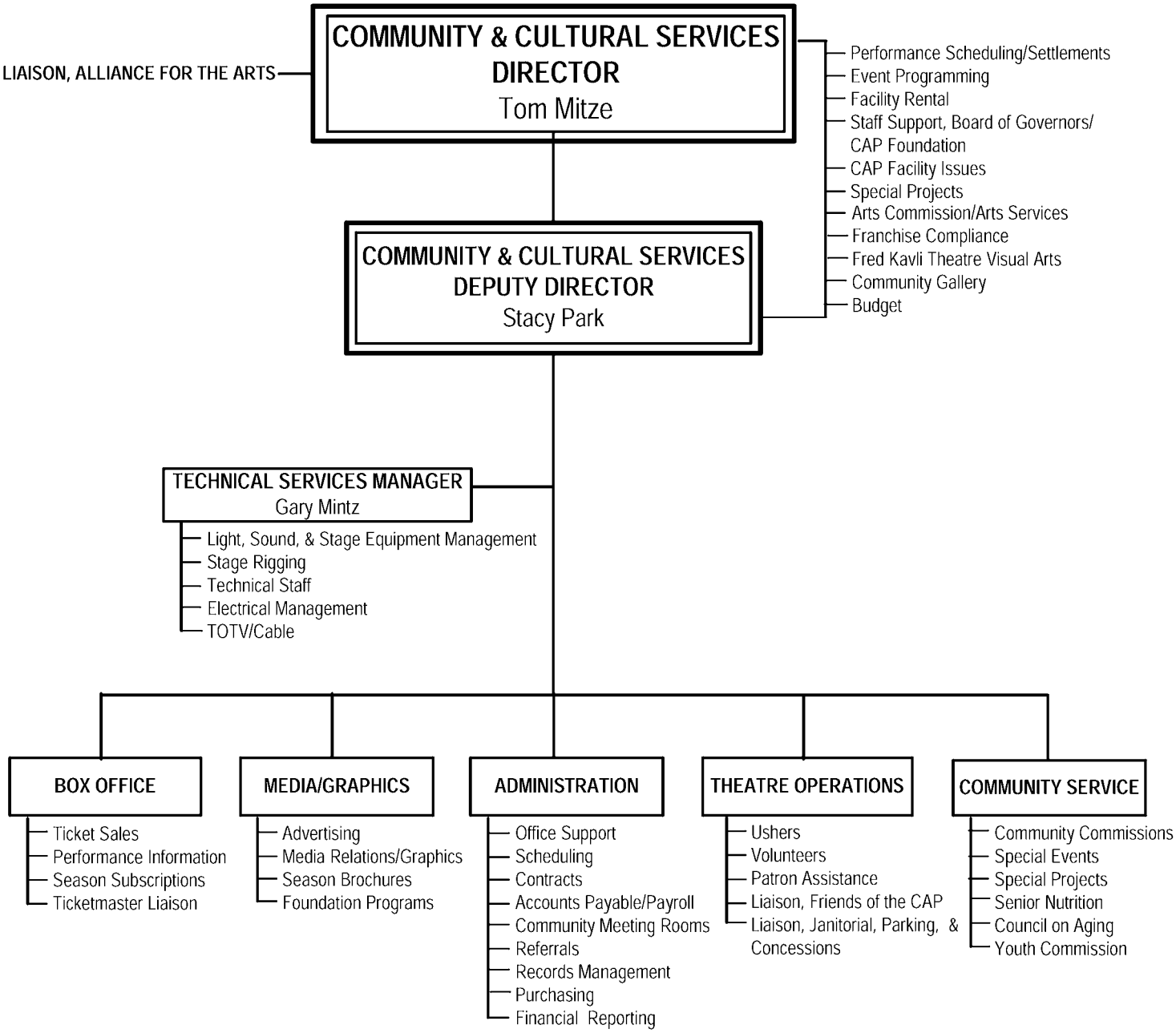
COMMUNITY & CULTURAL SERVICES

COMMUNITY & CULTURAL SERVICES



Total Employees 25

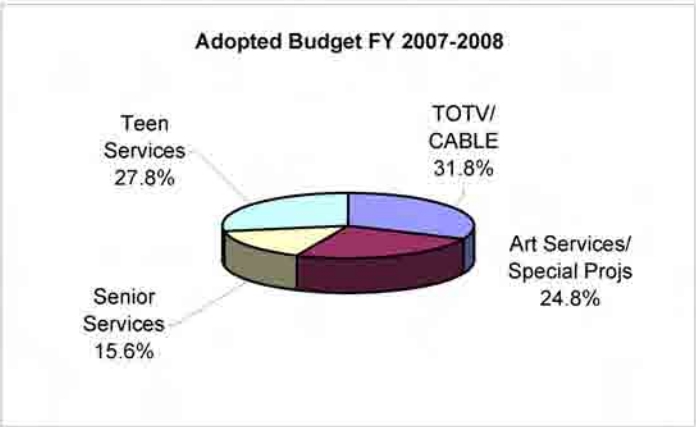
COMMUNITY & CULTURAL SERVICES

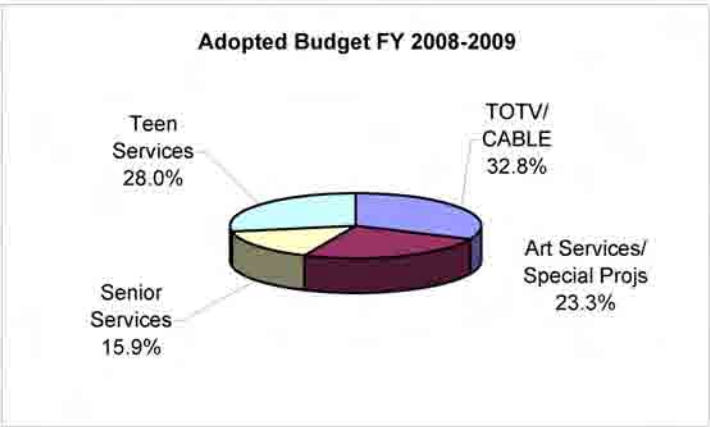
GENERAL FUND
PROGRAMS SUMMARY

Community and Cultural Services Department Mission Statement

To provide extraordinary service, educate, entertain, and enlighten the citizens of Thousand Oaks through exposure to art, music, drama, community, and government meetings and events, and to provide facilities and programs of interest, while serving the needs of seniors and teens in the community.

		Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocation Summary					
TOTV/CABLE	$	906,606	775,925	746,650	759,709
Art Services/Special Projects		363,003	371,635	581,240	537,523
Senior Services		282,701	329,591	365,840	366,341
Teen Services		628,370	660,809	652,793	645,520
Total	$	2,180,680	2,137,960	2,346,523	2,309,093

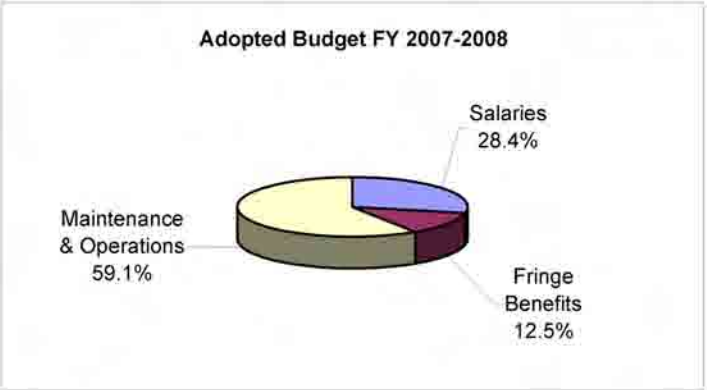


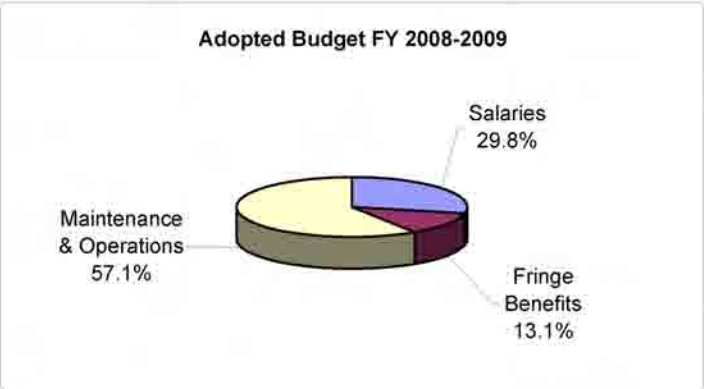


COMMUNITY & CULTURAL SERVICES

GENERAL FUND
ALLOCATION SUMMARY

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 725,179	635,647	665,334	688,474
Fringe Benefits	342,477	364,607	294,358	303,430
Maintenance and Operations:				
Supplies and Equipment	75,854	84,000	108,250	104,150
Repairs and Maintenance	355,187	466,310	516,081	495,439
Professional/Contractual Services	464,348	445,696	610,900	566,000
Utilities	3,527	4,100	7,700	7,700
Insurance and Claims	-	7,400	3,000	3,000
Equipment/Building Rental	355	1,800	2,900	2,900
Training and Memberships	8,100	17,600	23,900	23,900
Asset Replacement Funding	33,223	110,800	114,100	114,100
Total Maintenance and Operations	940,594	1,137,706	1,386,831	1,317,189
Capital Outlay:				
Capital Outlay	337,502	180,000	-	-
Use of Asset Replacement	(165,072)	(180,000)	-	-
Total Capital Outlay	172,430	-	-	-
Total Program Allocations	$ 2,180,680	2,137,960	2,346,523	2,309,093





COMMUNITY & CULTURAL SERVICES

GENERAL FUND
TOTV/CABLE

Program Description

Provide information concerning the operations and deliberations of City government and programming of regional interest. Administration of cable franchise agreements including compliance issues such as citizen concerns and public access support, franchise renewals and transfers.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 388,522	370,119	378,297	388,580
Fringe Benefits	178,063	202,110	161,303	165,679
Maintenance and Operations:				
Supplies and Equipment	34,552	28,300	39,150	37,550
Repairs and Maintenance	4,279	12,600	9,400	9,400
Professional/Contractual Services	93,046	49,496	35,200	35,200
Utilities	217	600	1,400	1,400
Equipment/Building Rental	200	1,500	2,000	2,000
Training and Memberships	5,357	8,000	9,100	9,100
Asset Replacement Funding	29,940	103,200	110,800	110,800
Total Maintenance and Operations	167,591	203,696	207,050	205,450
Capital Outlay:				
Capital Outlay	337,502	180,000	-	-
Use of Asset Replacement	(165,072)	(180,000)	-	-
Total Capital Outlay	172,430	-	-	-
Total Program Allocations	$ 906,606	775,925	746,650	759,709

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: 5.35

FUNDING SOURCE: This program is funded 100% by General Fund

COMMUNITY & CULTURAL SERVICES

GENERAL FUND
TOTV/CABLE
OBJECTIVES & PERFORMANCE MEASURES

Mission

To operate, for the benefit of the residents of Thousand Oaks, as a source of information on the operations of local government in an accurate and non-editorial manner utilizing the latest technologies and resources. To provide residents with quality cable television service through enforcement of cable television franchise obligations.

Goal(s)

- Provide residents with a wide range of programming focusing on community events and interests, and gavel-to-gavel coverage of televised public meetings.
- Upgrade of TOTV and public meeting rooms to a digital broadcast standard.
- Monitor compliance with cable television franchise and provide assistants to residents with cable television concerns.

Prior Budget Accomplishments

- Cablecast 81 public meetings and produced and aired 54 original programs; acquired and aired over 300 hours of new programming from various sources.
- Processed 1,561 new Bulletin Board messages.
- Installed and implemented state-of-the-art video server playback system.
- Installed and implemented Granicus system allowing video streaming of public meetings.

Additional Accomplishments

- Processed and successfully resolved over 400 resident cable concerns.
- Granted cable television franchise to Verizon to make Fiber-To-The-Premise (FTTP) service available to residents Citywide.
- Upgraded and refurbished boardroom video system to a digital standard (Spring 2007).

Objective(s)

- Upgrade and refurbishment of Scherr Forum video system. **(Citywide Goal E: Public Infrastructure)**
- Installation of video studio in TOTV. **(Citywide Goal E: Public Infrastructure)**
- Upgrade of TOTV infrastructure to digital standard. **(Citywide Goal E: Public Infrastructure)**
- Initiate cable franchise renewal proceedings for Time Warner/Charter. **(Citywide Goal A: Government Leadership)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Produced productions(A)	N/A	135	140	145	145
Processed Bulletin Board messages(A)	N/A	1,561	1,600	1,650	1,650
Public meeting replays as scheduled	N/A	99%+	99%+	99%+	99%+
Hours of programming from other sources	N/A	300/hours	300/hours	325/hours	350/hours
Cable concerns successfully processed(B)	N/A	N/A	350	200	200

Performance Measure Notes

(A)Reporting is based on calendar year reporting January 1 - December 31, including public meetings based on equipment failure/human error and not pre-emption due to other scheduled/unscheduled programming.
(B)Goal is a reduction in citizen concerns through enforcement and education.

COMMUNITY & CULTURAL SERVICES

GENERAL FUND
ART SERVICES/SPECIAL PROJECTS

Program Description

Responsible for promoting cultural development for the City. Additional responsibilities include meeting room coordination, provide liaison support to the Alliance for the Arts and Discovery Center project.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 212,435	190,412	205,647	211,990
Fringe Benefits	113,191	111,723	91,293	93,633
Maintenance and Operations:				
Supplies and Equipment	19,211	34,100	34,400	31,900
Repairs and Maintenance	180	2,500	3,600	3,600
Professional/Contractual Services	12,193	17,000	226,500	176,600
Utilities	3,310	3,500	6,300	6,300
Insurance and Claims	-	7,400	3,000	3,000
Equipment/Building Rental	-	-	500	500
Training and Memberships	2,483	5,000	10,000	10,000
Total Maintenance and Operations	37,377	69,500	284,300	231,900
Total Program Allocations	$ 363,003	371,635	581,240	537,523

Budget Variance: Professional Services increase due to Arts "Issues & Strategies" and Discovery Center consultant costs.

TOTAL ALLOCATED POSITIONS: 2.25

FUNDING SOURCE: This program is funded 100% by General Fund

COMMUNITY & CULTURAL SERVICES

GENERAL FUND
ART SERVICES/SPECIAL PROJECTS
OBJECTIVES & PERFORMANCE MEASURES

Mission
To enhance the overall quality of life for residents through cultural arts programs.

Goal(s)
- Provide residents with a wide range of cultural arts activities and special events through performing arts productions, visual arts, exhibition festivals, and multi-media opportunities.

Prior Budget Accomplishments
- Planned and coordinated four art exhibitions in the Fred Kavli Theatre Art Gallery.
- Scheduled approximately 600 events in community meeting rooms/park areas.
- Coordinated 12 art exhibitions at the Community Gallery.
- Planned and organized volunteer recognition event for citizens active in art activities.

Objective(s)
- Select a qualified consultant to provide recommendations on "Art Issues & Strategies" by June 2008. **(Citywide Goal G: Multi-jurisdictional Opportunities)**
- Work with Discovery Center Board and City Manager to contract for a Project Director. **(Citywide Goal G: Multi-jurisdictional Opportunities)**
- Plan and organize an international art exhibition in the Fred Kavli Theatre Art Gallery. **(Citywide Goal F: Cultural Programs)**
- Enhance City's art collection through additional donations/purchases. **(Citywide Goal F: Cultural Programs)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Number of art exhibitions-Kavli/number of attendees	N/A	4/600	4/650	4/450	4/700
Number of art exhibitions/T.O. Community Gallery	N/A	12	14	14	14
Number of meetings scheduled in meeting rooms	N/A	600	600	600	600
Number of art purchases/donation requests	N/A	3	5	6	6

COMMUNITY & CULTURAL SERVICES

GENERAL FUND
SENIOR SERVICES

Program Description

This program is responsible for the Council on Aging and Senior Nutrition Programs.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 62,112	37,558	40,695	43,952
Fringe Benefits	25,613	25,387	20,881	22,059
Maintenance and Operations:				
Supplies and Equipment	5,550	5,800	7,400	7,400
Repairs and Maintenance	189,186	248,046	282,864	278,930
Professional/Contractual Services	109	10,700	11,700	11,700
Equipment/Building Rental	1	-	-	-
Training and Memberships	130	2,100	2,300	2,300
Total Maintenance and Operations	194,976	266,646	304,264	300,330
Total Program Allocations	$ 282,701	329,591	365,840	366,341

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: 0.55

FUNDING SOURCE: This program is funded 100% by General Fund

COMMUNITY & CULTURAL SERVICES

GENERAL FUND
SENIOR SERVICES
OBJECTIVES & PERFORMANCE MEASURES

Mission
To facilitate programs for the benefit and well-being of the Thousand Oaks senior adult community.

Goal(s)
- Improve the quality of life for the senior adult community through greater awareness of the programs and resources available.

Prior Budget Accomplishments
- Provided information to the senior adult community on pertinent issues through symposiums.
- Increased participation in the Senior Nutrition Program.
- Recognized the efforts of senior advocates through the annual Senior of the Year Banquet.

Objective(s)
- Increase awareness of the needs of the senior adult community through monthly outreach programs. **(Citywide Goal F: Cultural Programs)**
- Insure a quality, nutritious lunch for eligible seniors. **(Citywide Goal F: Cultural Programs)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Monthly Council on Aging meetings/symposium	20	20	20	20	20
Number of meals served at Senior Nutrition Program	5,200	9,973	1,100	1,200	1,200
Special events/outreach(A)	1	1	3	3	3

Performance Measure Notes
(A)Special events include Senior of the Year, Senior Summit, and Senior Festival.

COMMUNITY & CULTURAL SERVICES

GENERAL FUND
TEEN SERVICES

Program Description

This program is responsible for Youth Commission activities and for providing oversight to the Teen Center.

		Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations					
Salaries	$	62,110	37,558	40,695	43,952
Fringe Benefits		25,610	25,387	20,881	22,059
Maintenance and Operations:					
Supplies and Equipment		16,541	15,800	27,300	27,300
Repairs and Maintenance		161,542	203,164	220,217	203,509
Professional/Contractual Services		359,000	368,500	337,500	342,500
Equipment/Building Rental		154	300	400	400
Training and Memberships		130	2,500	2,500	2,500
Asset Replacement Funding		3,283	7,600	3,300	3,300
Total Maintenance and Operations		540,650	597,864	591,217	579,509
Total Program Allocations	$	628,370	660,809	652,793	645,520

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: 0.55

FUNDING SOURCE: This program is funded 100% by General Fund

COMMUNITY & CULTURAL SERVICES

GENERAL FUND
TEEN SERVICES
OBJECTIVES & PERFORMANCE MEASURES

Mission

To facilitate programs and services for the benefit and well-being of Thousand Oaks youth.

Goal(s)

- Provide the youth of the community with enjoyable programs and special event activities and inform the youth of activities and services available through guest speakers and campus reports from local schools.

Prior Budget Accomplishments

- Continued implementation of Youth Master Plan activities, including Youth Summit.
- Organized special events including Therapeutic Dance and Youth Recognition Awards Ceremony.

Objective(s)

- Increase Therapeutic Dance attendance by 10%. **(Citywide Goal F: Cultural Programs)**
- Increase awareness of activities and programs available. **(Citywide Goal F: Cultural Programs)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Number of special events/attendance	4/855	4/721	4/850	4/800	4/800
Number of commission meetings/speakers	20/5	20/5	20/5	20/5	20/5

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PUBLIC WORKS

PUBLIC WORKS

PUBLIC WORKS DIRECTOR
Mark D. Watkins

DEPUTY PUBLIC WORKS DIRECTOR
Jay Spurgin

ADMINISTRATIVE SUPPORT

CONSTRUCTION & RIGHT-OF-WAY MANAGER
Tom Pizza

- Construction Management
- Encroachment Permitting
- Inspection
- Pavement Management
- Right-of-Way Management
- Street Lights
- Undergrounding
- Utility Company Coordination

DEVELOPMENT SERVICES MANAGER
Mohammad Fatemi

- Back Flow Program
- Easements
- Flood Plain Management
- Grading, Paving, Utility Permits
- Lighting & Landscape Assessment Districts
- Plan Checking
- Project Conditioning
- Public Counter

MUNICIPAL SERVICE CENTER SUPERINTENDENT
Bob Miller

- Bus, Thousand Oaks Transit
- Bus, VISTA
- Dial-A-Ride
- Fleet Services
- Graffiti Removal
- Municipal Service Center Operations
- Roads
- School Crossing Guard Program
- Street Trees/Landscape
- Street Sweeping
- Storm Drain Maintenance
- Traffic Signal Maintenance
- Wastewater Lines
- Water Storage & Distribution

RESOURCE DIVISION MANAGER
JoAnne Kelly

- Animal Control
- Business Management
- Community Enhancement Program
- Household Hazardous Waste
- Industrial Waste Inspection
- Legislation
- Recycling
- Solid Waste
- Stormwater Quality
- Water Conservation
- Water Quality

EMERGENCY PREPAREDNESS PROGRAM
Grahame Watts

- City Emergency Preparedness and Response
- Emergency Operations Center Management
- Emergency Response Employee Training
- State/Federal (FEMA) Grants Coordination

ENGINEERING SERVICES MANAGER
Dean Morales

- ADA Improvements
- Capital Project Design
- GIS – Public Works
- General Engineering Support
- Infrastructure Atlases
- Specifications
- Wastewater Regulatory Management

TRAFFIC ENGINEERING MANAGER
John Helliwell

- Bicycle Facilities
- Congestion Management Plan
- Federal Transportation Funding
- Traffic Calming
- Traffic Conditions, Traffic Counts, Speed Surveys
- Traffic Control, Oversized Vehicle Permits
- Traffic Control Plans
- Traffic Signal Implementation & Operations
- Traffic & Transportation Advisory Commission
- Transportation Demand Management

WASTEWATER TREATMENT PLANT SUPERINTENDENT
Chuck Rogers

- Renewable Energy
- State-Certified Laboratory
- Wastewater Treatment Plant Operations

Total Employees 216

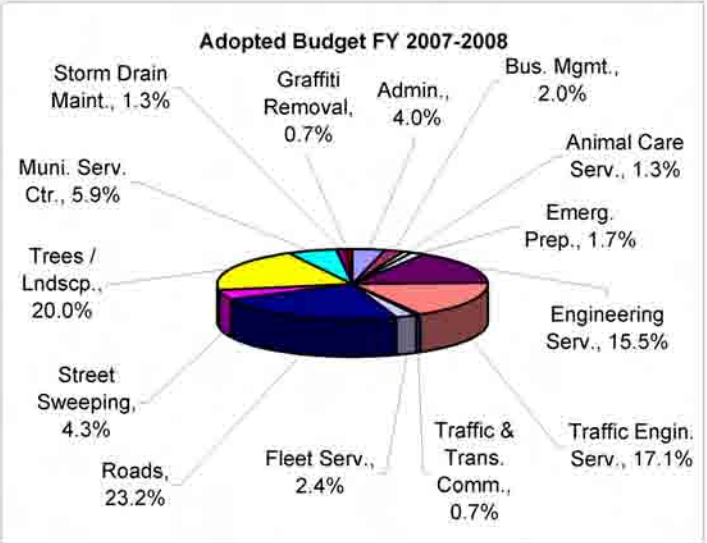
PUBLIC WORKS

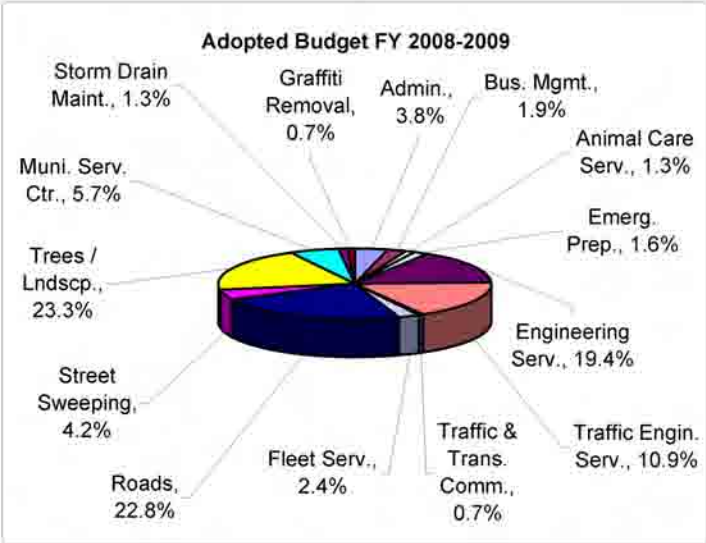
GENERAL FUND
PROGRAMS SUMMARY

Public Works Department Mission Statement

To provide quality and responsive services to the citizens of Thousand Oaks through superior engineering, maintenance, operations, and administrative services that incorporate outstanding customer service and integrity in a safe, cost-effective, and environmentally-responsible manner.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocation Summary				
Administration	$ 591,115	687,327	613,590	629,022
Business Management	246,488	298,817	300,922	309,792
Animal Care & Control Services	155,749	204,421	206,073	207,972
Emergency Preparedness	151,533	243,201	255,597	256,809
Engineering Services	1,848,679	2,522,308	2,395,391	3,185,701
Traffic Engineering Services	1,385,130	1,879,898	2,642,903	1,789,889
Traffic & Transportation Advisory Commission	63,935	81,485	112,039	115,460
Fleet Services	262,512	345,253	376,512	395,806
Roads	2,918,515	3,585,522	3,583,324	3,739,377
Street Sweeping	628,766	581,338	657,412	686,630
Street Trees/Landscape	1,996,768	2,719,065	3,092,077	3,817,861
Municipal Service Center	708,763	933,502	907,649	940,783
Storm Drain Maintenance	110,994	149,412	206,556	212,599
Graffiti Removal	111,115	92,093	111,381	120,527
Total	$ 11,180,062	14,323,642	15,461,426	16,408,228

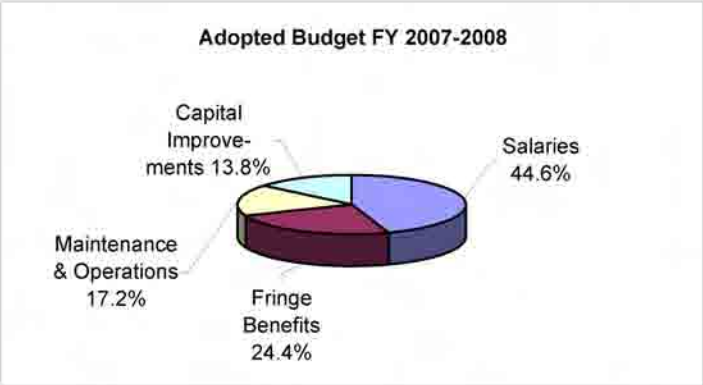


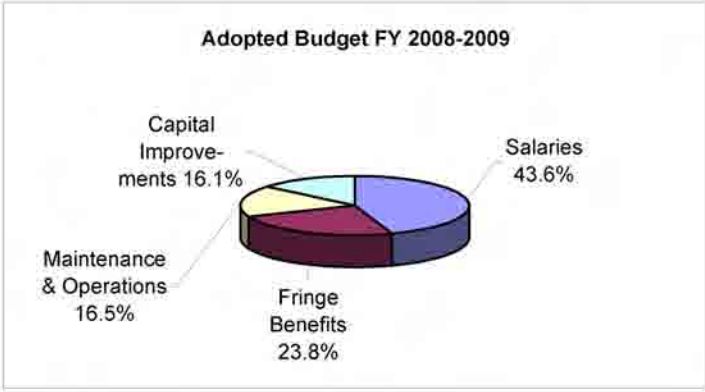


PUBLIC WORKS

GENERAL FUND
ALLOCATION SUMMARY

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 5,983,228	6,488,294	6,902,185	7,154,438
Fringe Benefits	3,042,668	4,501,175	3,775,341	3,902,090
Maintenance and Operations:				
Supplies and Equipment	575,813	618,629	740,900	680,900
Repairs and Maintenance	2,022,238	2,003,692	2,130,400	2,169,700
Professional/Contractual Services	741,122	1,223,733	1,236,000	1,193,600
Utilities	495,774	477,800	508,900	514,500
Equipment/Building Rental	17,024	20,400	25,700	25,700
Training and Memberships	39,536	59,700	87,900	83,100
Asset Replacement Funding	501,780	639,700	657,600	803,000
Total Maintenance and Operations	4,393,287	5,043,654	5,387,400	5,470,500
Charge Backs	(2,442,289)	(2,766,500)	(2,722,500)	(2,761,000)
Capital Outlay:				
Capital Outlay	351,405	1,044,778	917,250	286,260
Use of Asset Replacement	(351,405)	(648,478)	(917,250)	(286,260)
Total Capital Outlay	-	396,300	-	-
Capital Improvements	203,168	660,719	1,279,000	1,922,200
Maintenance Improvements	-	-	840,000	720,000
Total Program Allocations	$ 11,180,062	14,323,642	15,461,426	16,408,228





PUBLIC WORKS

GENERAL FUND
ADMINISTRATION

Program Description

Administration provides overall management of Public Works Department, customer service/counter assistance, and administrative assistance to the Director and Department staff.

		Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations					
Salaries	$	371,647	362,244	375,512	389,104
Fringe Benefits		182,986	270,060	186,278	192,218
Maintenance and Operations:					
Supplies and Equipment		25,218	31,523	32,000	32,300
Repairs and Maintenance		4,566	7,300	6,200	6,500
Professional/Contractual Services		20	1,000	500	500
Utilities		595	1,200	1,000	1,300
Training and Memberships		4,106	8,800	12,100	7,100
Asset Replacement Funding		1,977	5,200	-	-
Total Maintenance and Operations		36,482	55,023	51,800	47,700
Total Program Allocations	$	591,115	687,327	613,590	629,022

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: 5.20

FUNDING SOURCE: This program is funded 100% by General Fund

PUBLIC WORKS

GENERAL FUND
ADMINISTRATION
OBJECTIVES & PERFORMANCE MEASURES

Mission
To provide excellent customer service to the public and responsive administrative support to Department staff.

Goal(s)
- Provide exceptional customer service to internal and external customers.
- Process all documents accurately, professionally, and in a timely manner.
- Provide superior administrative support to Department staff.

Prior Budget Accomplishments
- Processed 185 Council items in 2006.
- Responded to and closed 80 referrals in 2006.
- Legally destroyed 115 files in 2006.

Additional Accomplishments
- Supported ten Traffic Commission meetings in 2006.

Objective(s)
- Provide administrative support for Traffic Commission. **(Citywide Goal C: Public Safety)**
- Provide administrative support for City Council agenda items. **(Citywide Goal A: Government Leadership)**
- Provide front counter customer service. **(Citywide Goal A: Government Leadership)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Process referrals within assigned timeframe(A)	N/A	N/A	95%/100%	95%	95%
Budget expenditure compliance by program	95.4%	95.7%	95%/100%	95%	95%

Performance Measure Notes
(A)Referrals forwarded to appropriate staff once received from City Manager's Office.

PUBLIC WORKS

GENERAL FUND
BUSINESS MANAGEMENT

Program Description

This program manages the Department's business functions, including accounting, purchasing, budget preparation and monitoring, user fees, and related fiscal functions.

		Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations					
Salaries	$	175,498	187,407	194,318	200,618
Fringe Benefits		69,689	110,010	104,304	106,874
Maintenance and Operations:					
Supplies and Equipment		10	200	100	100
Utilities		-	-	200	200
Training and Memberships		1,291	1,200	2,000	2,000
Total Maintenance and Operations		1,301	1,400	2,300	2,300
Total Program Allocations	$	246,488	298,817	300,922	309,792

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: 2.85

FUNDING SOURCE: This program is funded 100% by General Fund

PUBLIC WORKS

GENERAL FUND
BUSINESS MANAGEMENT
OBJECTIVES & PERFORMANCE MEASURES

Mission

To manage the Department's fiscal matters in an efficient and cost effective manner.

Goal(s)

- Provide fiscal oversight of the Department's operating and capital budgets, and provide accurate and timely processing of financial information.
- Process invoices received for payment prior to their due dates to ensure eligibility for prompt payment discounts and avoid late charges.
- Monitor legislation on a routine basis and prepare position reports for City Manager's review.

Prior Budget Accomplishments

- Completed budget preparation and User Fee revisions on schedule for Council approval.
- Streamlined purchase requisition approval process by implementing automatic E-Mail notification for the Department.

Objective(s)

- Coordinate budget preparation and User Fee revisions for Fiscal Year 2007-08 and Fiscal Year 2008-09. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Track and make recommendations on legislation affecting the Department's operations and management. **(Citywide Goal B: Fiscally/Managerially Responsible)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Adopt two-year Budget/User Fees	Budget/User Fees adopted June 2005	N/A	Adopt Budget/User Fees June 2007	N/A	Adopt Budget/User Fees June 2009
Monthly reporting of Operating Budget and Capital Projects	100%	100%	100%	100%	100%

PUBLIC WORKS

GENERAL FUND
ANIMAL CARE & CONTROL SERVICES

Program Description

Animal Care and Control Services provides animal-related services to citizens and animal welfare services to domestic pets and City wildlife.

		Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations					
Salaries	$	36,967	38,464	40,457	41,775
Fringe Benefits		12,904	20,935	29,916	30,497
Maintenance and Operations:					
Supplies and Equipment		-	900	700	700
Professional/Contractual Services		105,878	144,122	135,000	135,000
Total Maintenance and Operations		105,878	145,022	135,700	135,700
Total Program Allocations	$	155,749	204,421	206,073	207,972

Budget Variance: Contract amount is estimated by County of Los Angeles Animal Care and Control.

TOTAL ALLOCATED POSITIONS: 0.50

FUNDING SOURCE: This program is funded 100% by General Fund

PUBLIC WORKS

GENERAL FUND
ANIMAL CARE & CONTROL SERVICES
OBJECTIVES & PERFORMANCE MEASURES

Mission
To provide animal-related services, as mandated by law, in a timely and responsible manner.

Goal(s)
- Provide animal-related services mandated by law and create an awareness among citizens of the services available to them.

Prior Budget Accomplishments
- Continuously monitored performance of the Los Angeles County Animal Care and Control contract with the City for compliance with contract provisions.
- Adoption services continued to place a large number of stray animals in new homes.
- Educated citizens about Animal Care and Control laws and services via City website and through daily contact with field officers.

Objective(s)
- Stay within budget for contract services. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Comply with State laws regarding animals. **(Citywide Goal C: Public Safety)**
- Promote awareness of animal-related services among citizens. **(Citywide Goal A: Government Leadership)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Stay within budget for contract services	Cost was $94,894	Cost was $105,878	Estimate $125,000	Budget $135,000	Budget $135,000
Compliance with licensing/number of licenses	13,083 licenses	12,691 licenses	13,000 licenses	13,000 licenses	13,000 licenses
Compliance with all services and terms as stated in contract	Full compliance	Full compliance	Full compliance	Continued compliance	Continued compliance

PUBLIC WORKS

GENERAL FUND
EMERGENCY PREPAREDNESS

Program Description

This program is responsible for coordinating with County Office of Emergency Services, Police Department, Fire Protection District, and all City departments in preparing and training for City's overall response to emergencies.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 81,090	88,528	112,731	115,927
Fringe Benefits	29,669	48,721	41,666	42,982
Maintenance and Operations:				
Supplies and Equipment	19,212	60,400	48,300	36,300
Repairs and Maintenance	890	4,000	3,000	3,300
Professional/Contractual Services	4,476	16,852	27,600	27,600
Utilities	8,546	4,800	9,000	9,000
Training and Memberships	3,287	5,300	5,700	5,700
Asset Replacement Funding	4,363	1,600	7,600	16,000
Total Maintenance and Operations	40,774	92,952	101,200	97,900
Capital Outlay:				
Capital Outlay	-	13,000	40,000	-
Use of Asset Replacement	-	-	(40,000)	-
Total Capital Outlay	-	13,000	-	-
Total Program Allocations	$ 151,533	243,201	255,597	256,809

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: 1.00

FUNDING SOURCE: This program is funded 100% by General Fund

PUBLIC WORKS

GENERAL FUND
EMERGENCY PREPAREDNESS
OBJECTIVES & PERFORMANCE MEASURES

Mission

To prepare for emergencies in a coordinated effort with County Office of Emergency Services (OES), Police, and Ventura County Fire Protection District.

Goal(s)

- Further expand capabilities and use of City Hall Emergency Operations Center (EOC) for City, Police, and Fire training needs.
- Continue to train City staff in emergency State Emergency Management System (SEMS) and National Incident Management System (NIMS) operations.
- Respond effectively to emergencies in coordination with County OES, Police, and Fire Protection District.

Prior Budget Accomplishments

- Completed construction of City Hall EOC and activated EOC during declared emergency (Topanga Fires).
- Utilized EOC training room for six Community Emergency Response Team (CERT) classes and monthly American Red Cross CPR/First Aid Classes for general public.
- Completed State required employee emergency response training (SEMS/NIMS).
- Completed annual table top emergency response exercise.

Additional Accomplishments

- Expanded CERT program in coordination with Ventura County Fire Protection District; graduated 100 residents.
- Completed Hazard Mitigation Plan and updated Multi-Hazard Functional Plan.
- Completed installation of American Red Cross satellite office and training program at Civic Arts Plaza.
- Updated emergency preparedness website and installed video conferencing system in City Hall EOC.

Objective(s)

- Complete EOC key staff and basic training for all City employees. **(Citywide Goal C: Public Safety)**
- Complete City EOC activation exercise and participate in County emergency exercise. **(Citywide Goal C: Public Safety)**
- Partner with County OES, Police, and Fire to increase use of EOC for classroom/emergency response training for CERT, Disaster Assistance Response Team (DART), Radio Amateur Civil Emergency Service (RACES), and American Red Cross. **(Citywide Goal C: Public Safety)**
- Install permanent radio communications system in EOC, at an estimated cost of $50,000, by June 2009. **(Citywide Goal C: Public Safety)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Provide refresher emergency response training for all City staff	2	2	2	90% of Full Time City staff	90% of Full Time City staff
Conduct Emergency Response exercises for City Emergency Response Team	1	1	2	2	2
Coordinate City Disaster Task Force meetings	N/A(A)	N/A(A)	2 meetings	6 meetings	6 meetings

Performance Measure Notes

(A)Task Force was not in existence in Fiscal Year 2005 and Fiscal Year 2006.

PUBLIC WORKS

GENERAL FUND
ENGINEERING SERVICES

Program Description

Engineering Services ensures compliance with City development regulations, proper construction of development projects, and permitted projects within City as well as planning, engineering, and construction of public improvement projects as described in Capital Improvement Program Budget.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 930,731	1,049,119	1,201,049	1,253,840
Fringe Benefits	422,900	692,757	530,042	548,961
Maintenance and Operations:				
Supplies and Equipment	8,679	15,646	21,600	20,500
Repairs and Maintenance	22,709	39,024	33,700	33,900
Professional/Contractual Services	218,246	231,407	206,200	205,200
Utilities	26,083	2,400	6,700	7,000
Equipment/Building Rental	1,088	-	1,000	1,000
Training and Memberships	13,387	16,800	33,100	33,300
Asset Replacement Funding	30,790	33,500	17,000	17,000
Total Maintenance and Operations	320,982	338,777	319,300	317,900
Charge Backs	(222)	-	-	-
Capital Improvements	174,288	441,655	125,000	965,000
Maintenance Improvements	-	-	220,000	100,000
Total Program Allocations	$ 1,848,679	2,522,308	2,395,391	3,185,701

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: 14.60

FUNDING SOURCE: This program is funded 100% by General Fund

PUBLIC WORKS

GENERAL FUND
ENGINEERING SERVICES
OBJECTIVES & PERFORMANCE MEASURES

Mission
Efficient and safe design and construction of development and capital infrastructure.

Goal(s)
- Design and construct public infrastructure in compliance with City codes and standards.
- Administer Capital Improvement Program (CIP) to improve, expand, maintain, rehabilitate, and enhance existing City infrastructure assets.
- Continue safe and efficient use of City rights-of-way through planning and permitting.

Prior Budget Accomplishments
- Capital projects designed and constructed.
- Development projects conditioned, plan checked, permitted, inspected, and accepted.
- Rights-of-way efficiently managed, including abandonments, street name changes, and permits issued.
- Storm drain master plan and Geographic Information System (GIS) atlas completed.

Additional Accomplishments
- Flood plain Letter of Map Amendment approved by Federal Emergency Management Agency (FEMA).

Objective(s)
- Administer CIP efficiently. **(Citywide Goal E: Public Infrastructure)**
- Condition, plan check, and inspect development projects to meet City codes and standards. **(Citywide Goal E: Public Infrastructure)**
- Manage rights-of-way to protect City's interest and ensure public safety and convenience. **(Citywide Goal E: Public Infrastructure)**
- GIS atlas updated every six months. **(Citywide Goal E: Public Infrastructure)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Capital projects adhere to adopted CIP schedules	N/A	N/A	N/A	90%	90%
Development plan check turn-around within three weeks	N/A	N/A	N/A	90%	90%
Inspections performed within 24 hours of request	N/A	N/A	N/A	90%	90%

PUBLIC WORKS

GENERAL FUND
TRAFFIC ENGINEERING SERVICES

Program Description

This program responds to citizen traffic and transportation concerns. This program is also responsible for providing safe and convenient movement of traffic at the City's 133 signalized intersections, and providing cost effective, safe, and efficient roadway and traffic control systems.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 893,248	953,216	889,303	917,394
Fringe Benefits	302,917	406,762	309,900	319,695
Maintenance and Operations:				
Supplies and Equipment	34,831	17,000	57,000	57,000
Repairs and Maintenance	13,658	9,100	14,200	14,300
Professional/Contractual Services	81,095	262,448	110,200	95,200
Utilities	24,218	17,800	25,100	25,100
Training and Memberships	8,267	9,600	11,200	11,200
Asset Replacement Funding	1,924	4,000	-	-
Total Maintenance and Operations	163,993	319,948	217,700	202,800
Capital Improvements	24,972	199,972	976,000	100,000
Maintenance Improvements	-	-	250,000	250,000
Total Program Allocations	$ 1,385,130	1,879,898	2,642,903	1,789,889

Budget Variance: Supplies increase primarily due to overhead street sign costs. Professional Services fees reduced in FY 2008, primarily due to a reduction in traffic study costs.

TOTAL ALLOCATED POSITIONS: 7.80

FUNDING SOURCE: This program is funded 100% by General Fund

PUBLIC WORKS

GENERAL FUND
TRAFFIC ENGINEERING SERVICES
OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide Traffic Engineering Services and recommendations for City transportation systems and roadways for the safe and convenient mobility of people, goods, and services.

Goal(s)

- Manage electronic traffic signals and traffic control devices to ensure maximum safety and convenience for the majority of road users including motorists, pedestrians, bicyclists, and equestrians.
- Conduct advanced traffic and transportation system review and planning to meet the mobility needs for current and future roadway conditions.
- Recommend and implement improvements for safety and congestion reduction in residential and school areas and major arterial roadways that connect to State freeways.

Prior Budget Accomplishments

- Completed battery backup systems at all City signalized intersections to provide temporary power during outages.
- Completed plans to interconnect traffic signal coordination systems along major arterial routes.
- Completed approved recommendations based on reasonable citizen requests for stop sign control, signal installations and modifications, striping changes, new traffic warning signs, bike route systems, and on-street parking provisions.
- Completed analysis of new development traffic impacts on City circulation system and imposed requirements to mitigate adverse impacts to maintain and improve acceptable levels of service.

Additional Accomplishments

- Completed design of the 2006 Traffic Signal Installation Project.
- Completed traffic control for Camino Manzanas.
- Received approval of grant for "Safe Routes to School" funding for lighted crosswalk for Wildwood School.
- Completed intersection level of service reports for the Countywide Congestion Management Plan.

Objective(s)

- Receive and respond to citizen traffic concerns promptly. **(Citywide Goal C: Public Safety)**
- Initiate ten traffic impact studies and evaluations with mitigation. **(Citywide Goal E: Public Infrastructure)**
- Review school traffic issues at City's 35 schools. **(Citywide Goal C: Public Safety)**
- Install traffic signals along Erbes Road to mitigate congestion and improve mobility of traffic. **(Citywide Goal E: Public Infrastructure)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Research and respond to citizen traffic concerns within three weeks	70%	80%	80%	85%	85%
Install video detection at all City traffic signals	15 intersections	20 intersections	20 intersections	20 intersections	20 intersections
Install new traffic signals from Traffic Signal Master Plan	7 signals installed	9 signals installed	6 signals installed	Install 1 signal	Install 1 signal
Provide new miles of bike lanes	1 mile of bike lane striped	1 mile of bike lane striped	Stripe 5 miles of bike lane	Stripe 5 miles of bike lane	Stripe 5 miles of bike lane

PUBLIC WORKS

GENERAL FUND

TRAFFIC & TRANSPORTATION ADVISORY COMMISSION

Program Description

This program provides support for the Traffic and Transportation Advisory Commission which reviews engineering reports, receives public input, and makes recommendations to City Council regarding local and regional traffic and transportation needs of the community.

		Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations					
Salaries	$	44,562	46,753	76,809	79,301
Fringe Benefits		16,906	32,132	32,930	33,859
Maintenance and Operations:					
Supplies and Equipment		2,450	2,200	1,900	1,900
Training and Memberships		17	400	400	400
Total Maintenance and Operations		2,467	2,600	2,300	2,300
Total Program Allocations	$	63,935	81,485	112,039	115,460

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: 0.85

FUNDING SOURCE: This program is funded 100% by General Fund

PUBLIC WORKS

GENERAL FUND
TRAFFIC & TRANSPORTATION ADVISORY COMMISSION
OBJECTIVES & PERFORMANCE MEASURES

Mission

To support City Council and provide informed traffic and transportation recommendations to meet current and future mobility needs of the community improving movement of goods, people, and services on City roadways and City transportation.

Goal(s)

- Conduct regular community meetings to encourage public involvement in a friendly, helpful, and productive manner.
- Schedule Traffic and Transportation Advisory Commission recommendations for City Council consideration.
- Follow-up in a timely manner on the effectiveness of implemented traffic and transportation programs.

Prior Budget Accomplishments

- Completed community meetings regarding school traffic issues at Wildwood Elementary and Redwood Middle School.
- Approved Commission recommendations regarding traffic control on Valley Spring Drive.
- Completed review of Thousand Oaks Dial-a-Ride program policy.
- Completed recommendations from Lynn Road Ad Hoc Traffic Control Committee to City Council.

Additional Accomplishments

- Completed review of Bike Master Plan and assigned Commission Chair to Bicycle Advisory Team.
- Completed review of Traffic and Transportation Advisory Commission structure and future organization.
- Reviewed traffic signal operations at the intersection of Lynn Road and Avenida de Los Arboles.
- Completed traffic control review for Camino Manzanas.

Objective(s)

- Review recommendations of the Bicycle Advisory Team by December 2007. **(Citywide Goal E: Public Infrastructure)**
- Review citizen petition requests for residential traffic control in a timely manner. **(Citywide Goal A: Government Leadership)**
- Make concise recommendations to City Council taking into consideration all the traffic and transportation needs of the community. **(Citywide Goal A: Government Leadership)**
- Review pedestrian safety enhancement concepts and make recommendations for Citywide high pedestrian locations. **(Citywide Goal C: Public Safety)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Conduct ten meetings per year	80%	90%	100%	100%	100%
Resolve traffic issues at meeting	0%	0%	20%	20%	20%
Engineering reports provided	12 agenda items	11 agenda items	10 agenda items	8 agenda items	7 agenda items
Reduce number of items appealed	4 agenda items	4 agenda items	2 agenda items	2 agenda items	2 agenda items

PUBLIC WORKS

GENERAL FUND
FLEET SERVICES

Program Description

This program is responsible for providing preventative maintenance and repair for the City's vehicles and equipment. As well as providing procurement, this program helps determine the best vehicle for the user's needs. This program also administers the car/van pool vehicles.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 561,627	606,528	650,965	676,244
Fringe Benefits	328,528	470,059	397,247	411,762
Maintenance and Operations:				
Supplies and Equipment	13,301	19,700	17,800	17,800
Repairs and Maintenance	1,069,955	1,062,946	1,119,700	1,143,700
Professional/Contractual Services	21,031	23,820	22,700	22,700
Utilities	424	1,000	800	800
Equipment/Building Rental	3,437	1,600	4,100	4,100
Training and Memberships	4,392	7,900	6,000	6,000
Asset Replacement Funding	65,810	69,700	163,000	163,000
Total Maintenance and Operations	1,178,350	1,186,666	1,334,100	1,358,100
Charge Backs	(1,805,993)	(2,112,300)	(2,005,800)	(2,050,300)
Capital Outlay:				
Capital Outlay	37,177	458,700	-	125,500
Use of Asset Replacement	(37,177)	(264,400)	-	(125,500)
Total Capital Outlay	-	194,300	-	-
Total Program Allocations	$ 262,512	345,253	376,512	395,806

Budget Variance: Increase in fuel costs.

TOTAL ALLOCATED POSITIONS: 11.50

FUNDING SOURCE: This program is funded 100% by General Fund

PUBLIC WORKS

GENERAL FUND
FLEET SERVICES
OBJECTIVES & PERFORMANCE MEASURES

Mission

To ensure City vehicles and equipment are maintained to operate reliably, efficiently, and safely.

Goal(s)

- Monitor and direct maintenance activities for Fleet Services Division.
- Provide and maintain a dependable and safe fleet according to good fleet management practices.
- Reduce fuel and maintenance costs by standardizing fleet and purchasing fuel-efficient vehicles and equipment.

Prior Budget Accomplishments

- Converted one-third of rolling stock to alternative fuel vehicles improving air quality.
- Developed plan for consolidation of ownership of all City vehicles/equipment into one department/fund responsible for maintenance and administration.
- Obtained grant funding for alternative fuel vehicles.

Objective(s)

- Reduce overall operations and maintenance costs by strict observance of maintenance schedules, continuous evaluation of purchasing practices, purchasing smaller, fuel-efficient vehicles, and monitoring all warranty work. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Perform preventive maintenance in accordance with good maintenance practices to extend useful life of vehicles and equipment. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Conduct annual California Highway Patrol (CHP) inspections ensuring compliance with State regulations by ensuring proper safety equipment is available and serviceable, performing and recording vehicle emissions tests, and maintaining accurate vehicle maintenance and operator inspection records. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Implement findings from 2006 Fleet Audit. **(Citywide Goal B: Fiscally/Managerially Responsible)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Perform preventive maintenance within 10% of the due date/miles/hours	N/A	N/A	N/A	90%	95%
Maintain equipment availability	N/A	N/A	N/A	90%	95%
Fleet alternative fuel vehicles	30%	30%	33%	33%	33%

PUBLIC WORKS

GENERAL FUND
ROADS

Program Description

This program is responsible for maintaining City's streets and sidewalks.

		Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations					
Salaries	$	1,337,839	1,454,164	1,521,378	1,570,507
Fringe Benefits		783,824	1,140,882	991,146	1,023,770
Maintenance and Operations:					
Supplies and Equipment		315,433	329,600	380,000	380,000
Repairs and Maintenance		311,098	308,576	313,500	317,500
Professional/Contractual Services		4,119	15,700	63,200	63,200
Utilities		28,391	31,000	30,700	31,000
Equipment/Building Rental		5,416	5,000	6,000	6,000
Training and Memberships		149	1,800	5,400	5,400
Asset Replacement Funding		160,352	244,800	206,000	270,000
Total Maintenance and Operations		824,958	936,476	1,004,800	1,073,100
Charge Backs		(28,106)	(30,000)	(54,000)	(48,000)
Capital Outlay:					
Capital Outlay		219,782	250,313	375,450	93,160
Use of Asset Replacement		(219,782)	(166,313)	(375,450)	(93,160)
Total Capital Outlay		-	84,000	-	-
Maintenance Improvements		-	-	120,000	120,000
Total Program Allocations	$	2,918,515	3,585,522	3,583,324	3,739,377

Budget Variance: Supplies and Equipment increase primarily due to increase in costs of concrete, asphalt, paint, and signs.

TOTAL ALLOCATED POSITIONS: 30.05

FUNDING SOURCE: This program is funded 100% by General Fund

PUBLIC WORKS

GENERAL FUND
ROADS
OBJECTIVES & PERFORMANCE MEASURES

Mission

To repair and maintain the City's asphalt streets and concrete sidewalks to City road standards.

Goal(s)

- Schedule and complete asphalt paving and sealing of City streets prior to annual capital improvement projects.
- Inspect 25% of the City's sidewalks annually.
- Maintain regulatory, warning, and construction traffic signs to Manual Uniform Traffic Control Device (MUTCD) standards.

Prior Budget Accomplishments

- Provided remedial street repairs to scheduled streets within 10-year program (annual repairs vary from 5-15%) of the 70,613 square feet of asphalt patch paving and 1,312,529 square feet of asphalt crack sealing prior to annual Capital Improvement Program.
- Completed 23,282 square feet of remedial concrete sidewalk repairs prior to annual Maintenance Improvement Program.
- Inspected and identified 4,091 concrete sidewalk locations with defects.

Objective(s)

- Monitor and coordinate field activities to ensure completion of scheduled maintenance. **(Citywide Goal E: Public Infrastructure)**
- Complete annual sidewalk inventory and establish priority listing for grinding. **(Citywide Goal E: Public Infrastructure)**
- Ensure traffic signs conform to industry standards. **(Citywide Goal E: Public Infrastructure)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Asphalt repairs	N/A	70,613 sq. ft.	75,000 sq. ft.	75,000 sq. ft.	80,000 sq. ft.
Percent of streets inspected and cracks sealed	N/A	13%	10%	13%	13%
Concrete sidewalks removed/repaired	N/A	23,282 sq. ft.	25,000 sq. ft.	25,000 sq. ft.	25,000 sq. ft.
Percent of sidewalks inspected	25%	25%	25%	25%	25%
Upgrade traffic signs	N/A	1,362	1,300	1,300	1,250

PUBLIC WORKS

GENERAL FUND
STREET SWEEPING

Program Description

This program is responsible for sweeping 783 curb miles of residential streets and 265 curb miles of arterial/commercial areas.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 62,540	62,489	91,539	93,618
Fringe Benefits	34,514	49,762	60,773	62,412
Maintenance and Operations:				
Supplies and Equipment	2,459	3,200	3,100	3,100
Repairs and Maintenance	265,804	228,887	259,000	265,000
Professional/Contractual Services	-	400	-	-
Utilities	180,171	152,400	162,800	162,500
Asset Replacement Funding	86,105	86,200	82,200	102,000
Total Maintenance and Operations	534,539	471,087	507,100	532,600
Charge Backs	(2,827)	(2,000)	(2,000)	(2,000)
Capital Outlay:				
Capital Outlay	-	-	209,600	-
Use of Asset Replacement	-	-	(209,600)	-
Total Capital Outlay	-	-	-	-
Total Program Allocations	$ 628,766	581,338	657,412	686,630

Budget Variance: Repairs and Maintenance increase due to fleet maintenance service costs.

TOTAL ALLOCATED POSITIONS: 1.80

FUNDING SOURCE: This program is funded 100% by General Fund

PUBLIC WORKS

GENERAL FUND
STREET SWEEPING
OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide street sweeping to reduce trash and debris and enhance the City's appearance.

Goal(s)

- Sweep residential streets monthly and arterial/commercial streets bi-monthly (approximately 18,100 curb miles).
- Comply with National Pollutant Discharge Elimination System (NPDES) guidelines.

Prior Budget Accomplishments

- Completed 18,025 curb miles of street sweeping for arterial/commercial and residential streets.

Objective(s)

- Ensure residential streets are swept monthly. **(Citywide Goal E: Public Infrastructure)**
- Ensure commercial streets are swept bi-monthly. **(Citywide Goal E: Public Infrastructure)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Street sweeping curb miles	N/A	18,025	18,100	18,200	18,300
Sweep all residential streets once monthly	N/A	100%	100%	100%	100%
Sweep all commercial streets once every two weeks	N/A	100%	100%	100%	100%
Percent of streets swept on posted schedule	N/A	N/A	N/A	95%	98%

PUBLIC WORKS

GENERAL FUND
STREET TREES/LANDSCAPE

Program Description

This program provides landscape and tree maintenance to City facilities, center medians, parkways, and landscaped slopes throughout the City.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 1,011,578	1,136,791	1,153,267	1,201,205
Fringe Benefits	592,766	881,987	755,010	781,856
Maintenance and Operations:				
Supplies and Equipment	114,386	77,460	130,800	78,400
Repairs and Maintenance	266,689	273,616	274,000	277,000
Professional/Contractual Services	293,833	469,411	598,200	593,600
Utilities	170,752	204,000	209,000	209,000
Equipment/Building Rental	156	2,500	1,500	1,500
Training and Memberships	1,296	3,100	4,600	4,600
Asset Replacement Funding	119,159	155,100	155,700	181,500
Total Maintenance and Operations	966,271	1,185,187	1,373,800	1,345,600
Charge Backs	(573,847)	(589,900)	(618,000)	(618,000)
Capital Outlay:				
Capital Outlay	62,189	300,821	182,700	59,500
Use of Asset Replacement	(62,189)	(195,821)	(182,700)	(59,500)
Total Capital Outlay	-	105,000	-	-
Capital Improvements	-	-	178,000	857,200
Maintenance Improvements	-	-	250,000	250,000
Total Program Allocations	$ 1,996,768	2,719,065	3,092,077	3,817,861

Budget Variance: Increase in contract costs with a reduction in City allocated labor.

TOTAL ALLOCATED POSITIONS: 23.90

FUNDING SOURCE: This program is funded 100% by General Fund

PUBLIC WORKS

GENERAL FUND
STREET TREES/LANDSCAPE
OBJECTIVES & PERFORMANCE MEASURES

Mission

To enhance the quality of life by providing quality landscape improvements and tree services within the City of Thousand Oaks.

Goal(s)

- Provide high level of landscape maintenance and services exceeding residents' expectations.
- Maintain a healthy, safe, and sustainable urban forest.
- Perform phased tree removals along the same street to retain an acceptable level of canopy cover.

Prior Budget Accomplishments

- Trimmed 2,632 City trees.
- Completed weed abatement of 197 acres of open space.
- Removed and replaced 115 street trees.
- Implemented computerized tree inventory.

Additional Accomplishments

- Enhanced Civic Arts Plaza landscape.

Objective(s)

- Provide maintenance to City's 518 acres of greenbelts, medians, and parkways. **(Citywide Goal E: Public Infrastructure)**
- Enhance City's tree program. **(Citywide Goal E: Public Infrastructure)**
- Implement water conservation measures by installing more efficient watering systems. **(Citywide Goal B: Fiscally/Managerially Responsible)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Test and service over 390 irrigation back flow devices	390 devices tested and serviced	390 devices tested and serviced	Test and service 410 devices	Test and service 390 devices	Test and service 390 devices
Expand inventory by adding new trees/year	76 trees	107 trees	200 trees	200 trees	200 trees
Perform weed abatement by June 1 of each year	197 acres	197 acres	200 acres	200 acres	200 acres
Trim trees	1,080	1,691	1,800	2,000	2,000
Remove and replace aging trees	100	115	100	100	100

PUBLIC WORKS

GENERAL FUND
MUNICIPAL SERVICE CENTER

Program Description

This Program is responsible for customer service, office administration, dispatch, accounts payable, purchasing, inventory management, and facilities maintenance. This program is also responsible for the School Crossing Guard program to assist elementary and middle school students crossing streets at busy or uncontrolled intersections.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 362,676	405,647	434,129	449,660
Fringe Benefits	203,997	288,160	233,820	241,723
Maintenance and Operations:				
Supplies and Equipment	22,660	45,300	31,100	36,300
Repairs and Maintenance	40,282	48,230	81,900	82,900
Professional/Contractual Services	12,424	54,573	69,100	47,300
Utilities	56,594	61,400	62,300	67,300
Equipment/Building Rental	6,927	11,300	13,100	13,100
Training and Memberships	3,344	4,800	7,100	7,100
Asset Replacement Funding	27,245	27,300	17,800	38,100
Total Maintenance and Operations	169,476	252,903	282,400	292,100
Charge Backs	(31,294)	(32,300)	(42,700)	(42,700)
Capital Outlay:				
Capital Outlay	20,570	-	81,200	8,100
Use of Asset Replacement	(20,570)	-	(81,200)	(8,100)
Total Capital Outlay	-	-	-	-
Capital Improvements	3,908	19,092	-	-
Total Program Allocations	$ 708,763	933,502	907,649	940,783

Budget Variance: Repairs and Maintenance costs increases due to annual computer software maintenance agreement and Civic Arts Plaza Holiday lighting.

TOTAL ALLOCATED POSITIONS: 7.05

FUNDING SOURCE: This program is funded 100% by General Fund

PUBLIC WORKS

GENERAL FUND
MUNICIPAL SERVICE CENTER
OBJECTIVES & PERFORMANCE MEASURES

Mission
To support Municipal Service Center divisions with facility and administrative services.

Goal(s)
- Manage and coordinate maintenance and operation division activities.
- Provide administrative and purchasing services to support maintenance and operation divisions.
- Provide exceptional internal and external customer service.

Prior Budget Accomplishments
- Inventory discrepancy of less than three percent.
- Completed security enhancements with installation of swing gates and control system to the main gate.
- Responded to over 5,000 customer service calls annually.
- Obtained grant funding and completed installation of energy efficient exterior parking lights.

Objective(s)
- Maintain annual inventory loss of less than one percent. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Keep accurate records of maintenance activities to City's infrastructure. **(Citywide Goal E: Public Infrastructure)**
- Provide exceptional customer service responding to resident concerns within 24 hours. **(Citywide Goal A: Government Leadership)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Inventory loss	N/A	N/A	0.001%	1%	1%
Work orders generated for all maintenance activities	2,500	3,000	4,000	4,000	4,000

PUBLIC WORKS

GENERAL FUND
STORM DRAIN MAINTENANCE

Program Description

This program supports maintenance activities required as part of the City's Stormwater Quality Management Program and National Pollutant Discharge Elimination System permit issued by the Regional Water Quality Control Board.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 63,806	67,598	111,200	114,814
Fringe Benefits	34,313	57,714	72,856	75,285
Maintenance and Operations:				
Supplies and Equipment	7,878	10,300	9,900	9,900
Repairs and Maintenance	4,997	4,000	5,000	5,000
Professional/Contractual Services	-	4,000	3,300	3,300
Utilities	-	1,800	1,300	1,300
Training and Memberships	-	-	100	100
Asset Replacement Funding	-	4,000	2,900	2,900
Total Maintenance and Operations	12,875	24,100	22,500	22,500
Capital Outlay:				
Capital Outlay	11,687	144	-	-
Use of Asset Replacement	(11,687)	(144)	-	-
Total Capital Outlay	-	-	-	-
Total Program Allocations	$ 110,994	149,412	206,556	212,599

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: 2.15

FUNDING SOURCE: This program is funded 100% by General Fund

PUBLIC WORKS

GENERAL FUND
STORM DRAIN MAINTENANCE
OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide inspection and maintenance to the storm drain infrastructure prior to seasonal rain events.

Goal(s)

- Inventory, inspect, and clean catch basin inlets, channels, ditches, and detention basins prior to annual wet season.
- Respond to and report illegal discharge issues.

Prior Budget Accomplishments

- Completed inventory and inspection of 3,415 catch basins in Fiscal Year 2006.
- Completed removal of silt/debris of four retention basins.

Objective(s)

- Inspect each catch basin inlet annually. **(Citywide Goal E: Public Infrastructure)**
- Clear deposits of silt/debris from basin annually. **(Citywide Goal E: Public Infrastructure)**
- Assist in responding to illicit discharges in roadways. **(Citywide Goal E: Public Infrastructure)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Percent of storm drain catch basins inspected and cleaned	100%	100%	100%	100%	100%
Percent of debris basins inspected and cleaned	100%	100%	100%	100%	100%

PUBLIC WORKS

GENERAL FUND
GRAFFITI REMOVAL

Program Description

This program provides a high level of customer service for timely graffiti removal from public and private property.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 49,419	29,346	49,528	50,431
Fringe Benefits	26,755	31,234	29,453	30,196
Maintenance and Operations:				
Supplies and Equipment	9,296	5,200	6,600	6,600
Repairs and Maintenance	21,590	18,013	20,200	20,600
Training and Memberships	-	-	200	200
Asset Replacement Funding	4,055	8,300	5,400	12,500
Total Maintenance and Operations	34,941	31,513	32,400	39,900
Capital Outlay:				
Capital Outlay	-	21,800	28,300	-
Use of Asset Replacement	-	(21,800)	(28,300)	-
Total Capital Outlay	-	-	-	-
Total Program Allocations	$ 111,115	92,093	111,381	120,527

Budget Variance: Increase primarily due to fleet maintenance costs.

TOTAL ALLOCATED POSITIONS: 0.90

FUNDING SOURCE: This program is funded 100% by General Fund

PUBLIC WORKS

GENERAL FUND
GRAFFITI REMOVAL
OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide prompt removal of graffiti from public and private property within the City of Thousand Oaks.

Goal(s)

- Respond and provide the public a graffiti-free environment.
- Remove reported graffiti from public property within 24 hours.

Prior Budget Accomplishments

- Removed and documented graffiti incidents.
- Removed graffiti incidents within 24 hours during working hours.
- Provided graffiti records to Sheriff's Department for restitution.

Objective(s)

- Remove graffiti within 24 hours of notification Monday through Thursday. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Continue to maintain detailed records of field graffiti and provide reports to the Sheriff's Department for restitution. **(Citywide Goal B: Fiscally/Managerially Responsible)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Remove reported graffiti on public and private property within 24 hours (after release of liability from property owner)	100%	100%	100%	100%	100%
Number of graffiti calls handled	512 (100%)	670 (100%)	680 (100%)	800 (100%)	900 (100%)

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ENTERPRISE FUNDS

Water
Wastewater
Solid Waste
Transportation
Theatres
Los Robles Greens Golf Course

WATER FUND

PUBLIC WORKS

WATER FUND
OPERATIONS SUMMARY

		Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Amount Available for Allocation					
Estimated Revenues:					
Base Charges	$	2,367,412	2,160,000	2,275,820	2,448,648
Metered Water Sales		9,853,159	10,886,500	11,516,893	12,544,076
Lift Charges		601,008	653,900	656,753	669,885
Construction Water		45,530	75,000	-	-
Stand-By (Fire Detectors)		41,604	38,000	40,000	40,000
Backflow Prevention		11,659	10,000	10,000	10,000
Installation - Meter		-	60,000	-	-
Plan Checking/Filing Fee		11,615	5,500	21,000	21,000
Inspection Fees		11,277	9,000	22,000	22,000
Rental of City Facilities		24,000	24,000	24,000	24,000
Interest Income		150,004	70,000	150,000	150,000
Miscellaneous Revenue		128,545	62,000	38,000	38,000
Total Estimated Revenues		13,245,813	14,053,900	14,754,466	15,967,609
Reserve Accounts		-	715,936	915,338	557,761
Total Available for Allocation	$	13,245,813	14,769,836	15,669,804	16,525,370
Estimated Requirements					
Operating Expenses:					
Salaries	$	1,613,497	1,817,634	2,013,895	2,094,383
Fringe Benefits		802,376	1,203,979	1,041,009	1,077,187
Maintenance and Operations		10,456,190	11,721,823	12,635,700	13,374,600
Charge Backs		(18,777)	(15,600)	(20,800)	(20,800)
Capital Outlay		-	42,000	-	-
Total Operating Expenses		12,853,286	14,769,836	15,669,804	16,525,370
Reserve Accounts		392,527	-	-	-
Total Estimated Requirements	$	13,245,813	14,769,836	15,669,804	16,525,370

PUBLIC WORKS

WATER CAPITAL PROGRAM FUNDS
CAPITAL SUMMARY

		Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Amount Available for Allocation					
Estimated Revenues:					
Plant Investment Fees	$	226,212	530,000	350,000	375,000
Metered Water Sales		323,822	351,500	2,100,000	2,750,000
Fire Flow Surcharge		46,504	40,000	20,000	20,000
Special Facilities Surcharge		52,449	100,000	50,000	50,000
Installation - Meter		52,516	-	30,000	30,000
Installation - Main Line Hydrant		40,485	30,000	30,000	30,000
Interest Income		380,481	160,000	280,000	280,000
Miscellaneous Revenue		1,785	-	-	-
Total Estimated Revenues		1,124,254	1,211,500	2,860,000	3,535,000
Reserve Accounts		-	11,844,297	1,573,200	4,300
Total Available for Allocation	$	1,124,254	13,055,797	4,433,200	3,539,300
Estimated Requirements					
Operating Expenses:					
Maintenance and Operations	$	27,845	1,550,682	112,200	117,300
Capital Outlay		18,100	430,596	-	-
Total Operating Expenses		45,945	1,981,278	112,200	117,300
Capital Improvements		722,996	11,074,519	4,181,000	3,122,000
Maintenance Improvements		-	-	140,000	300,000
Reserve Accounts		355,313	-	-	-
Total Estimated Requirements	$	1,124,254	13,055,797	4,433,200	3,539,300

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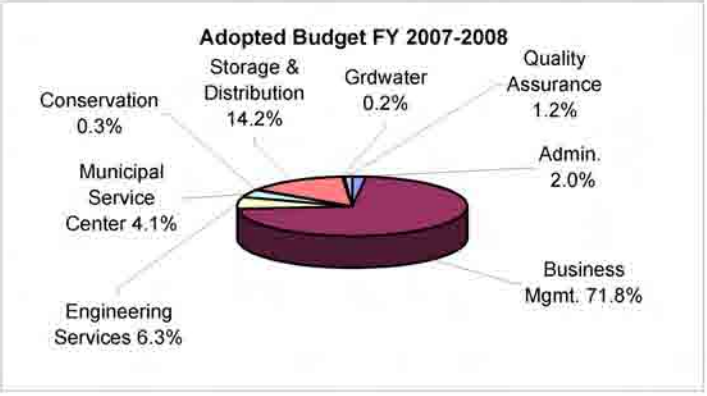
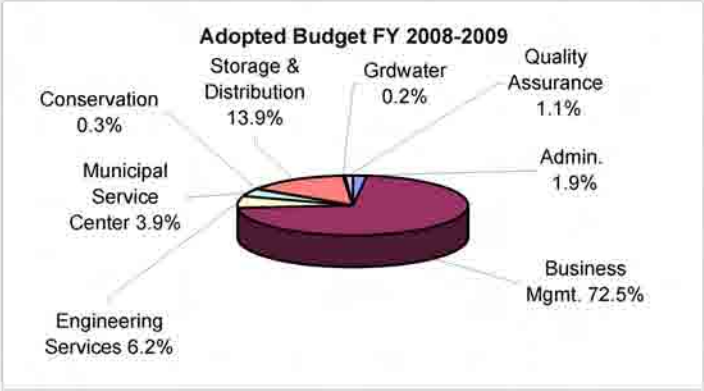
PUBLIC WORKS

WATER FUND
PROGRAMS SUMMARY

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocation Summary				
Administration	$ 208,142	315,679	305,637	315,858
Business Management	9,465,412	10,461,166	11,257,481	11,982,690
Engineering Services	725,863	978,729	987,309	1,020,368
Municipal Service Center	486,946	637,045	634,770	647,756
Conservation	33,559	43,663	44,148	46,765
Storage & Distribution	1,772,821	2,120,271	2,220,895	2,289,446
Groundwater	17,190	31,876	34,687	36,642
Quality Assurance	143,353	181,407	184,877	185,845
Total	$ 12,853,286	14,769,836	15,669,804	16,525,370

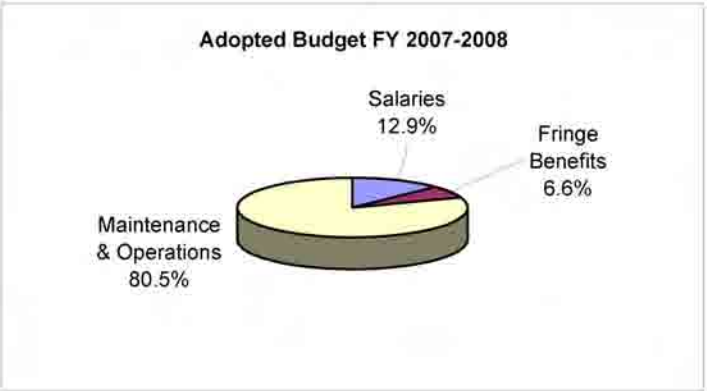


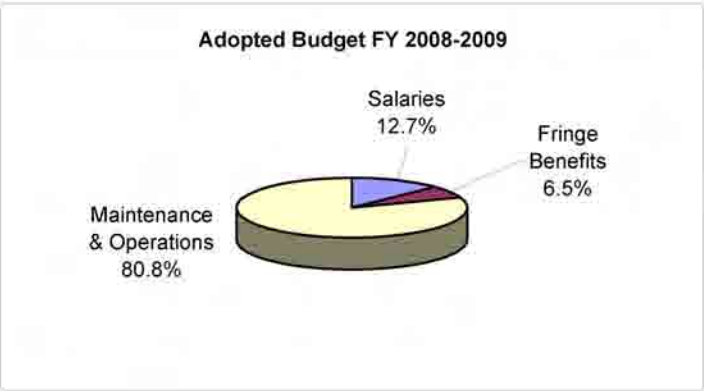


PUBLIC WORKS

WATER FUND
ALLOCATION SUMMARY

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 1,613,497	1,817,634	2,013,895	2,094,383
Fringe Benefits	802,376	1,203,979	1,041,009	1,077,187
Maintenance and Operations:				
Supplies and Equipment	190,218	235,737	266,450	275,250
Repairs and Maintenance	144,035	161,900	173,400	176,100
Professional/Contractual Services	1,322,083	1,638,886	1,587,700	1,631,700
Utilities	8,598,692	9,407,700	10,347,850	11,016,250
Insurance and Claims	57,464	71,000	72,000	75,000
Equipment/Building Rental	3,878	8,400	9,500	9,500
Training and Memberships	28,120	44,000	62,700	62,000
Asset Replacement Funding	111,700	154,200	116,100	128,800
Total Maintenance and Operations	10,456,190	11,721,823	12,635,700	13,374,600
Charge Backs	(18,777)	(15,600)	(20,800)	(20,800)
Capital Outlay:				
Capital Outlay	47,280	276,800	76,900	69,800
Use of Asset Replacement	(47,280)	(234,800)	(76,900)	(69,800)
Total Capital Outlay	-	42,000	-	-
Total Program Allocations	$ 12,853,286	14,769,836	15,669,804	16,525,370





PUBLIC WORKS

WATER FUND
ADMINISTRATION

Program Description

Administration provides overall management of Public Works Department, customer service/counter assistance, and administrative assistance to the Director and Department staff.

		Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations					
Salaries	$	120,653	162,532	185,836	192,587
Fringe Benefits		72,184	127,621	91,801	94,771
Maintenance and Operations:					
Supplies and Equipment		10,120	13,665	16,400	18,500
Repairs and Maintenance		1,910	4,461	2,700	2,800
Professional/Contractual Services		-	400	300	300
Utilities		238	600	400	500
Training and Memberships		3,037	6,400	8,200	6,400
Total Maintenance and Operations		15,305	25,526	28,000	28,500
Total Program Allocations	$	208,142	315,679	305,637	315,858

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: 2.60

FUNDING SOURCE: This program is funded 100% by Water Fund

PUBLIC WORKS

WATER FUND
ADMINISTRATION
OBJECTIVES & PERFORMANCE MEASURES

Mission
To provide excellent customer service to the public and responsive administrative support to Department staff.

Goal(s)
- Provide exceptional customer service to internal and external customers.
- Process all documents accurately, professionally, and in a timely manner.
- Provide superior administrative support to Department staff.

Prior Budget Accomplishments
- Processed 185 Council items in 2006.
- Responded to and closed 80 referrals in 2006.
- Legally destroyed 115 files in 2006.

Objective(s)
- Provide administrative support for City Council agenda items. **(Citywide Goal A: Government Leadership)**
- Provide front counter customer service. **(Citywide Goal D: Open Space)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Process referrals within assigned timeframe(A)	N/A	N/A	95%	95%	95%
Budget expenditure compliance by program	N/A	N/A	95%/100%	95%	95%

Performance Measure Notes
(A)Referrals forwarded to appropriate staff once received from City Manager's Office.

PUBLIC WORKS

WATER FUND
BUSINESS MANAGEMENT

Program Description

This program manages the Department's business functions, including accounting, purchasing, budget preparation and monitoring, user fees, water rates and capital charge review and related fiscal functions.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 69,562	74,933	77,265	79,756
Fringe Benefits	27,558	43,991	36,316	37,334
Maintenance and Operations:				
Supplies and Equipment	419	500	700	700
Professional/Contractual Services	1,087,283	1,336,042	1,222,300	1,276,000
Utilities	8,222,588	8,933,800	9,848,000	10,513,000
Insurance and Claims	57,464	71,000	72,000	75,000
Training and Memberships	538	900	900	900
Total Maintenance and Operations	9,368,292	10,342,242	11,143,900	11,865,600
Total Program Allocations	$ 9,465,412	10,461,166	11,257,481	11,982,690

Budget Variance: Variance primarily due to increase in cost of water.

TOTAL ALLOCATED POSITIONS: 1.05

FUNDING SOURCE: This program is funded 100% by Water Fund

PUBLIC WORKS

WATER FUND
BUSINESS MANAGEMENT
OBJECTIVES & PERFORMANCE MEASURES

Mission
To manage the Department's fiscal matters in an efficient and cost-effective manner.

Goal(s)
- Develop service charges and connection fees that are sufficient to meet the cost of providing water service.
- Process invoices received for payment prior to due dates ensuring eligibility for prompt payment discounts and avoiding late charges.
- Monitor legislation on routine basis and prepare position reports for City Manager's review.

Prior Budget Accomplishments
- Completed budget preparation and User Fee revisions on schedule for Council approval.
- Streamlined purchase requisition approval process by implementing automatic E-Mail notification for the Department.

Additional Accomplishments
- Converted construction water billing from a manual to an automated process reducing staff processing time and improving collections and water use tracking.

Objective(s)
- Review service charges annually. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Review and adjust connection fees annually. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Update Water Financial Plan biennially. **(Citywide Goal B: Fiscally/Managerially Responsible)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Service charges reviewed annually	Rates reviewed concurrent with budget process	Rates reviewed December 2005	Rates reviewed concurrent with budget process	Review rates December 2007	Review rates concurrent with budget process
Connection fees adjusted annually	Fees adjusted effective December 2004	Fees adjusted effective December 2005	Fees adjusted effective December 2006	Fees adjustment effective December 2007	Fees adjustment effective December 2008
Financial Plan updated biennially	Plan updated April 2005	N/A	Updated plan April 2007	N/A	Update plan April 2009
Monthly reporting of Operating Budget and Capital Projects	100%	100%	100%	100%	100%

PUBLIC WORKS

WATER FUND
ENGINEERING SERVICES

Program Description

Engineering Services ensures compliance with City development regulations, proper construction of development projects, and permitted projects within City as well as planning, engineering, and construction of public improvement projects as described in Capital Improvement Program Budget.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 493,066	581,304	619,453	645,757
Fringe Benefits	199,946	341,553	271,956	280,211
Maintenance and Operations:				
Supplies and Equipment	4,174	7,872	14,750	13,850
Repairs and Maintenance	204	1,500	3,000	2,800
Professional/Contractual Services	12,728	27,400	41,000	40,000
Utilities	1,735	1,200	3,950	4,150
Training and Memberships	8,394	13,900	23,100	23,500
Asset Replacement Funding	5,616	4,000	10,100	10,100
Total Maintenance and Operations	32,851	55,872	95,900	94,400
Capital Outlay:				
Capital Outlay	26,693	-	-	-
Use of Asset Replacement	(26,693)	-	-	-
Total Capital Outlay	-	-	-	-
Total Program Allocations	$ 725,863	978,729	987,309	1,020,368

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: 8.00

FUNDING SOURCE: This program is funded 100% by Water Fund

PUBLIC WORKS

WATER FUND
ENGINEERING SERVICES
OBJECTIVES & PERFORMANCE MEASURES

Mission

Efficient and safe design and construction of development and capital water system infrastructure.

Goal(s)

- Design and construct water system infrastructure in compliance with City codes and standards.
- Administer Capital Improvement Program (CIP) to improve, expand, maintain, rehabilitate, and enhance existing water system infrastructure assets.
- Continue safe and efficient operation of City water system through planning and engineering.

Prior Budget Accomplishments

- Water system capital projects designed and constructed.
- Water improvements by development projects conditioned, plan checked, permitted, inspected, and accepted.

Objective(s)

- Administer water system Capital Improvement Program efficiently. **(Citywide Goal E: Public Infrastructure)**
- Condition, plan check, and inspect development projects to meet applicable water system codes and standards. **(Citywide Goal E: Public Infrastructure)**
- Geographic Information System (GIS) atlas updated every six months. **(Citywide Goal E: Public Infrastructure)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Water system projects adhere to adopted CIP schedules	N/A	N/A	N/A	90%	90%
Development plan check turnaround within three weeks	N/A	N/A	N/A	90%	90%
Water system inspections performed within 24 hours of request	N/A	N/A	N/A	90%	90%

PUBLIC WORKS

WATER FUND
MUNICIPAL SERVICE CENTER

Program Description

This program is responsible for customer service, office administration, dispatch, accounts payable, purchasing, inventory management, and facilities maintenance.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 251,534	264,996	317,717	328,268
Fringe Benefits	139,726	191,827	184,653	190,688
Maintenance and Operations:				
Supplies and Equipment	11,587	18,800	13,000	15,700
Repairs and Maintenance	34,628	32,886	50,700	51,500
Professional/Contractual Services	10,378	14,136	27,500	17,600
Utilities	26,592	30,700	31,800	34,600
Equipment/Building Rental	3,580	4,900	6,000	6,000
Training and Memberships	2,016	3,200	4,100	4,100
Asset Replacement Funding	25,682	49,200	20,100	20,100
Total Maintenance and Operations	114,463	153,822	153,200	149,600
Charge Backs	(18,777)	(15,600)	(20,800)	(20,800)
Capital Outlay:				
Capital Outlay	-	78,800	-	-
Use of Asset Replacement	-	(36,800)	-	-
Total Capital Outlay	-	42,000	-	-
Total Program Allocations	$ 486,946	637,045	634,770	647,756

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: 5.65

FUNDING SOURCE: This program is funded 100% by Water Fund

PUBLIC WORKS

WATER FUND
MUNICIPAL SERVICE CENTER
OBJECTIVES & PERFORMANCE MEASURES

Mission
To support Municipal Service Center (MSC) divisions with facility and administrative services.

Goal(s)
- Manage and coordinate maintenance and operation division activities.
- Provide administrative and purchasing services to support maintenance and operation divisions.
- Provide exceptional internal and external customer service.

Prior Budget Accomplishments
- Inventory discrepancy of less than three percent.
- Completed security enhancements with installation of swing gates and control system to the main gate.
- Responded to over 5,000 customer service calls annually.
- Obtained grant funding and completed installation of energy efficient exterior parking lights.

Objective(s)
- Maintain annual inventory loss of less than one percent. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Keep accurate records of maintenance activities to City's infrastructure. **(Citywide Goal E: Public Infrastructure)**
- Provide exceptional customer service responding to resident concerns within 24 hours. **(Citywide Goal A: Government Leadership)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Inventory loss	N/A	N/A	0.001%	1%	1%
Work orders generated for all division maintenance activities	1,250	1,500	2,000	2,000	2,000
Response time for water turn-ons/turn-offs	N/A	N/A	N/A	4 hours	4 hours

PUBLIC WORKS

WATER FUND
CONSERVATION

Program Description

This program is responsible for implementing water conservation measures and promoting water conservation programs to City residential, commercial, and industrial customers.

		Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations					
Salaries	$	11,950	12,911	13,360	13,795
Fringe Benefits		4,390	7,152	6,788	6,970
Maintenance and Operations:					
Supplies and Equipment		381	1,400	1,400	1,400
Professional/Contractual Services		16,033	18,000	19,000	21,000
Training and Memberships		805	4,200	3,600	3,600
Total Maintenance and Operations		17,219	23,600	24,000	26,000
Total Program Allocations	$	33,559	43,663	44,148	46,765

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: 0.15

FUNDING SOURCE: This program is funded 100% by Water Fund

PUBLIC WORKS

WATER FUND
CONSERVATION
OBJECTIVES & PERFORMANCE MEASURES

Mission

To encourage and enable customers to utilize the water supply in an environmentally-responsible manner.

Goal(s)

- Provide City water customers with incentives (rebates) and educational material that encourage water conservation.
- Prepare the biennial report to the California Urban Water Conservation Council (CUWCC) describing the City's water conservation accomplishments.

Prior Budget Accomplishments

- Provided rebates to customers that replaced high water use toilets with ultra low-flush toilets and customers that purchased high-efficiency washing machines.
- Prepared the biennial report to the CUWCC on conservation measures implemented by the City.
- Completed the five-year update of the City's Urban Water Management Plan.
- Distributed water conservation literature and educational material to City water customers.

Objective(s)

- Provide rebates to customers that purchase water conserving devices or appliances (ultra low-flush toilets, high-efficiency washing machines, and specialized irrigation controllers). **(Citywide Goal E: Public Infrastructure)**
- Prepare the biennial report to the CUWCC describing the conservation measures implemented by the City. **(Citywide Goal E: Public Infrastructure)**
- Update and improve the water conservation section of the City's web site. **(Citywide Goal E: Public Infrastructure)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Number of rebates issued	102	108	110	120	130
CUWCC report prepared by due date	Yes	Yes	Yes	Yes	Yes

PUBLIC WORKS

WATER FUND
STORAGE & DISTRIBUTION

Program Description

This program is responsible for the operation and maintenance of City water storage, distribution, and pumping infrastructure.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 587,291	634,043	705,257	735,874
Fringe Benefits	324,423	439,867	404,538	420,872
Maintenance and Operations:				
Supplies and Equipment	147,929	173,800	199,100	203,400
Repairs and Maintenance	105,238	118,453	112,900	114,900
Professional/Contractual Services	182,400	219,108	244,700	247,100
Utilities	340,118	425,000	453,000	453,200
Equipment/Building Rental	298	3,000	3,000	3,000
Training and Memberships	4,722	6,000	12,500	12,500
Asset Replacement Funding	80,402	101,000	85,900	98,600
Total Maintenance and Operations	861,107	1,046,361	1,111,100	1,132,700
Capital Outlay:				
Capital Outlay	20,587	198,000	76,900	69,800
Use of Asset Replacement	(20,587)	(198,000)	(76,900)	(69,800)
Total Capital Outlay	-	-	-	-
Total Program Allocations	$ 1,772,821	2,120,271	2,220,895	2,289,446

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: 12.85

FUNDING SOURCE: This program is funded 100% by Water Fund

PUBLIC WORKS

WATER FUND
STORAGE & DISTRIBUTION
OBJECTIVES & PERFORMANCE MEASURES

Mission
To provide a safe, healthy, and reliable water supply to City water consumers in a fiscally-responsible manner.

Goal(s)
- Plan and coordinate a maintenance and construction upgrade program for water distribution system.
- Coordinate pump station and reservoir cla-valve maintenance programs.
- Continue 15-year meter upgrade program.

Prior Budget Accomplishments
- Completed cleaning and inspection of Wilder and Grissom #1 and #2 reservoirs.
- Completed fire hydrant upgrades converting seven dry barreled hydrants into wet barreled hydrants.
- Provided support to Computer Maintenance Management System.
- Completed Phases 1 and 2 of pump station improvements.

Additional Accomplishments
- Conducted system leak detection survey of Polybutylene service areas and required system repairs.
- Enhanced security by replacing facility fencing at Pederson and Erbes pump stations.
- Installed new access control systems at various pump stations.

Objective(s)
- Oversee and coordinate Water Division operations and maintenance activities. **(Citywide Goal E: Public Infrastructure)**
- Provide a safe and reliable water supply to City consumers. **(Citywide Goal E: Public Infrastructure)**
- Ensure staff meets State certification requirements. **(Citywide Goal E: Public Infrastructure)**
- Provide service to Conejo Oaks residents in 2008. **(Citywide Goal E: Public Infrastructure)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Conduct valve exercise program	N/A	N/A	20% of system valves	35% of system valves	35% of system valves
Cla-valves serviced/rebuilt	8 valves	7 valves	15 valves	45 valves	45 valves
Meter upgrade program	540	676	675	675	675
Pump station electrical maintenance(A)	Semi-annual	Semi-annual	Semi-annual	Semi-annual	Semi-annual
Provide service to Conejo Oaks residents	N/A	N/A	N/A	100%	100%

Performance Measure Notes
(A)Pump station electrical maintenance is scheduled through Ventura Regional Sanitation District.

PUBLIC WORKS

WATER FUND
GROUNDWATER

Program Description

This program is responsible for the operation and maintenance of two groundwater facilities.

		Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations					
Salaries	$	4,739	4,738	10,068	10,637
Fringe Benefits		2,935	3,338	5,619	5,905
Maintenance and Operations:					
Supplies and Equipment		2,703	2,500	2,600	2,700
Repairs and Maintenance		-	1,000	1,000	1,000
Professional/Contractual Services		-	4,600	4,600	5,600
Utilities		6,605	15,000	10,000	10,000
Equipment/Building Rental		-	500	500	500
Training and Memberships		208	200	300	300
Total Maintenance and Operations		9,516	23,800	19,000	20,100
Total Program Allocations	$	17,190	31,876	34,687	36,642

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: 0.15

FUNDING SOURCE: This program is funded 100% by Water Fund

PUBLIC WORKS

WATER FUND
GROUNDWATER
OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide an essential and efficient groundwater supply for irrigation service at a reduced water rate.

Goal(s)

- Maintain groundwater electrical and mechanical infrastructure through scheduled preventive maintenance.
- Conduct weekly operational inspections and respond to system malfunctions.
- Conduct pump efficiency testing biennially and coordinate annual well water sampling.

Prior Budget Accomplishments

- Provided electrical preventive maintenance semi-annually meeting scheduled due dates.
- Prepared weekly reports of groundwater activity and usage.
- Replaced head pressure regulator for Hillcrest Drive Well.

Additional Accomplishments

- Abandoned Goebel Groundwater Well as not cost-effective.

Objective(s)

- Televise and inspect well casings and obtain condition report. **(Citywide Goal E: Public Infrastructure)**
- Perform Edison pump efficiency testing. **(Citywide Goal E: Public Infrastructure)**
- Abandon booster pump portion of Los Robles Well facility. **(Citywide Goal E: Public Infrastructure)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Electrical maintenance schedule	N/A	Semi-annual	Semi-annual	Semi-annual	Semi-annual
Weekly inspections/reports	N/A	52	52	52	52
Pump efficiency testing	N/A	Completed	N/A	Complete	N/A

PUBLIC WORKS

WATER FUND
QUALITY ASSURANCE

Program Description

The purpose of this program is to protect the public health by ensuring the quality of the water supply, storage and distribution system through a monitoring, sampling, testing, reporting, and education program in accordance with State regulations.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 74,702	82,177	84,939	87,709
Fringe Benefits	31,214	48,630	39,338	40,436
Maintenance and Operations:				
Supplies and Equipment	12,905	17,200	18,500	19,000
Repairs and Maintenance	2,055	3,600	3,100	3,100
Professional/Contractual Services	13,261	19,200	28,300	24,100
Utilities	816	1,400	700	800
Training and Memberships	8,400	9,200	10,000	10,700
Total Maintenance and Operations	37,437	50,600	60,600	57,700
Total Program Allocations	$ 143,353	181,407	184,877	185,845

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: 1.20

FUNDING SOURCE: This program is funded 100% by Water Fund

PUBLIC WORKS

WATER FUND
QUALITY ASSURANCE
OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide high quality water that meets or exceeds all Federal and State water quality standards.

Goal(s)

- Maintain compliance with all United States Environmental Protection Agency (EPA) and State Department of Health Services requirements, standards, and regulations for drinking water quality.

Prior Budget Accomplishments

- Consistently complied with all applicable EPA and State Department of Health Services requirements, standards, and regulations for drinking water quality.
- Prepared and distributed the Annual Water Quality Report to each customer.
- Provided reports to the State Department of Health Services demonstrating compliance with water quality standards on a monthly, quarterly, and annual basis.

Objective(s)

- Maintain compliance with water quality standards, limits, and regulations. **(Citywide Goal E: Public Infrastructure)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Perform all required monitoring and reporting by mandated schedule	100%	100%	100%	100%	100%
Water quality meets all standards	100%	100%	100%	100%	100%

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WASTEWATER FUND

PUBLIC WORKS

WASTEWATER FUND
OPERATIONS SUMMARY

		Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Amount Available for Allocation					
Estimated Revenues:					
Residential Service Charge	$	8,716,484	8,760,800	8,838,127	8,886,187
Commercial Service Charge		2,055,565	1,997,000	2,123,611	2,139,631
Industrial Service Charge		743,113	745,300	757,212	757,212
Inspection Fees		51,267	11,300	60,500	60,500
Plan Checking/Filing Fee		15,275	6,500	18,000	18,000
Interest Income		396,883	145,000	270,000	270,000
Miscellaneous Revenue		1,128,614	810,000	889,000	889,000
Total Estimated Revenues		13,107,201	12,475,900	12,956,450	13,020,530
Reserve Accounts		-	1,790,820	-	238,893
Total Available for Allocation	$	13,107,201	14,266,720	12,956,450	13,259,423
Estimated Requirements					
Operating Expenses:					
Salaries	$	3,348,813	3,723,990	3,884,929	4,015,729
Fringe Benefits		1,635,193	2,423,212	2,049,885	2,113,094
Maintenance and Operations		5,551,843	8,094,218	6,981,100	7,151,400
Charge Backs		(12,518)	(15,700)	(20,800)	(20,800)
Capital Outlay		-	41,000	-	-
Total Operating Expenses		10,523,331	14,266,720	12,895,114	13,259,423
Reserve Accounts		2,583,870	-	61,336	-
Total Estimated Requirements	$	13,107,201	14,266,720	12,956,450	13,259,423

PUBLIC WORKS

WASTEWATER CAPITAL PROGRAM FUNDS
CAPITAL SUMMARY

		Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Amount Available for Allocation					
Estimated Revenues:					
Residential Service Charge	$	4,025,854	4,165,100	4,218,408	4,239,063
Commercial Service Charge		851,053	858,300	912,675	919,560
Industrial Service Charge		307,566	320,300	325,431	325,431
Residential Connection Fees		620,582	2,713,800	2,197,000	1,901,250
Commercial Connection Fees		3,602,935	678,400	760,500	633,750
Interest Income		603,880	294,000	530,000	530,000
Miscellaneous Revenue		234,325	21,500	21,500	21,500
Total Estimated Revenues		10,246,195	9,051,400	8,965,514	8,570,554
Reserve Accounts		-	5,628,057	2,551,286	-
Total Available for Allocation	$	10,246,195	14,679,457	11,516,800	8,570,554
Estimated Requirements					
Operating Expenses:					
Maintenance and Operations	$	124,645	92,744	20,300	31,100
Capital Improvements		3,155,503	10,915,813	7,026,000	4,100,000
Maintenance Improvements		-	-	800,000	640,000
Debt Service		2,281,204	3,670,900	3,670,500	3,671,000
Reserve Accounts		4,684,843	-	-	128,454
Total Estimated Requirements	$	10,246,195	14,679,457	11,516,800	8,570,554

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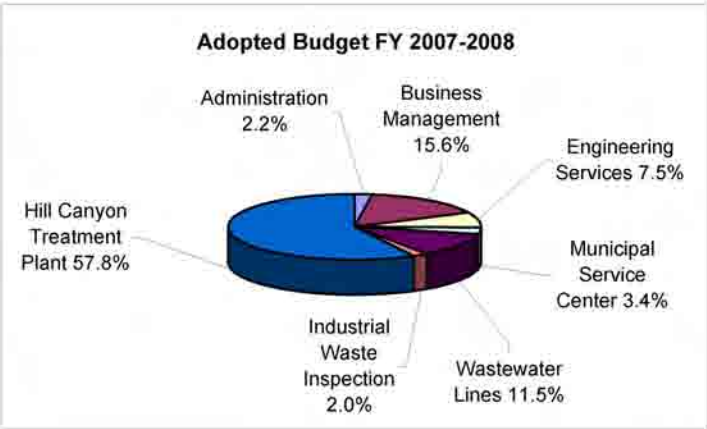
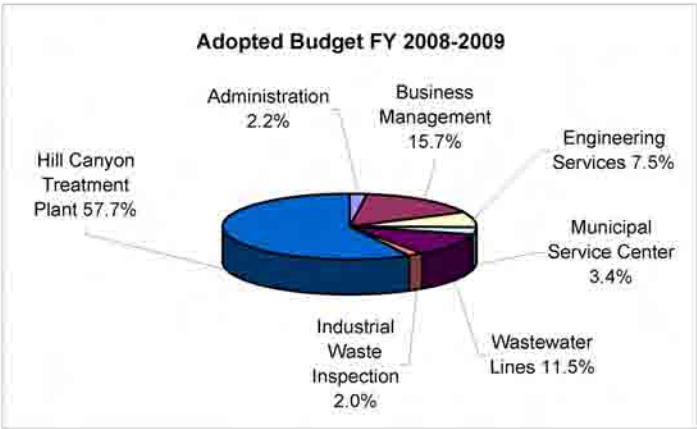
PUBLIC WORKS

WASTEWATER FUND
PROGRAMS SUMMARY

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocation Summary				
Administration	$ 175,907	278,900	283,583	291,694
Business Management	1,680,008	2,209,680	2,006,560	2,085,455
Engineering Services	733,604	981,526	964,922	997,048
Municipal Service Center	324,693	393,650	444,055	452,021
Wastewater Lines	1,227,253	1,601,126	1,484,491	1,526,463
Industrial Waste Inspection	188,464	260,562	257,252	264,662
Hill Canyon Treatment Plant	6,193,402	8,541,276	7,454,251	7,642,080
Total	$ 10,523,331	14,266,720	12,895,114	13,259,423

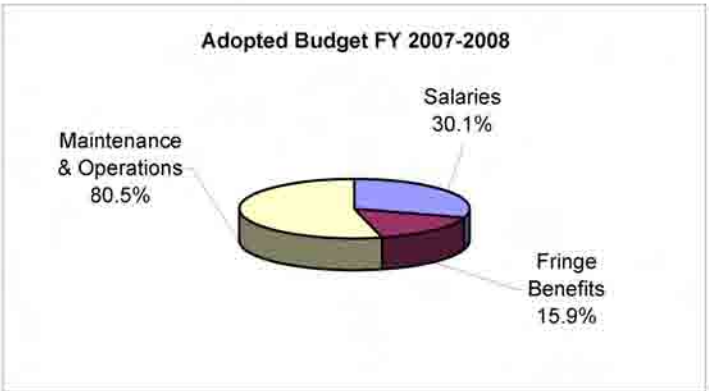


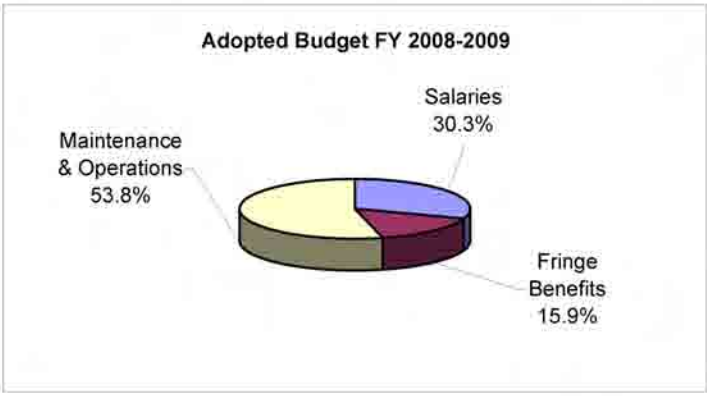


PUBLIC WORKS

WASTEWATER FUND
ALLOCATION SUMMARY

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 3,348,813	3,723,990	3,884,929	4,015,729
Fringe Benefits	1,635,193	2,423,212	2,049,885	2,113,094
Maintenance and Operations:				
Supplies and Equipment	879,444	1,834,211	1,364,550	1,404,250
Repairs and Maintenance	227,860	274,133	237,700	239,000
Professional/Contractual Services	2,836,652	4,041,074	3,642,800	3,699,400
Utilities	1,067,539	1,266,000	1,185,150	1,244,850
Insurance and Claims	172,391	174,000	198,000	204,000
Equipment/Building Rental	11,611	33,100	27,200	27,200
Training and Memberships	65,030	111,800	132,100	129,800
Asset Replacement Funding	291,316	359,900	193,600	202,900
Total Maintenance and Operations	5,551,843	8,094,218	6,981,100	7,151,400
Charge Backs	(12,518)	(15,700)	(20,800)	(20,800)
Capital Outlay:				
Capital Outlay	125,960	250,600	142,200	371,700
Use of Asset Replacement	(125,960)	(209,600)	(142,200)	(371,700)
Total Capital Outlay	-	41,000	-	-
Total Program Allocations	$ 10,523,331	14,266,720	12,895,114	13,259,423





PUBLIC WORKS

WASTEWATER FUND
ADMINISTRATION

Program Description

Administration provides overall management of Public Works Department, customer service/counter assistance, and administrative assistance to the Director and Department staff.

		Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations					
Salaries	$	108,128	153,489	170,129	176,221
Fringe Benefits		44,589	90,646	79,754	82,373
Maintenance and Operations:					
Supplies and Equipment		11,465	13,465	15,400	17,000
Repairs and Maintenance		2,343	3,600	3,300	3,500
Professional/Contractual Services		34	300	100	100
Utilities		298	500	400	500
Training and Memberships		9,050	16,900	14,500	12,000
Total Maintenance and Operations		23,190	34,765	33,700	33,100
Total Program Allocations	$	175,907	278,900	283,583	291,694

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: 2.20

FUNDING SOURCE: This program is funded 100% by Wastewater Fund

PUBLIC WORKS

WASTEWATER FUND
ADMINISTRATION
OBJECTIVES & PERFORMANCE MEASURES

Mission
To provide excellent customer service to the public and responsive administrative support to Department staff.

Goal(s)
- Provide exceptional customer service to internal and external customers.
- Process all documents accurately, professionally, and in a timely manner.
- Provide superior administrative support to Department staff.

Prior Budget Accomplishments
- Processed 185 Council items in 2006.
- Responded to and closed 80 referrals in 2006.
- Legally destroyed 115 on- and off-site files in 2006.

Objective(s)
- Provide administrative support for City Council agenda items. **(Citywide Goal A: Government Leadership)**
- Provide front counter customer service. **(Citywide Goal A: Government Leadership)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Process referrals within assigned timeframe(A)	N/A	N/A	95%	95%	95%
Budget expenditure compliance	N/A	N/A	95%/100%	95%	95%

Performance Measure Notes
(A)Referrals forwarded to appropriate staff once received from City Manager's Office.

PUBLIC WORKS

WASTEWATER FUND
BUSINESS MANAGEMENT

Program Description

This program manages the Department's business functions, including accounting, purchasing, budget preparation and monitoring, user fees, wastewater service charge and capital charge review and related fiscal functions.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 97,383	105,229	107,899	111,390
Fringe Benefits	39,018	61,416	50,361	51,765
Maintenance and Operations:				
Supplies and Equipment	5	500	700	700
Professional/Contractual Services	1,370,546	1,867,635	1,648,200	1,716,200
Utilities	-	-	100	100
Insurance and Claims	172,391	174,000	198,000	204,000
Training and Memberships	665	900	1,300	1,300
Total Maintenance and Operations	1,543,607	2,043,035	1,848,300	1,922,300
Total Program Allocations	$ 1,680,008	2,209,680	2,006,560	2,085,455

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: 1.50

FUNDING SOURCE: This program is funded 100% by Wastewater Fund

PUBLIC WORKS

WASTEWATER FUND
BUSINESS MANAGEMENT
OBJECTIVES & PERFORMANCE MEASURES

Mission
To manage the Department's fiscal matters in an efficient and cost-effective manner.

Goal(s)
- Develop service charges and connection fees that are sufficient to meet the cost of providing wastewater service.
- Process invoices received for payment prior to their due dates to ensure eligibility for prompt payment discounts and avoid late charges.
- Monitor legislation on routine basis and prepare position reports for City Manager's review.

Prior Budget Accomplishments
- Completed budget preparation and User Fee revisions on schedule for Council approval.
- Streamlined purchase requisition approval process by implementing automatic E-Mail notification for the Department.

Objective(s)
- Review service charges annually. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Review and adjust connection fees annually. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Update Wastewater Financial Plan biennially. **(Citywide Goal B: Fiscally/Managerially Responsible)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Service charges reviewed annually	Rates reviewed concurrent with budget process	Rates reviewed December 2005	Rates reviewed concurrent with budget process	Review rates December 2007	Review rates concurrent with budget process
Connection fees adjusted annually	Fees adjusted effective December 2004	Fees adjusted effective December 2005	Fees adjusted effective December 2006	Fees adjustment effective December 2007	Fees adjustment effective December 2008
Financial Plan updated biennially	Plan updated April 2005	N/A	Updated plan April 2007	N/A	Update Plan April 2009
Monthly reporting of Operating Budget and Capital Projects	100%	100%	100%	100%	100%

PUBLIC WORKS

WASTEWATER FUND
ENGINEERING SERVICES

Program Description

Engineering Services ensures compliance with City development regulations, proper construction of development projects, and permitted projects within City as well as planning, engineering, and construction of public improvement projects as described in Capital Improvement Program Budget.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 496,926	592,976	610,258	636,368
Fringe Benefits	221,570	348,678	272,764	280,280
Maintenance and Operations:				
Supplies and Equipment	4,150	7,972	14,750	13,850
Repairs and Maintenance	1,854	4,800	6,900	6,700
Professional/Contractual Services	249	7,000	26,000	25,000
Utilities	1,647	1,200	3,950	4,150
Training and Memberships	7,208	13,900	23,600	24,000
Asset Replacement Funding	-	5,000	6,700	6,700
Total Maintenance and Operations	15,108	39,872	81,900	80,400
Capital Outlay:				
Capital Outlay	26,693	-	-	-
Use of Asset Replacement	(26,693)	-	-	-
Total Capital Outlay	-	-	-	-
Total Program Allocations	$ 733,604	981,526	964,922	997,048

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: 8.50

FUNDING SOURCE: This program is funded 100% by Wastewater Fund

PUBLIC WORKS

WASTEWATER FUND
ENGINEERING SERVICES
OBJECTIVES & PERFORMANCE MEASURES

Mission

Efficient and safe design and construction of development and capital wastewater system infrastructure.

Goal(s)

- Design and construct wastewater infrastructure in compliance with City codes and standards.
- Administer Capital Improvement Program (CIP) to improve, expand, maintain, rehabilitate, and enhance existing wastewater system infrastructure assets.
- Continue safe and efficient operation of City wastewater system through planning and engineering.

Prior Budget Accomplishments

- Wastewater system capital projects designed and constructed.
- Wastewater improvements by development projects conditioned, plan-checked, permitted, inspected, and accepted.

Objective(s)

- Administer wastewater system Capital Improvement Program efficiently. **(Citywide Goal E: Public Infrastructure)**
- Condition, plan-check, and inspect development projects to meet applicable wastewater system codes and standards. **(Citywide Goal E: Public Infrastructure)**
- Geographic Information System (GIS) atlas updated every six months. **(Citywide Goal E: Public Infrastructure)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Wastewater system projects adhere to adopted CIP schedules	N/A	N/A	N/A	90%	90%
Development plan-check turnaround within three weeks	N/A	N/A	N/A	90%	90%
Wastewater system inspections performed within 24 hours of request	N/A	N/A	N/A	90%	90%

PUBLIC WORKS

WASTEWATER FUND
MUNICIPAL SERVICE CENTER

Program Description

This program is responsible for customer service, office administration, dispatch, accounts payable, purchasing, inventory management, and facilities maintenance.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 176,743	186,745	223,288	231,193
Fringe Benefits	89,328	127,154	125,667	129,728
Maintenance and Operations:				
Supplies and Equipment	10,182	17,400	13,000	15,700
Repairs and Maintenance	15,901	20,015	33,600	33,900
Professional/Contractual Services	10,075	14,136	27,500	17,600
Utilities	26,202	30,700	31,700	34,600
Equipment/Building Rental	3,580	4,900	6,000	6,000
Training and Memberships	1,662	2,800	4,100	4,100
Asset Replacement Funding	3,538	5,500	-	-
Total Maintenance and Operations	71,140	95,451	115,900	111,900
Charge Backs	(12,518)	(15,700)	(20,800)	(20,800)
Total Program Allocations	$ 324,693	393,650	444,055	452,021

Budget Variance: Repairs and Maintenance costs increases due to annual computer software maintenance agreement.

TOTAL ALLOCATED POSITIONS: 3.70

FUNDING SOURCE: This program is funded 100% by Wastewater Fund

PUBLIC WORKS

WASTEWATER FUND
MUNICIPAL SERVICE CENTER
OBJECTIVES & PERFORMANCE MEASURES

Mission
To support Municipal Service Center divisions with facility and administrative services.

Goal(s)
- Manage and coordinate maintenance and operation division activities.
- Provide administrative and purchasing services to support maintenance and operation divisions.
- Provide exceptional internal and external customer service.

Prior Budget Accomplishments
- Inventory discrepancy of less than three percent.
- Completed security enhancements with installation of swing gates and control system to the main gate.
- Responded to over 5,000 customer service calls annually.
- Obtained grant funding and completed installation of energy-efficient exterior parking lights.

Objective(s)
- Maintain annual inventory loss of less than one percent. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Keep accurate records of maintenance activities to City's infrastructure. **(Citywide Goal E: Public Infrastructure)**
- Provide exceptional customer service responding to resident concerns within 24 hours. **(Citywide Goal A: Government Leadership)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Inventory loss	N/A	N/A	0.001%	1%	1%
Work orders generated for all division maintenance activities	1,250	1,500	2,000	2,000	2,000

PUBLIC WORKS

WASTEWATER FUND
WASTEWATER LINES

Program Description

This program is responsible for maintaining 550 miles of wastewater lines and manholes within the City's wastewater collection system.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 514,543	623,999	596,589	620,016
Fringe Benefits	279,814	431,649	356,902	369,347
Maintenance and Operations:				
Supplies and Equipment	70,669	86,450	98,900	98,900
Repairs and Maintenance	104,338	105,088	83,800	84,300
Professional/Contractual Services	76,428	127,140	201,000	195,000
Utilities	30,851	36,000	44,000	50,000
Equipment/Building Rental	30	1,200	1,200	1,200
Training and Memberships	5,323	7,200	10,200	9,400
Asset Replacement Funding	145,257	162,400	91,900	98,300
Total Maintenance and Operations	432,896	525,478	531,000	537,100
Capital Outlay:				
Capital Outlay	53,023	142,300	60,600	279,900
Use of Asset Replacement	(53,023)	(122,300)	(60,600)	(279,900)
Total Capital Outlay	-	20,000	-	-
Total Program Allocations	$ 1,227,253	1,601,126	1,484,491	1,526,463

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: 11.00

FUNDING SOURCE: This program is funded 100% by Wastewater Fund

PUBLIC WORKS

WASTEWATER FUND
WASTEWATER LINES
OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide dependable, safe, and fiscally-responsible wastewater collection service to the City of Thousand Oaks.

Goal(s)

- Clean 350 miles of the City's wastewater collection system annually.
- Continue to incorporate technology in inspection of wastewater pipelines to ensure integrity of the collection system.

Prior Budget Accomplishments

- Completed Unit W road maintenance to access D Structure for cleaning, maintenance, and emergency access.
- Installed valve extensions for J Structure, eliminating confined space entry.
- Installed 10 wastewater flow meters to gather flow-related data for engineering studies and inflow/infiltration analysis.
- Installed 20" valve to isolate the W-F Junction Box for maintenance purposes.

Objective(s)

- Rehabilitate 40 manholes. **(Citywide Goal E: Public Infrastructure)**
- Remove and replace six substandard manholes. **(Citywide Goal E: Public Infrastructure)**
- Continue 24-month wastewater pipeline cleaning schedule. **(Citywide Goal E: Public Infrastructure)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Miles of wastewater pipeline cleaned	364 miles	345 miles	370 miles	390 miles	390 miles
Percentage of 550 miles of wastewater lines cleaned annually(A)	66%	63%	67%	71%	71%
Percentage of wastewater pipelines televised annually	6.2%	6%	8%	10%	10%
Percentage of sanitary sewer overflows per 500 miles of pipeline	0.18%	0.72%	0.36%	0.18%	0.18%

Performance Measure Notes

(A)Of the City's 550 miles of wastewater pipelines, approximately 150 are PVC, which are on a ten-year cleaning schedule; the remaining 400 miles include major interceptors and trunk lines.

PUBLIC WORKS

WASTEWATER FUND
INDUSTRIAL WASTE INSPECTION

Program Description

The purpose of this program is to implement the federally mandated pretreatment program, which protects the treatment plant, staff, and the receiving waters from pollutants generated at industrial facilities that are discharged to the wastewater system.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 98,772	114,007	119,055	123,304
Fringe Benefits	41,484	69,223	56,997	58,658
Maintenance and Operations:				
Supplies and Equipment	5,616	5,200	15,600	6,900
Repairs and Maintenance	8,731	8,332	9,900	9,900
Professional/Contractual Services	21,931	45,000	45,000	48,000
Utilities	250	1,100	1,000	1,000
Training and Memberships	2,055	8,000	7,900	8,500
Asset Replacement Funding	9,625	9,700	1,800	8,400
Total Maintenance and Operations	48,208	77,332	81,200	82,700
Capital Outlay:				
Capital Outlay	-	-	37,000	15,000
Use of Asset Replacement	-	-	(37,000)	(15,000)
Total Capital Outlay	-	-	-	-
Total Program Allocations	$ 188,464	260,562	257,252	264,662

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: 1.60

FUNDING SOURCE: This program is funded 100% by Wastewater Fund

PUBLIC WORKS

WASTEWATER FUND
INDUSTRIAL WASTE INSPECTION
OBJECTIVES & PERFORMANCE MEASURES

Mission

To implement the federally-mandated industrial pre-treatment program requirements of the Clean Water Act.

Goal(s)

- Protect Hill Canyon Treatment Plant (HCTP), collection system, City staff, and receiving waters from pollutants generated at industrial facilities that may be discharged to the wastewater system.

Prior Budget Accomplishments

- Ensured continued compliance of permitted industrial dischargers to the wastewater system.
- Inspected and performed compliance monitoring at nine permitted facilities at least bi-annually.
- Maintained regulatory permit system for industrial dischargers.
- Inspected commercial facilities with pre-treatment devices to ensure maintenance and compliance.

Objective(s)

- Ensure industrial dischargers continue compliance with applicable limits and regulations through a program of permitting and monitoring. **(Citywide Goal E: Public Infrastructure)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
All mandated program requirements are met	100%	100%	100%	100%	100%
Pass-through or interference events at HCTP attributed to industrial dischargers	0	0	0	0	0
Any necessary enforcement actions are initiated promptly	100%	100%	100%	100%	100%
Average number of industrial and commercial inspections conducted	320	320	320	320	320

PUBLIC WORKS

WASTEWATER FUND
HILL CANYON TREATMENT PLANT

Program Description

The Hill Canyon Treatment Plant is an advanced tertiary wastewater treatment facility.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 1,856,318	1,947,545	2,057,711	2,117,237
Fringe Benefits	919,390	1,294,446	1,107,440	1,140,943
Maintenance and Operations:				
Supplies and Equipment	777,357	1,703,224	1,206,200	1,251,200
Repairs and Maintenance	94,693	132,298	100,200	100,700
Professional/Contractual Services	1,357,389	1,979,863	1,695,000	1,697,500
Utilities	1,008,291	1,196,500	1,104,000	1,154,500
Equipment/Building Rental	8,001	27,000	20,000	20,000
Training and Memberships	39,067	62,100	70,500	70,500
Asset Replacement Funding	132,896	177,300	93,200	89,500
Total Maintenance and Operations	3,417,694	5,278,285	4,289,100	4,383,900
Capital Outlay:				
Capital Outlay	46,244	108,300	44,600	76,800
Use of Asset Replacement	(46,244)	(87,300)	(44,600)	(76,800)
Total Capital Outlay	-	21,000	-	-
Total Program Allocations	$ 6,193,402	8,541,276	7,454,251	7,642,080

Budget Variance: Electricity costs increases are mitigated due to cogeneration and solar power.

TOTAL ALLOCATED POSITIONS: 27.50

FUNDING SOURCE: This program is funded 100% by Wastewater Fund

PUBLIC WORKS

WASTEWATER FUND
HILL CANYON TREATMENT PLANT
OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide excellent wastewater treatment facility performance twenty-four hours a day, seven days a week, three hundred sixty-five days a year.

Goal(s)

- Achieve full compliance with State-issued National Pollution Discharge Elimination System (NPDES) discharge permit.
- Beneficially recycle biosolids.
- Preserve the infrastructure of the Hill Canyon Wastewater Treatment Plant and operate it efficiently and economically.

Prior Budget Accomplishments

- Under budget while accomplishing all operational and facility improvement goals.
- Executed contracts with private companies to construct onsite cogeneration and solar facilities.
- Successful completion of numerous facility improvements - site security system, paving, and site civil work.
- Achieved better overall lighting and reduced energy costs with facility lighting retrofit grant from Ventura County Energy Regional Alliance.

Additional Accomplishments

- Began cogeneration/solar projects to provide majority of site power needs with green renewable energy.
- Evaluated biosolids recycling options.
- Evaluated importing locally generated restaurant grease to increase cogeneration potential.
- Improved operations and reduced electrical consumption with South Plant pumping.

Objective(s)

- Retrofit North headworks to improve operational performance. **(Citywide Goal E: Public Infrastructure)**
- Evaluate locally generated grease acceptance to create energy. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Identify one or more long term biosolids recycling options. **(Citywide Goal E: Public Infrastructure)**
- Replace sodium hypochlorite pumping system. **(Citywide Goal B: Fiscally/Managerially Responsible)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
NPDES discharge violations(A)	5	0	0	0	0
Southern California Edison (SCE) energy consumption/annual Kwh(B)	8.6 million	7.9 million	3.1 million	2.2 million	2.2 million
Renewable energy generation/annual Kwh	0	0	4.8 million	5.7 million	5.7 million
Budget expenditure compliance	N/A	N/A	95%	95%/100%	95%/100%

Performance Measure Notes

(A)Goal is always zero discharge violations and comprehensive operating permit(s) compliance.
(B) 2007 will see both cogeneration and solar system start up; dramatic decrease in use of Southern California Edison energy.

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SOLID WASTE FUND

PUBLIC WORKS

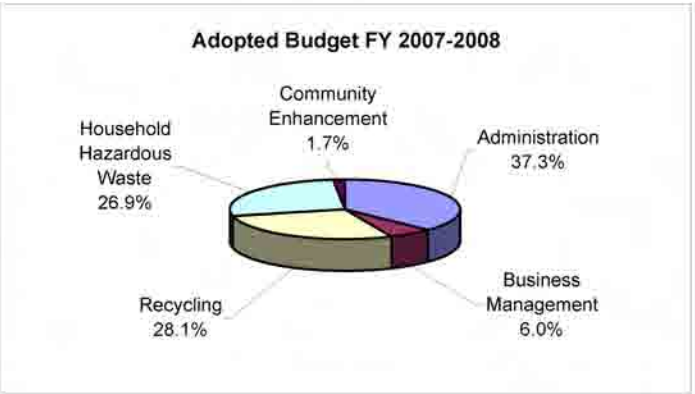
SOLID WASTE FUND
OPERATIONS SUMMARY

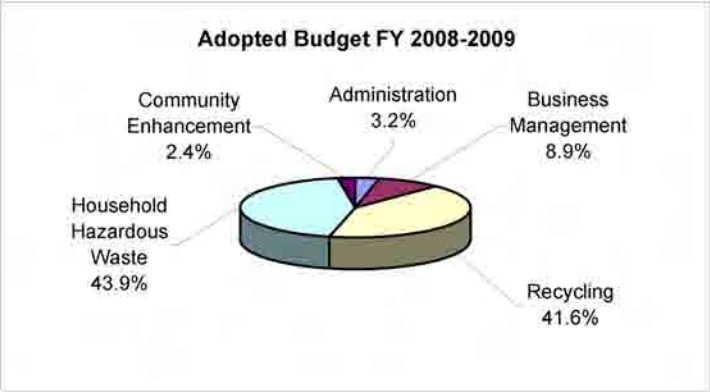
		Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Amount Available for Allocation					
Estimated Revenues:					
Landfill Facility Fee	$	372,728	300,000	363,500	363,500
Residential Recycling		258,804	257,300	258,000	258,000
Commercial Recycling		447,194	391,600	440,000	440,000
Temporary Drop Box & Bin		164,510	158,000	150,000	150,000
Interest Income		158,779	80,000	160,000	160,000
Grants - Recycling and Hazardous Waste		37,794	71,800	65,600	65,900
Miscellaneous		148,268	18,700	33,000	33,000
Total Estimated Revenues		1,588,077	1,277,400	1,470,100	1,470,400
Reserve Accounts		-	2,703,322	1,204,599	400,773
Total Available for Allocation	$	1,588,077	3,980,722	2,674,699	1,871,173
Estimated Requirements					
Operating Expenses:					
Salaries	$	275,813	338,514	370,268	384,781
Fringe Benefits		114,586	170,577	132,331	137,792
Maintenance and Operations		704,022	1,338,031	1,232,100	1,348,600
Total Operating Expenses		1,094,421	1,847,122	1,734,699	1,871,173
Capital Improvements		-	2,133,600	940,000	-
Reserve Accounts		493,656	-	-	-
Total Estimated Requirements	$	1,588,077	3,980,722	2,674,699	1,871,173

PUBLIC WORKS

SOLID WASTE FUND
PROGRAMS SUMMARY

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocation Summary				
Administration	$ 33,390	2,185,403	997,807	60,150
Business Management	142,417	143,590	159,599	167,030
Recycling	463,763	818,206	751,098	777,850
Household Hazardous Waste	454,851	801,123	721,195	821,143
Community Enhancement	-	32,400	45,000	45,000
Total	$ 1,094,421	3,980,722	2,674,699	1,871,173

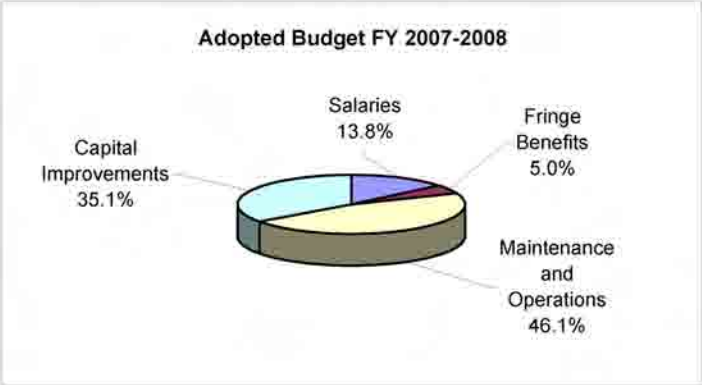


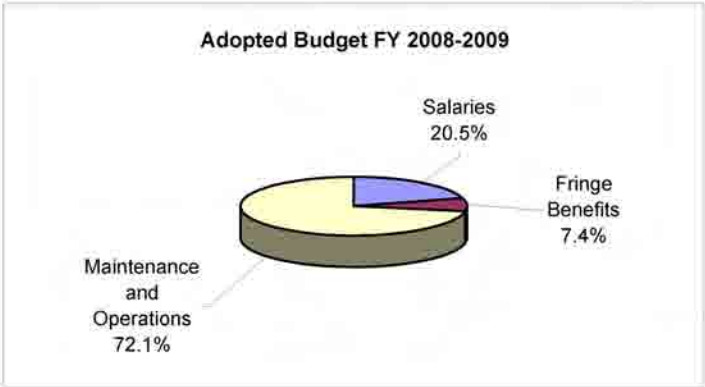


PUBLIC WORKS

SOLID WASTE FUND
ALLOCATION SUMMARY

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 275,813	338,514	370,268	384,781
Fringe Benefits	114,586	170,577	132,331	137,792
Maintenance and Operations:				
Supplies and Equipment	98,020	321,431	217,900	218,700
Repairs and Maintenance	2,191	10,400	7,000	7,000
Professional/Contractual Services	507,405	843,100	828,100	941,600
Utilities	77,232	132,500	130,300	130,400
Insurance and Claims	789	-	10,000	10,000
Equipment/Building Rental	6,924	8,300	12,600	12,600
Training and Memberships	11,067	21,300	26,200	26,400
Asset Replacement Funding	394	1,000	-	1,900
Total Maintenance and Operations	704,022	1,338,031	1,232,100	1,348,600
Capital Outlay:				
Capital Outlay	-	-	15,000	-
Use of Asset Replacement	-	-	(15,000)	-
Total Capital Outlay	-	-	-	-
Capital Improvements	-	2,133,600	940,000	-
Total Program Allocations	$ 1,094,421	3,980,722	2,674,699	1,871,173





PUBLIC WORKS

SOLID WASTE FUND
ADMINISTRATION

Program Description

Administration provides overall management of Public Works Department, customer service/counter assistance, and administrative assistance to the Director and Department staff.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 19,916	28,327	32,913	34,124
Fringe Benefits	8,967	19,276	16,994	17,526
Maintenance and Operations:				
Supplies and Equipment	2,479	3,100	5,100	6,400
Repairs and Maintenance	433	800	900	900
Professional/Contractual Services	1,200	100	100	100
Utilities	60	100	200	200
Training and Memberships	335	100	1,600	900
Total Maintenance and Operations	4,507	4,200	7,900	8,500
Capital Improvements	-	2,133,600	940,000	-
Total Program Allocations	$ 33,390	2,185,403	997,807	60,150

Budget Variance: Capital Improvement in FY 2007 related to MSC land purchase, while FY 2008 is related to new MSC building improvements.

TOTAL ALLOCATED POSITIONS: 0.50

FUNDING SOURCE: This program is funded 100% by Solid Waste Fund

PUBLIC WORKS

SOLID WASTE FUND
ADMINISTRATION
OBJECTIVES & PERFORMANCE MEASURES

Mission
To provide excellent customer service to the public and responsive administrative support to Department staff.

Goal(s)
- Provide exceptional customer service to internal and external customers.
- Process all documents accurately, professionally, and in a timely manner.
- Provide superior administrative support to Department staff.

Prior Budget Accomplishments
- Processed 185 Council items in 2006.
- Responded to and closed 80 referrals in 2006.
- Legally destroyed 115 files in 2006.

Objective(s)
- Provide administrative support for City Council agenda items. **(Citywide Goal A: Government Leadership)**
- Provide front counter customer service. **(Citywide Goal A: Government Leadership)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Process referrals within assigned timeframe(A)	N/A	N/A	95%	95%	95%
Budget expenditure compliance by program	N/A	N/A	95%/100%	95%	95%

Performance Measure Notes
(A)Referrals forwarded to appropriate staff once received from City Manager's Office.

PUBLIC WORKS

SOLID WASTE FUND
BUSINESS MANAGEMENT

Program Description

This program manages the Department's business functions, including accounting, purchasing, budget preparation and monitoring, user fees, solid waste rate adjustments and related fiscal functions.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 14,683	16,099	16,578	17,112
Fringe Benefits	6,467	9,991	8,621	8,818
Maintenance and Operations:				
Supplies and Equipment	-	200	200	200
Professional/Contractual Services	121,163	116,500	133,700	140,400
Utilities	-	-	100	100
Training and Memberships	104	800	400	400
Total Maintenance and Operations	121,267	117,500	134,400	141,100
Total Program Allocations	$ 142,417	143,590	159,599	167,030

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: 0.30

FUNDING SOURCE: This program is funded 100% by Solid Waste Fund

PUBLIC WORKS

SOLID WASTE FUND
BUSINESS MANAGEMENT
OBJECTIVES & PERFORMANCE MEASURES

Mission
To manage the Department's fiscal matters in an efficient and cost-effective manner.

Goal(s)
- Provide accurate annual rate review and adjustments consistent with the solid waste hauler franchise agreements.
- Process invoices received for payment prior to their due dates to ensure eligibility for prompt payment discounts and avoid late charges.
- Monitor legislation on routine basis and prepare position reports for City Manager's review.

Prior Budget Accomplishments
- Completed budget preparation and User Fee revisions on schedule for Council review and approval.
- Streamlined purchase requisition approval process by implementing automatic E-Mail notification for the Department.

Objective(s)
- Review and adjust solid waste rates annually. **(Citywide Goal B: Fiscally/Managerially Responsible)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Rates reviewed and adopted annually prior to effective date of January 1	Rates adopted November 2004	Rates adopted October 2005	Rates adopted November 2006	Rates adopted November 2007	Rates adopted November 2008
Monthly reporting of Operating Budget and Capital Projects	100%	100%	100%	100%	100%

PUBLIC WORKS

SOLID WASTE FUND
RECYCLING

Program Description

This program is responsible for promoting waste reduction activities throughout the City, managing contracts with private waste haulers and the Simi Valley Landfill, and developing medium and long-range plans to meet State mandates and local waste reduction and disposal needs.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 151,592	175,087	202,030	210,237
Fringe Benefits	65,504	95,914	71,468	74,713
Maintenance and Operations:				
Supplies and Equipment	59,188	242,841	141,300	141,300
Professional/Contractual Services	99,196	154,364	171,000	186,000
Utilities	76,470	131,300	128,800	128,800
Insurance and Claims	789	-	10,000	10,000
Equipment/Building Rental	6,621	6,700	11,000	11,000
Training and Memberships	4,403	12,000	15,500	15,800
Total Maintenance and Operations	246,667	547,205	477,600	492,900
Total Program Allocations	$ 463,763	818,206	751,098	777,850

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: 2.05

FUNDING SOURCE: This program is funded 100% by Solid Waste Fund

PUBLIC WORKS

SOLID WASTE FUND
RECYCLING
OBJECTIVES & PERFORMANCE MEASURES

Mission

To enhance community beauty and environmental safety by providing high quality, customer friendly solid waste collection, recycling, waste reduction, and public outreach programs.

Goal(s)

- Promote residential and commercial waste reduction by providing numerous public outreach resources and activities.
- Implement new programs to help meet or exceed State mandates for local waste reduction.
- Manage contracts with private refuse and recycling collection companies.

Prior Budget Accomplishments

- Developed a system in which recycling of Construction and Demolition (C&D) debris is part of the construction permitting process.
- Re-negotiated exclusive franchise hauler contracts.
- Exceeded community solid waste standards for convenience and reliability, including weekly pick up of rubbish, recycling, and green waste.
- Received an exemplary review from the California Integrated Waste Management Board for exceeding State-mandated goal of 50% diversion and for implementing successful programs.

Additional Accomplishments

- Provided source reduction and recycling education via TOTV, brochures, newspaper ads, advertising kiosks, workshops, and telephone information line.
- Provided residents with one free annual Community Clean-Up Day and one free landfill day at the Simi Valley Landfill.
- Established uniform solid waste rates throughout the City.

Objective(s)

- Increase diversion percentage approved by the State by 1% each year. **(Citywide Goal E: Public Infrastructure)**
- Adopt a C&D recycling ordinance to increase waste diversion. **(Citywide Goal E: Public Infrastructure)**
- Complete and submit annual Waste Diversion Reports to State by deadline. **(Citywide Goal E: Public Infrastructure)**
- Work with Conejo Recreation and Park District to provide recycling collection at sports events in local parks. **(Citywide Goal E: Public Infrastructure)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Waste diversion percentage as approved by State(A)	59 %	56%	55%	56%	57%
Construction and demolition recycling ordinance adopted and implemented	N/A	N/A	Ordinance adopted	Ordinance implemented	Continue implementation
Annual diversion report submitted to State on time(B)	Yes	Yes	Yes	Yes	Yes

Performance Measure Notes

(A)State recycling percentages are available approximately 2.5 years after the close of the calendar year.
(B)Diversion figures approved by the State in FY 2005 were for diversion programs that took place in 2003.

PUBLIC WORKS

SOLID WASTE FUND
HOUSEHOLD HAZARDOUS WASTE

Program Description

This program is responsible for providing cost-effective and safe disposal of residential and small business hazardous waste at the Municipal Service Center.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 89,622	119,001	118,747	123,308
Fringe Benefits	33,648	45,396	35,248	36,735
Maintenance and Operations:				
Supplies and Equipment	36,353	75,290	71,300	70,800
Repairs and Maintenance	1,758	9,600	6,100	6,100
Professional/Contractual Services	285,846	539,736	478,300	570,100
Utilities	702	1,100	1,200	1,300
Equipment/Building Rental	303	1,600	1,600	1,600
Training and Memberships	6,225	8,400	8,700	9,300
Asset Replacement Funding	394	1,000	-	1,900
Total Maintenance and Operations	331,581	636,726	567,200	661,100
Capital Outlay:				
Capital Outlay	-	-	15,000	-
Use of Asset Replacement	-	-	(15,000)	-
Total Capital Outlay	-	-	-	-
Total Program Allocations	$ 454,851	801,123	721,195	821,143

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: 1.05

FUNDING SOURCE: This program is funded 100% by Solid Waste Fund

PUBLIC WORKS

SOLID WASTE FUND
HOUSEHOLD HAZARDOUS WASTE
OBJECTIVES & PERFORMANCE MEASURES

Mission

To collect and handle Household Hazardous Waste (HHW) in a safe, responsible manner exceeding environmental standards and protecting and preserving limited natural resources as outlined in the City's General Plan.

Goal(s)

- Identify new opportunities for programs and services that support environmental, sustainable, and economical growth and incorporate them into our HHW program.
- Provide hazardous waste collection services to residents and small businesses.
- Manage hazardous waste collection contract for residential and small business services.

Prior Budget Accomplishments

- Received 2006 California Environmental Protection Agency's Household Hazardous Waste/Used Oil Recycling 'Program Excellence' Award.
- Implemented electronic collection at monthly HHW collection program.
- Collected 438,119 pounds of hazardous materials from 3,850 residents, while giving back to the community 8,925 pounds of reusable products at the Material Reuse Program.
- Achieved "No Violations" from the County of Ventura Environmental Health Division inspection program.

Additional Accomplishments

- Provided publicity and education for safe and economical hazardous waste disposal via television, newspaper, newsletters, bus placards, mall billboards, billing inserts, and direct mail.
- Completed media campaign for targeted audiences such as Spanish speaking public, small businesses, students, and auto enthusiasts.

Objective(s)

- Award new HHW Contract in 2007. **(Citywide Goal E: Public Infrastructure)**
- Increase number of presentations to community, government, and business groups discussing the City's HHW and environmental programs. **(Citywide Goal E: Public Infrastructure)**
- Expand battery collection services. **(Citywide Goal E: Public Infrastructure)**
- Participate in planning, design, construction, and purchase of equipment for permanent HHW collection facility. **(Citywide Goal E: Public Infrastructure)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Number of HHW collection events available to residents	11	11	17	35	35
Violations issued at HHW collection events	0	0	0	0	0
Household battery collection sites	1	1	3	5	7
Public outreach presentations provided on HHW and other City environmental programs	4	4	4	6	8

PUBLIC WORKS

SOLID WASTE FUND
COMMUNITY ENHANCEMENT

Program Description

This program provides funding for three solid waste related community beautification programs: the Neighborhood Clean Up Program; the Adopt-a-Highway Program; and the Community Enhancement Grant Program.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Maintenance and Operations:				
Professional/Contractual Services	$ -	32,400	45,000	45,000
Total Program Allocations	$ -	32,400	45,000	45,000

Budget Variance: Community Enhancement Grant Programs.

TOTAL ALLOCATED POSITIONS: 0.00

FUNDING SOURCE: This program is funded 100% by Solid Waste Fund

PUBLIC WORKS

SOLID WASTE FUND
COMMUNITY ENHANCEMENT
OBJECTIVES & PERFORMANCE MEASURES

Mission

To encourage and coordinate programs to enhance City neighborhoods and conserve natural resources.

Goal(s)

- Organize and manage the Neighborhood Clean-Up Program in a customer friendly and cost-effective manner.
- Manage 101/23 Freeway interchange and on/off ramp debris removal contract services in a cost-effective manner.
- Work with local non-profit groups to provide Community Enhancement Grants, and assist these groups in completing cost-effective clean-up and environmental projects.

Prior Budget Accomplishments

- Successfully conducted public outreach promoting Neighborhood Clean-Up Program to areas not having previously participated.
- Distributed information regarding Household Hazardous Waste and Bulky Item Pick-Up during Neighborhood Clean-Up public outreach.
- Managed contract for 101/23 Freeway interchange and on/off ramp cleaning in a cost effective manner.
- Coordinated with Community Enhancement Grant recipients ensuring that grant projects were environmental in nature.

Additional Accomplishments

- Promoted Community Enhancement Grant availability via press releases and City's website.

Objective(s)

- Increase the number of Neighborhood Clean-Ups by three percent annually and increase diversion of reusable materials to nonprofits and second hand stores. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Continue to provide monthly cleaning of the 101/23 Freeway interchange and freeway on/off ramps. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Assist Community Enhancement Grant recipients in completing their projects in a timely manner. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Investigate feasibility of outside additional funding source(s) for Community Enhancement Grant program by February 2008. **(Citywide Goal B: Fiscally/Managerially Responsible)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Annual number of Neighborhood Clean-Up events	70	80	85	88	91
Interchange and off ramp areas cleaned monthly	50	50	50	50	50
Percentage of grant recipients completing projects on time	90%	90%	90%	92%	92%

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TRANSPORTATION FUND

PUBLIC WORKS

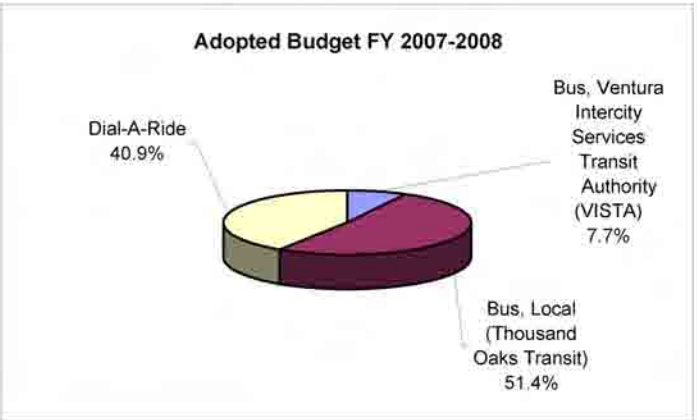
TRANSPORTATION FUND
OPERATIONS SUMMARY

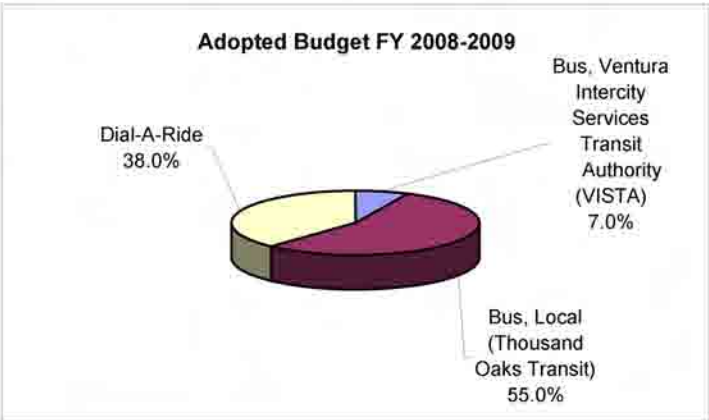
		Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Amount Available for Allocation					
Estimated Revenues:					
Sales Tax on Gasoline, SB325	$	1,098,485	2,094,887	2,118,316	2,339,310
Bus Fares		110,187	90,000	113,000	115,000
Dial-A-Ride		78,731	75,000	85,000	90,000
Interest Income		39,532	5,000	10,000	10,000
Federal and State Grants		676,749	1,464,700	316,832	316,832
Miscellaneous		4,140	500	1,000	1,000
Total Estimated Revenues		2,007,824	3,730,087	2,644,148	2,872,142
Transfers From Other Funds		89,027	465,561	138,071	211,310
Reserve Accounts		-	158,060	-	-
Total Available for Allocation	$	2,096,851	4,353,708	2,782,219	3,083,452
Estimated Requirements					
Operating Expenses:					
Salaries	$	59,141	64,766	65,351	67,461
Fringe Benefits		23,583	37,017	30,468	31,391
Maintenance and Operations		2,010,661	2,507,225	2,367,400	2,464,600
Capital Outlay		-	1,744,700	-	-
Total Operating Expenses		2,093,385	4,353,708	2,463,219	2,563,452
Capital Improvements		-	-	319,000	520,000
Reserve Accounts		3,466	-	-	-
Total Estimated Requirements	$	2,096,851	4,353,708	2,782,219	3,083,452

PUBLIC WORKS

TRANSPORTATION FUND
PROGRAMS SUMMARY

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocation Summary				
Bus, Ventura Intercity Services Transit Authority (VISTA)	$ 203,478	203,359	213,877	215,156
Bus, Local (Thousand Oaks Transit)	883,604	3,000,685	1,430,371	1,694,798
Dial-A-Ride	1,006,303	1,149,664	1,137,971	1,173,498
Total	$ 2,093,385	4,353,708	2,782,219	3,083,452

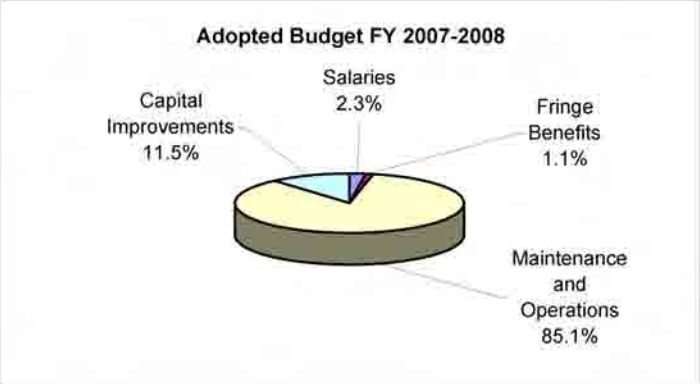


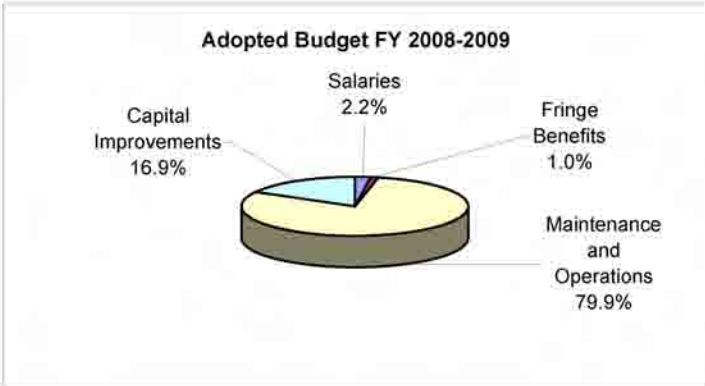


PUBLIC WORKS

TRANSPORTATION FUND
ALLOCATION SUMMARY

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 59,141	64,766	65,351	67,461
Fringe Benefits	23,583	37,017	30,468	31,391
Maintenance and Operations:				
Supplies and Equipment	14,033	12,900	17,300	17,900
Repairs and Maintenance	329,762	329,578	350,000	357,000
Professional/Contractual Services	1,651,147	2,136,247	1,981,000	2,070,500
Utilities	4,621	7,000	6,000	6,100
Insurance and Claims	8,690	20,000	10,000	10,000
Training and Memberships	2,408	1,500	3,100	3,100
Total Maintenance and Operations	2,010,661	2,507,225	2,367,400	2,464,600
Capital Outlay:				
Capital Outlay	-	1,744,700	-	-
Capital Improvements	-	-	319,000	520,000
Total Program Allocations	$ 2,093,385	4,353,708	2,782,219	3,083,452





PUBLIC WORKS

TRANSPORTATION FUND

BUS, VENTURA INTERCITY SERVICES TRANSIT AUTHORITY (VISTA)

Program Description

This program provides express regional transportation services for City residents traveling to destinations within and outside Ventura County.

		Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations					
Salaries	$	7,393	8,146	8,131	8,395
Fringe Benefits		2,948	4,613	3,746	3,861
Maintenance and Operations:					
Professional/Contractual Services		193,137	190,600	202,000	202,900
Total Program Allocations	$	203,478	203,359	213,877	215,156

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: 0.10

FUNDING SOURCE: This program is funded 100% by Transportation Fund

PUBLIC WORKS

TRANSPORTATION FUND
BUS, VENTURA INTERCITY SERVICES TRANSIT AUTHORITY (VISTA)
OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide on-time, safe, and efficient transportation between, and connecting to, existing transit systems in Ventura County.

Goal(s)

- Increase ridership of all systems throughout the County with on-time connections.
- Reduce traffic congestion through a shared ride bus service.

Prior Budget Accomplishments

- Reduced City's cost due to Ventura County Transportation Commission's (VCTC) efforts to increase ridership and secure federal funding.

Additional Accomplishments

- Increased VISTA ridership by more than six percent.
- Developed a heavily-used VISTA route between Ventura and Santa Barbara with connections to Thousand Oaks.

Objective(s)

- Increase ridership with on-time, helpful, and friendly service. **(Citywide Goal G: Multi-jurisdictional Opportunities)**
- Provide efficient connections with other transit systems. **(Citywide Goal G: Multi-jurisdictional Opportunities)**
- Continue cooperation between agencies to provide convenient intercity service. **(Citywide Goal G: Multi-jurisdictional Opportunities)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Farebox recovery ratio of 20%	27.4%	23.5%	20%	20%	20%
Increase ridership 3% annually	122,985	130,987	151,275	155,820	160,495

PUBLIC WORKS

TRANSPORTATION FUND
BUS, LOCAL (THOUSAND OAKS TRANSIT)

Program Description

This program provides low cost community bus service to residents and commuters while reducing automobile trips on local streets.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 25,874	28,310	28,610	29,533
Fringe Benefits	10,318	16,202	13,361	13,765
Maintenance and Operations:				
Supplies and Equipment	12,674	11,700	15,700	16,200
Repairs and Maintenance	329,762	329,578	350,000	357,000
Professional/Contractual Services	489,257	841,695	684,600	739,100
Utilities	4,621	7,000	6,000	6,100
Insurance and Claims	8,690	20,000	10,000	10,000
Training and Memberships	2,408	1,500	3,100	3,100
Total Maintenance and Operations	847,412	1,211,473	1,069,400	1,131,500
Capital Outlay:				
Capital Outlay	-	1,744,700	-	-
Capital Improvements	-	-	319,000	520,000
Total Program Allocations	$ 883,604	3,000,685	1,430,371	1,694,798

Budget Variance: Capital Outlay for FY 2007 is for buses purchased via Federal grants.

TOTAL ALLOCATED POSITIONS: 0.35

FUNDING SOURCE: This program is funded 100% by Transportation Fund

PUBLIC WORKS

TRANSPORTATION FUND
BUS, LOCAL (THOUSAND OAKS TRANSIT)
OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide quality, affordable community bus service in an effort to reduce automobile trips on local streets.

Goal(s)

- Maximize ridership by providing service routes that enhance community availability and use.
- Maintain reasonable fares to attract and maintain ridership.
- Maintain on-time performance at scheduled stops.

Prior Budget Accomplishments

- Increased fare revenue by 12.5 percent reducing demand on Air Quality Funds.
- Applied for and received $200,000 in federal funds for annual capital maintenance.
- Activated Countywide web-based, real-time "Next Bus" information system.

Additional Accomplishments

- Increased ridership 24.9 percent.
- Implemented Thousand Oaks Transit (TOT) marketing plan.
- Created transit-specific website.

Objective(s)

- Review customer comment cards weekly. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Perform annual analysis of service routes. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Maintain 95 percent or greater on-time performance. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Perform annual Countywide fare comparison. **(Citywide Goal B: Fiscally/Managerially Responsible)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Ridership increase by 5% per year	140,123	165,253	166,931	183,750	193,500
Farebox recovery	17%	18%	16%	17%	17%
Cost per passenger	$6.37	$4.92	$7.27	$5.95	$6.00
Passengers per revenue hours	10.6	12.5	13.1	13.7	14.3
On-time performance	N/A	N/A	90%	95%	95%

PUBLIC WORKS

TRANSPORTATION FUND
DIAL-A-RIDE

Program Description

This program provides door-to-door transportation for seniors and persons with disabilities.

		Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations					
Salaries	$	25,874	28,310	28,610	29,533
Fringe Benefits		10,317	16,202	13,361	13,765
Maintenance and Operations:					
Supplies and Equipment		1,359	1,200	1,600	1,700
Professional/Contractual Services		968,753	1,103,952	1,094,400	1,128,500
Total Maintenance and Operations		970,112	1,105,152	1,096,000	1,130,200
Total Program Allocations	$	1,006,303	1,149,664	1,137,971	1,173,498

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: 0.35

FUNDING SOURCE: This program is funded 100% by Transportation Fund

PUBLIC WORKS

TRANSPORTATION FUND
DIAL-A-RIDE
OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide transportation service for seniors and disabled residents unable to use fixed route transit.

Goal(s)

- Provide transportation service averaging 30 minutes from time of request.
- Provide transportation service within 15 minutes of the reservation time.
- Provide friendly and helpful service to our residents.

Prior Budget Accomplishments

- Simplified fare structure and provided revenue in accordance with Transportation Development Act requirements.

Additional Accomplishments

- Worked with other County agencies to obtain a Countywide paratransit study and recommendations.

Objective(s)

- Work with other agencies to provide a Countywide paratransit program. **(Citywide Goal G: Multi-jurisdictional Opportunities)**
- Provide on-time, reliable service to seniors and disabled passengers. **(Citywide Goal G: Multi-jurisdictional Opportunities)**
- Implement computerized dispatch system. **(Citywide Goal B: Fiscally/Managerially Responsible)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Average wait time for pick-up	27 minutes	28 minutes	28 minutes	30 minutes	30 minutes
Farebox recovery	8%	7%	8.5%	12%	11.5%
Passengers per hour	2.59	2.81	2.80	3.0	3.0

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THEATRES FUND

COMMUNITY & CULTURAL SERVICES

THEATRES FUND
OPERATIONS SUMMARY

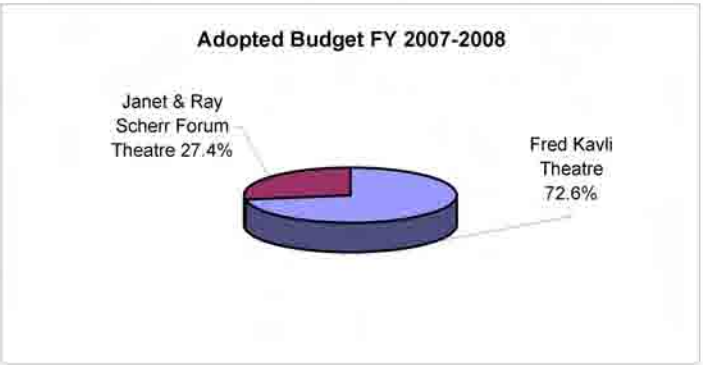
		Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Amount Available for Allocation					
Estimated Revenues:					
Box Office Charges	$	285,487	286,000	294,000	302,000
Charges for Services		506,663	403,900	715,000	711,805
Labor Sales		1,036,066	1,161,300	1,395,000	1,519,500
Performance Rehearsal Rents		486,180	501,100	575,000	632,500
Concession Rental		58,903	42,500	47,000	49,000
Parking		228,518	220,000	320,000	320,000
Alliance for the Arts		250,000	250,000	400,000	400,000
Advertising/Promotion/Lobby Sales		54,245	30,700	39,900	39,900
Cost Allocations		272,970	277,500	319,300	330,400
Interest Apportionment		125,818	100,000	150,000	135,000
Miscellaneous		535	5,000	5,000	5,000
Total Estimated Revenues		3,305,385	3,278,000	4,260,200	4,445,105
Transfers From Other Funds		387,000	772,600	-	-
Reserve Accounts		-	180,631	350,000	-
Total Available for Allocation	$	3,692,385	4,231,231	4,610,200	4,445,105
Estimated Requirements					
Operating Expenses:					
Salaries	$	1,310,504	1,264,364	1,465,162	1,493,779
Fringe Benefits		396,966	532,648	558,676	571,026
Maintenance and Operations		1,658,655	2,342,798	2,136,362	2,195,300
Capital Outlay		19,627	-	-	-
Total Operating Expenses		3,385,752	4,139,810	4,160,200	4,260,105
Capital Improvements		94,358	91,421	275,000	150,000
Maintenance Improvements		-	-	175,000	35,000
Reserve Accounts*		212,275	-	-	-
Total Estimated Requirements	$	3,692,385	4,231,231	4,610,200	4,445,105

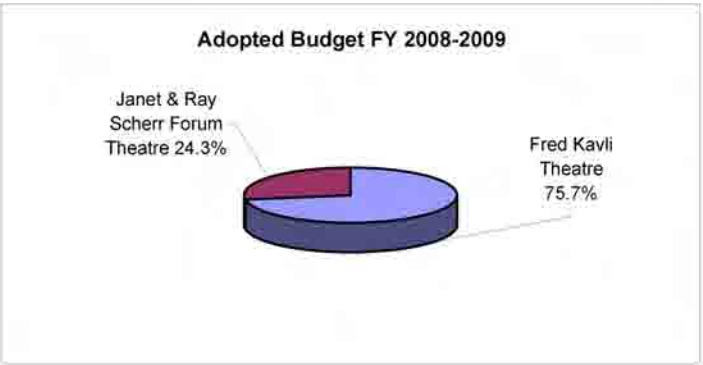
* Reserve account does not include approximately $35,000 in depreciation, which is not budgeted during the two-year budget cycle. Additional reserves will be placed in fund balance for future capital projects.

COMMUNITY & CULTURAL SERVICES

THEATRES FUND
PROGRAMS SUMMARY

		Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocation Summary					
Fred Kavli Theatre	$	2,574,725	3,118,191	3,345,965	3,365,659
Janet & Ray Scherr Forum Theatre		905,385	1,113,040	1,264,235	1,079,446
Total	$	3,480,110	4,231,231	4,610,200	4,445,105

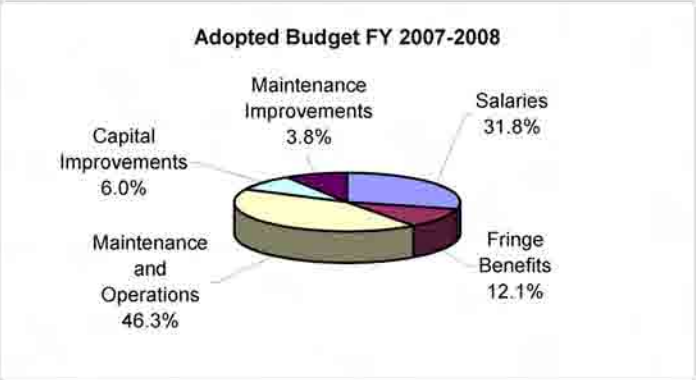


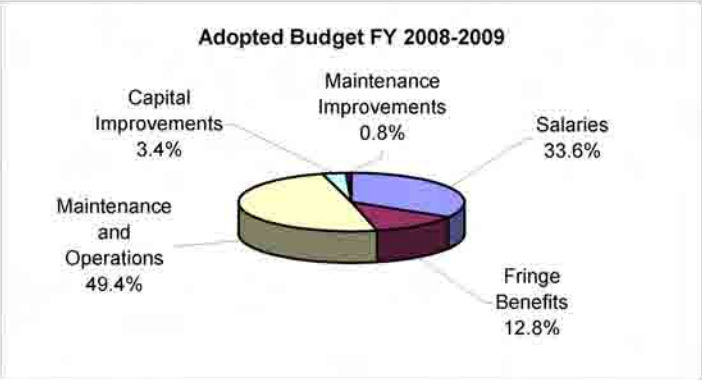


COMMUNITY & CULTURAL SERVICES

THEATRES FUND
ALLOCATION SUMMARY

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 1,310,504	1,264,364	1,465,162	1,493,779
Fringe Benefits	396,966	532,648	558,676	571,026
Maintenance and Operations:				
Supplies and Equipment	114,581	140,600	144,850	144,850
Repairs and Maintenance	24,146	37,100	81,800	81,800
Professional/Contractual Services	1,077,334	1,664,498	1,355,992	1,383,410
Utilities	338,579	384,500	421,920	454,440
Equipment/Building Rental	24,407	23,100	30,100	30,100
Training and Memberships	11,505	15,700	34,600	34,600
Asset Replacement Funding	68,103	77,300	67,100	66,100
Total Maintenance and Operations	1,658,655	2,342,798	2,136,362	2,195,300
Capital Outlay:				
Capital Outlay	39,549	24,300	-	-
Use of Asset Replacement	(19,922)	(24,300)	-	-
Total Capital Outlay	19,627	-	-	-
Capital Improvements	94,358	91,421	275,000	150,000
Maintenance Improvements	-	-	175,000	35,000
Total Program Allocations	$ 3,480,110	4,231,231	4,610,200	4,445,105





COMMUNITY & CULTURAL SERVICES

THEATRES FUND
FRED KAVLI THEATRE

Program Description

Operates the Countrywide Performing Arts Center's Fred Kavli Theatre, an 1,800 seat performing arts venue.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 894,089	849,116	1,050,577	1,067,205
Fringe Benefits	249,537	336,027	374,170	380,504
Maintenance and Operations:				
Supplies and Equipment	67,857	84,000	84,550	84,550
Repairs and Maintenance	13,844	21,000	45,100	45,100
Professional/Contractual Services	885,712	1,346,027	1,123,868	1,144,700
Utilities	273,875	311,300	340,200	367,100
Equipment/Building Rental	15,589	9,600	17,600	17,600
Training and Memberships	6,178	9,700	24,300	24,300
Asset Replacement Funding	54,059	60,000	50,600	49,600
Total Maintenance and Operations	1,317,114	1,841,627	1,686,218	1,732,950
Capital Outlay:				
Capital Outlay	19,627	10,700	-	-
Use of Asset Replacement	-	(10,700)	-	-
Total Capital Outlay	19,627	-	-	-
Capital Improvements	94,358	91,421	75,000	150,000
Maintenance Improvements	-	-	160,000	35,000
Total Program Allocations	$ 2,574,725	3,118,191	3,345,965	3,365,659

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: 11.50

FUNDING SOURCE: This program is funded 100% by Theatre Fund

COMMUNITY AND CULTURAL SERVICES

THEATRES FUND
FRED KAVLI THEATRE
OBJECTIVES & PERFORMANCE MEASURES

Mission
To enhance the quality of life for citizens through presentation of the finest performances.

Goal(s)
- Broaden the base of appreciation and support in the community through programs that are culturally diverse and meet the entertainment desires of the area.
- Maintain and operate the Fred Kavli Theatre, a multipurpose facility, in accordance with the highest performance standards.

Prior Budget Accomplishments
- Completed reupholstery of 1,800 seats within the theatre, and lobby furniture throughout the Fred Kavli Theatre.
- Completed renovation of the star dressing room.

Objective(s)
- Increase revenues for the Theatre Enterprise Fund through interaction with Alliance for the Arts and Friends of the Civic Arts Plaza. **(Citywide Goal F: Cultural Programs)**
- Design and implement upgrades to the Green Room. **(Citywide Goal B: Fiscally/Managerially Responsible)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Number of rental performances(A)	259	252	260	265	275
Number of Thousand Oaks CAP(B) Foundation presentations	18	20	25	30	35

Performance Measure Notes
(A)Performances measured in calendar year.
(B)Civic Arts Plaza

COMMUNITY & CULTURAL SERVICES

THEATRES FUND
JANET & RAY SCHERR FORUM THEATRE

Program Description

Operates the Countrywide Performing Arts Center's Janet and Ray Scherr Forum Theatre, a 400-seat community theatre and meeting site.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 416,415	415,248	414,585	426,574
Fringe Benefits	147,429	196,621	184,506	190,522
Maintenance and Operations:				
Supplies and Equipment	46,724	56,600	60,300	60,300
Repairs and Maintenance	10,302	16,100	36,700	36,700
Professional/Contractual Services	191,622	318,471	232,124	238,710
Utilities	64,704	73,200	81,720	87,340
Equipment/Building Rental	8,818	13,500	12,500	12,500
Training and Memberships	5,327	6,000	10,300	10,300
Asset Replacement Funding	14,044	17,300	16,500	16,500
Total Maintenance and Operations	341,541	501,171	450,144	462,350
Capital Outlay:				
Capital Outlay	19,922	13,600	-	-
Use of Asset Replacement	(19,922)	(13,600)	-	-
Total Capital Outlay	-	-	-	-
Capital Improvements	-	-	200,000	-
Maintenance Improvements	-	-	15,000	-
Total Program Allocations	$ 905,385	1,113,040	1,264,235	1,079,446

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: 4.80

FUNDING SOURCE: This program is funded 100% by Theatre Fund

COMMUNITY AND CULTURAL SERVICES

THEATRES FUND
JANET & RAY SCHERR FORUM THEATRE
OBJECTIVES & PERFORMANCE MEASURES

Mission

To operate the Countrywide Performing Arts Center's Janet and Ray Scherr Forum Theatre, a 400-seat community theatre and meeting site.

Goal(s)

- Broaden the support base for community theatre and music presentations.
- Rent/schedule performances as available to community groups/organizations.
- Provide production planning and adequately trained professional stage crew for performances.

Prior Budget Accomplishments

- Installed new lighting console.
- Initiated enhancements to Green Room.

Objective(s)

- Increase revenues for the Theatre Enterprise Fund through interaction with Alliance for the Arts and Friends of the Civic Arts Plaza. **(Citywide Goal F: Cultural Programs)**
- Design and implement upgrades to the Green Room. **(Citywide Goal B: Fiscally/Managerially Responsible)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Number of rental performances(A)	232	204	220	230	230
Number of TOCAP Foundation presentations	9	9	25	28	28

Performance Measure Notes

(A)Performances are measured in calendar years.

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LOS ROBLES GREENS GOLF COURSE FUND

FINANCE

LOS ROBLES GREENS GOLF COURSE FUND
OPERATIONS SUMMARY

		Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Amount Available for Allocation					
Estimated Requirements:					
Golf Course Green Fees	$	1,856,612	2,025,000	1,995,000	2,054,850
Golf Course Cart Rentals		608,931	580,000	618,000	636,540
Golf Course Memberships		21,940	27,000	27,000	27,000
Driving Range Fees		169,640	185,000	140,760	149,206
Pro Shop Rent		19,762	16,000	-	-
Interest Income		77,441	45,000	46,125	47,278
Miscellaneous		93,445	115,000	1,546,700	1,616,517
Total Estimated Revenues		2,847,771	2,993,000	4,373,585	4,531,391
Total Available for Allocation	$	2,847,771	2,993,000	4,373,585	4,531,391
Estimated Requirements					
Operating Expenses:					
Maintenance and Operations	$	2,193,242	2,584,502	3,796,456	3,917,382
Capital Improvements		-	-	-	10,000
Debt Service		124,410	121,000	116,290	111,795
Transfers to Other Funds		-	91,000	100,000	100,000
Reserve Accounts*		530,119	196,498	360,839	392,214
Total Estimated Requirements	$	2,847,771	2,993,000	4,373,585	4,531,391

Budget Variance: The City entered into a management agreement contract with Evergreen Alliance Golf Limited (EAGL) during FY 2007. Revenue and expenditure budgets have been grossed up to properly present the terms of the management agreement contract.

* Reserve account does not include approximately $325,000 in depreciation, which is not budgeted during the two-year budget cycle. Additional reserves will be placed in fund balance for future capital projects.

FINANCE

LOS ROBLES GREENS GOLF COURSE FUND
ALLOCATION SUMMARY

Program Description

Los Robles Greens Golf Course basks in the foothills of the Conejo Valley and was redesigned to a par 70 course (6,274 yards), known for the giant oak trees that line its fairways. The golf course is currently managed by Evergreen Alliance Golf Limited (EAGL).

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Maintenance and Operations:				
Supplies and Equipment	$ 7,413	4,400	-	-
Repairs and Maintenance	9,370	14,600	103,000	106,000
Professional/Contractual Services	1,868,866	2,147,502	3,034,331	3,133,520
Utilities	296,845	390,000	452,400	470,496
Insurance and Claims	1,034	6,000	-	-
Equipment/Building Rental	1,589	-	190,000	190,000
Training and Memberships	-	1,000	8,625	9,266
Asset Replacement Funding	8,125	21,000	8,100	8,100
Total Maintenance and Operations	2,193,242	2,584,502	3,796,456	3,917,382
Capital Improvements	-	-	-	10,000
Debt Service	124,410	121,000	116,290	111,795
Transfers to Other Funds	-	91,000	100,000	100,000
Total Program Allocations	$ 2,317,652	2,796,502	4,012,746	4,139,177

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: 0.00

FUNDING SOURCE: This program is funded 100% by Los Robles Golf Course Fund

FINANCE

LOS ROBLES GREENS GOLF COURSE FUND
ALL PROGRAMS
OBJECTIVES & PERFORMANCE MEASURES

Mission
To create a quality golf experience for all guests and members.

Goal(s)
- To maintain and promote the golf course, banquet center, and associated amenities to ensure an increase in facility usage.

Prior Budget Accomplishments
- Golf course operator, Evergreen Alliance Golf Limited (EAGL), continued to provide improvements to the golf course.
- Performed market survey on golf fees during negotiations for golf course operator.
- Conducted bi-annual United States Golf Association (USGA) inspections and continually implemented recommendations.
- Reviewed golf course fees as part of the User Fees study. EAGL was given guidelines to determine reasonable golf fees (per management services agreement).

Additional Accomplishments
- Awarded golf course management services agreement to EAGL (October 2006).

Objective(s)
- Increase the number of golf rounds played by using more innovative marketing ideas throughout the year. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Increase the usage of the banquet center by using more innovative marketing ideas. **(Citywide Goal B: Fiscally/Managerially Responsible)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Number of total rounds of golf played	79,550	79,832	80,000	82,000	82,000
Number of resident rounds played	30,306 (38%)	33,356 (42%)	35,000 (44%)	37,000 (45%)	37,000 (45%)
Amount of food sales sold at the golf course	$945,600	$1,139,500	$1,200,000	$1,250,000	$1,250,000

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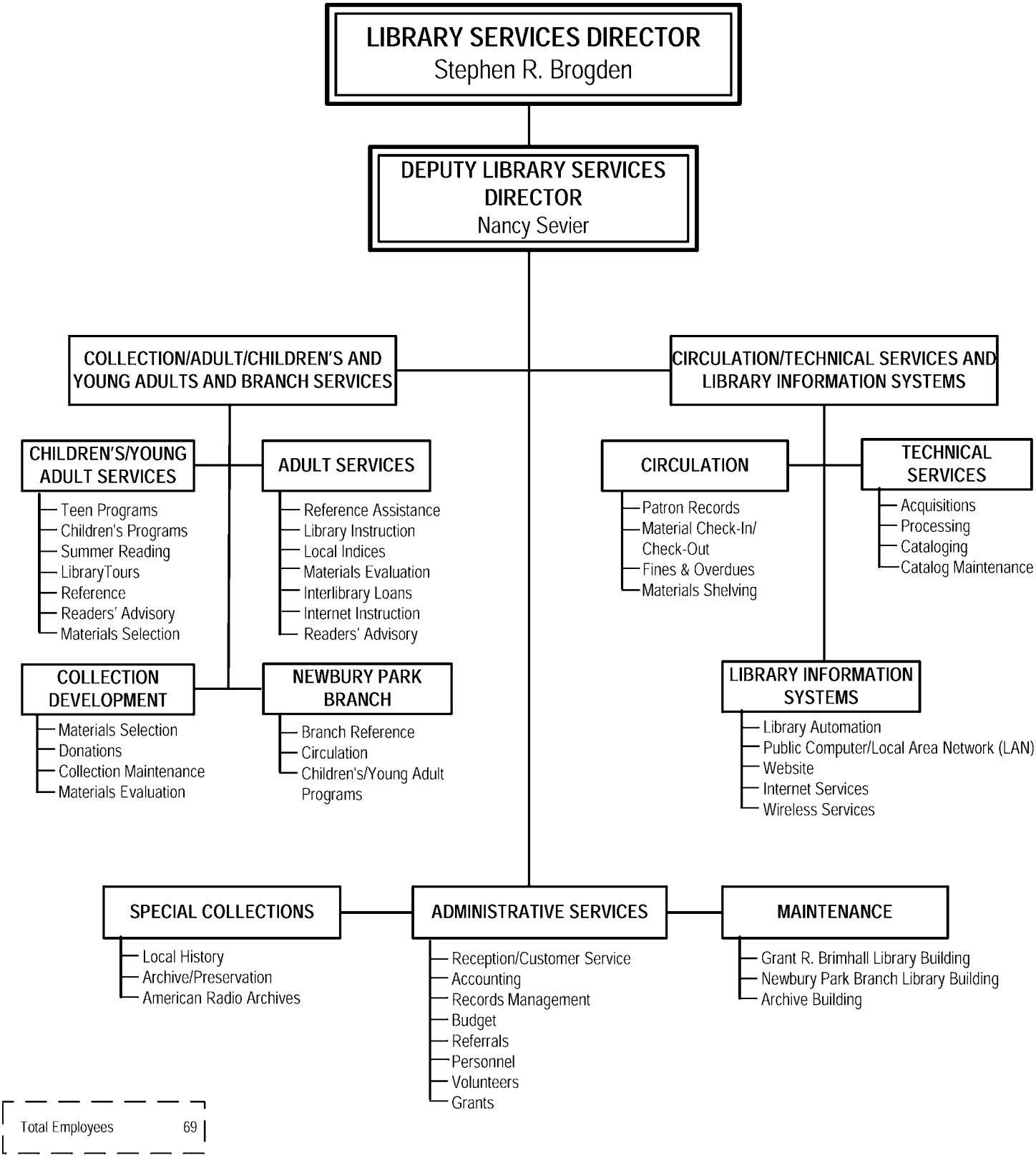
SPECIAL REVENUE FUNDS

Library Fund

LIBRARY FUND

LIBRARY SERVICES



LIBRARY

LIBRARY FUND
OPERATIONS SUMMARY

Library Mission Statement

To serve the diverse informational and leisure pursuits of the community by providing knowledgeable, courteous, and effective assistance, materials, and resources for research and life-long learning in a variety of print and electronic formats, a variety of cultural and informative programs, and pleasant and safe library facilities for the enjoyment of users of all ages and interests.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Amount Available for Allocation				
Estimated Revenues:				
Property Tax - Library District	$ 4,515,895	4,131,000	4,879,500	5,079,500
Property Tax Pass Thru Agreement	269,765	265,000	275,000	275,000
Library Fines and Fees	213,540	195,000	193,000	193,000
Interest Income	14,943	20,000	20,000	20,000
State Participation	50,123	50,000	50,000	50,000
County Participation	131,546	130,000	130,000	130,000
Miscellaneous	139,367	-	-	-
Total Estimated Revenues	5,335,179	4,791,000	5,547,500	5,747,500
Transfers From Other Funds	7,800,847	3,814,169	4,461,763	3,965,614
Reserve Accounts	1,206,954	6,204,277	-	-
Total Available for Allocation	$ 14,342,980	14,809,446	10,009,263	9,713,114
Estimated Requirements				
Operating Expenses:				
Salaries	$ 3,813,297	4,211,108	4,578,491	4,729,907
Fringe Benefits	1,560,609	2,381,130	1,966,272	2,008,107
Maintenance and Operations	2,344,879	2,945,728	2,794,500	2,575,100
Capital Outlay	8,142	(1,839)	-	-
Total Operating Expenses	7,726,927	9,536,127	9,339,263	9,313,114
Capital Improvements	6,616,053	5,273,319	625,000	150,000
Maintenance Improvements	-	-	45,000	250,000
Total Estimated Requirements	$ 14,342,980	14,809,446	10,009,263	9,713,114

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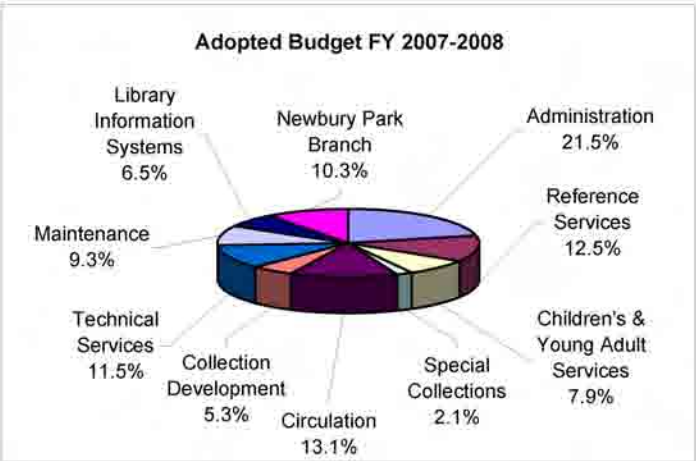
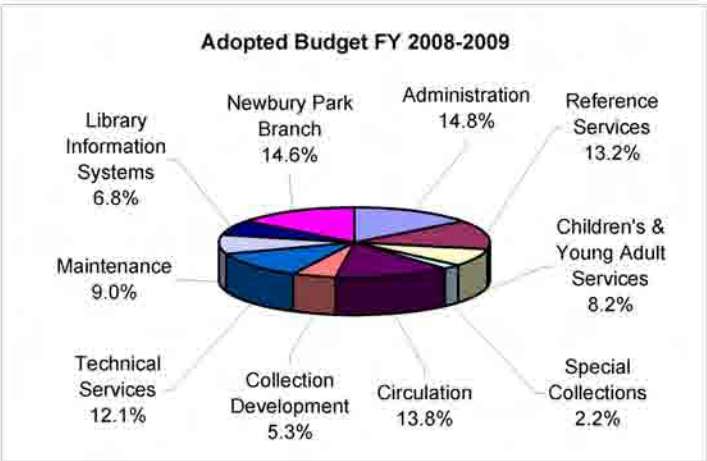
LIBRARY

LIBRARY FUND
PROGRAMS SUMMARY

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocation Summary				
Administration	$ 1,343,648	1,706,843	2,152,035	1,441,564
Reference Services	1,064,228	1,243,716	1,254,631	1,279,982
Children's & Young Adult Services	672,668	800,011	793,010	798,545
Special Collections	213,683	232,805	211,427	213,258
Circulation	1,009,305	1,294,125	1,308,876	1,336,365
Collection Development	448,735	640,672	525,467	515,414
Technical Services	1,000,376	1,084,163	1,147,991	1,175,726
Maintenance	7,205,041	6,135,282	930,165	873,090
Library Information Systems	603,022	703,406	653,921	657,927
Newbury Park Branch	782,274	968,423	1,031,740	1,421,243
Total	$ 14,342,980	14,809,446	10,009,263	9,713,114



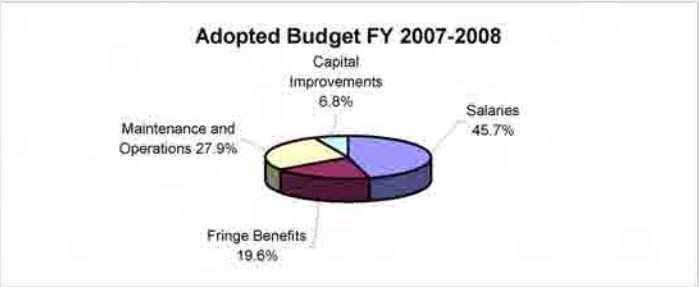


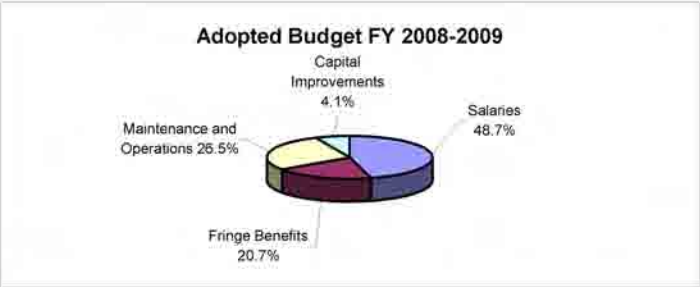
LIBRARY

LIBRARY FUND
ALLOCATION SUMMARY

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 3,813,297	4,211,108	4,578,491	4,729,907
Fringe Benefits	1,560,609	2,381,130	1,966,272	2,008,107
Maintenance and Operations:				
Supplies and Equipment*	1,153,243	1,218,525	1,179,500	1,109,900
Repairs and Maintenance	282,237	382,900	434,500	384,700
Professional/Contractual Services	351,902	460,820	478,200	449,500
Utilities	291,965	392,700	434,400	433,700
Equipment/Building Rental	91,161	124,223	68,100	68,100
Training and Memberships	31,686	88,760	68,900	64,100
Asset Replacement Funding	142,685	277,800	130,900	65,100
Total Maintenance and Operations	2,344,879	2,945,728	2,794,500	2,575,100
Capital Outlay:				
Capital Outlay	55,279	51,950	79,000	56,500
Use of Asset Replacement	(47,137)	(53,789)	(79,000)	(56,500)
Total Capital Outlay	8,142	(1,839)	-	-
Capital Improvements	6,616,053	5,273,319	625,000	150,000
Maintenance Improvements	-	-	45,000	250,000
Total Program Allocations	$ 14,342,980	14,809,446	10,009,263	9,713,114

Budget Variance: * Includes Hourly/Temporary Salaries due to the increase of operating the 20,000 square foot Children's expansion as follows: FY 04/05 Actuals = $544,723; FY 05/06 Actuals = $515,180; FY 06/07 Revised Budget = $746,300; FY 07/08 Proposed Budget = $865,900; and FY 08/09 Proposed Budget = $882,700. ** Includes purchases of books and materials as follows: FY 04/05 Actuals = $819,633; FY 05/06 Actuals = $832,593; FY 06/07 Revised Budget = $866,800; FY 07/08 Proposed Budget = $897,600; and FY 08/09 Proposed Budget = $897,600.





LIBRARY

LIBRARY FUND
ADMINISTRATION

Program Description

This program provides for administration of City's library system by identifying community information needs and setting and maintaining standards for providing excellent customer service. Administrative staff coordinates the selection of new personnel, administers the budget, and ensures that the Library operates within goals of the City of Thousand Oaks.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 651,039	689,912	788,881	814,466
Fringe Benefits	265,173	409,102	341,154	346,598
Maintenance and Operations:				
Supplies and Equipment	94,497	126,225	47,800	42,800
Repairs and Maintenance	5,318	8,400	6,600	6,800
Professional/Contractual Services	94,729	75,920	86,200	79,500
Equipment/Building Rental	81,990	112,323	64,000	64,000
Training and Memberships	14,255	25,200	24,800	22,300
Asset Replacement Funding	128,505	261,600	122,600	65,100
Total Maintenance and Operations	419,294	609,668	352,000	280,500
Capital Outlay:				
Capital Outlay	55,279	51,950	56,000	49,500
Use of Asset Replacement	(47,137)	(53,789)	(56,000)	(49,500)
Total Capital Outlay	8,142	(1,839)	-	-
Capital Improvements	-	-	625,000	-
Maintenance Improvements	-	-	45,000	-
Total Program Allocations	$ 1,343,648	1,706,843	2,152,035	1,441,564

Budget Variance/Note: Salary increase related to transfer of Associate Analyst position to Library Administration.

In 2006, the Library was fortunate to have 150+ dedicated volunteers contribute approximately 24,000 hours. This equates to an estimated dollar value of volunteer time of $432,000.

TOTAL ALLOCATED POSITIONS: 10.20

FUNDING SOURCE: This program is funded 50% by General Fund and 50% by Library Fund

LIBRARY

LIBRARY FUND
ADMINISTRATION
OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide general administrative direction to the Library Department and ensure Library operates within City of Thousand Oaks goals.

Goal(s)

- To ensure the efficient operation of the Grant R. Brimhall Library and the Newbury Park Branch Library.
- To increase user's knowledge of library resources and services and to ensure users receive excellent library service in person, by telephone, and via the Internet.
- To increase access to local history, broadcasting history, and book arts resources for all users.

Prior Budget Accomplishments

- Opened Children's Library Expansion on June 24, 2006 with over 5,000 community members attending.
- Thousand Oaks Library Foundation appointed a consultant to proceed with fundraising for the Special Collections building project.

Additional Accomplishments

- Began rehabilitation of the Grant R. Brimhall Library building envelope (completion expected Winter 2007).

Objective(s)

- Maintain high standard of quality in services, facilities, financial support, and usage, within the parameters of the 2007-2009 Library Operating Budget. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Recruit and hire qualified candidates for two Division Managers vacancies and support the Succession Planning effort by training and developing staff to prepare them for promotional opportunities. **(Citywide Goal J: Succession Planning)**
- Publicize and present library resources by issuing press releases, publishing a bi-monthly newsletter, installing and programming an electronic bulletin board system, and presenting innovative programming. **(Citywide Goal F: Cultural Programs)**
- Assist the Thousand Oaks Library Foundation with efforts to plan an expansion of the Grant R. Brimhall Library to house the special library collections, including local history materials, the American Radio Archives, and the book arts collections. **(Citywide Goal F: Cultural Programs)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Number of issues of Oakleaf	6/Year	6/Year	6/Year	6/Year	6/Year
Total attendance at Library programs(A)	12,047	12,664	13,000	13,000	13,000
Total attendance in Library(A)	636,000	596,000	636,000	640,000	642,000
Statewide ranking for public libraries serving populations of 100,000 to 150,000(B)	4th	4th	3rd	2nd	2nd
Countywide ranking for public libraries(B)	1st	1st	1st	1st	1st

Performance Measure Notes

(A)Total attendance in 2006 is influenced by intermittent closures during construction and overall disruption caused by construction.
(B)Ranking is from a report compiled annually by Thomas Hennen called "Hennen's American Public Library Ratings," based on data from U.S. Federal and State Cooperative Service.

LIBRARY

LIBRARY FUND
REFERENCE SERVICES

Program Description

This program provides professional public assistance in accessing and utilizing library and informational resources. This program assists in selection of library materials and provides services that support life-long learning and cultural pursuits.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 504,190	553,291	613,586	637,665
Fringe Benefits	180,641	287,025	243,545	248,817
Maintenance and Operations:				
Supplies and Equipment	359,437	365,900	392,200	389,700
Professional/Contractual Services	14,645	24,000	300	300
Training and Memberships	5,315	13,500	5,000	3,500
Total Maintenance and Operations	379,397	403,400	397,500	393,500
Total Program Allocations	$ 1,064,228	1,243,716	1,254,631	1,279,982

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: 7.65
FUNDING SOURCE: This program is funded 50% by General Fund and 50% by Library Fund

LIBRARY

LIBRARY FUND
REFERENCE SERVICES
OBJECTIVES & PERFORMANCE MEASURES

Mission

To assist users in identifying and meeting their informational/recreational needs utilizing print and electronic resources, technology, and instructional/entertaining programming.

Goal(s)

- Provide effective, efficient, and professional reference service to the public by identifying and appropriately responding to the information need.
- Provide instructional and cultural programming that promotes the use of library resources and services, offers entertaining and stimulating exchange, and raises awareness of the library as a community gathering place.

Prior Budget Accomplishments

- Launched the "One City, One Book" Thousand Oaks reading program (May 2007).
- Planned and presented 67 programs for adults on library resources, Internet searching and literature appreciation (July 2005 through June 2006).
- Provided monthly displays of items on "hot topics" or seasonal interest (January 2006 through June 2007; ongoing).
- Staffed in person, telephone, E-Mail, and 24/7 reference points with professional staff at all times (ongoing).

Objective(s)

- Professional staff to provide assistance in identifying, accessing, and utilizing both print and electronic resources to ensure the highest quality research assistance. **(Citywide Goal F: Cultural Programs)**
- Ensure that telephone reference service is available during open hours, Monday through Saturday, and that reference service is provided via the Internet such as E-mail, online chat and Instant Messaging. **(Citywide Goal F: Cultural Programs)**
- Launch "One City, One Book" reading program which strives to encourage community members to read and discuss the same book. **(Citywide Goal F: Cultural Programs)**
- Ensure an index of local news stories is maintained. Newspapers to be indexed are Thousand Oaks Star, Los Angeles Times Ventura County Edition, and Daily News. **(Citywide Goal F: Cultural Programs)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Number of requests and responses for information assistance(A)	136,486	156,634	157,000	160,000	160,000
Newspapers indexed	T.O. Star; Los Angeles Times Ventura County Edition; Daily News	T.O. Star; Los Angeles Times Ventura County Edition; Daily News	T.O. Star; Los Angeles Times Ventura County Edition; Daily News	T.O. Star; Los Angeles Times Ventura County Edition; Daily News	T.O. Star; Los Angeles Times Ventura County Edition; Daily News
"One City, One Book" reading program statistics(A)	N/A	N/A	Minimum of 5 community book discussion programs	Minimum of 5 community book discussion programs	Minimum of 5 community book discussion programs
Number of adult library orientation and literature-based programs offered	50	67	55	55	55

Performance Measure Notes

(A)Statistics are kept on programs offered and reference/research assistance inquiries answered per year.

LIBRARY

LIBRARY FUND
CHILDREN'S & YOUNG ADULT SERVICES

Program Description

This program provides reference and reader's advisory service to juvenile patrons, parents and teachers and plans and delivers programming designed to encourage and support reading.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 388,194	414,447	448,850	461,829
Fringe Benefits	159,041	242,764	203,160	207,616
Maintenance and Operations:				
Supplies and Equipment	121,445	132,000	134,400	123,700
Training and Memberships	3,988	10,800	6,600	5,400
Total Maintenance and Operations	125,433	142,800	141,000	129,100
Total Program Allocations	$ 672,668	800,011	793,010	798,545

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: 7.30

FUNDING SOURCE: This program is funded 50% by General Fund and 50% by Library Fund

LIBRARY

LIBRARY FUND
CHILDREN'S & YOUNG ADULT SERVICES
OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide reference assistance, library materials and programs that support and inspire children and teens in their educational and recreational pursuits.

Goal(s)

- Ensure that the Library provides timely and accurate reference service that supports the educational and recreational needs of children, teens, and adults.
- Introduce more students to the Library and its resources.
- Provide opportunities for teen volunteers and enlarge the Young Adult collection to meet the needs of teen patrons.

Prior Budget Accomplishments

- Children's information specialists regularly staff the Children's Help Desk.
- Increase of 4,000 registered juvenile patrons over 2005.
- Nine meetings of Thousand Oaks Teen Advisory League were held and over 30 teen volunteers participated in Summer 2006.
- Assisted in planning and hosting Grand Opening of the Children's Library in June 2006.

Additional Accomplishments

- Planned and presented new program to bring first grade dasses from Conejo Valley Unified School District (CVUSD) to the library for organized orientation and tours.
- TOTV filmed library staff presenting a puppet show to an audience of pre-school patrons for airing on TOTV-Channel 10.
- Increased the number of Young Adult items in the collection by 641 items.

Objective(s)

- Schedule children's information specialists at the reference desks to provide optimum customer service. **(Citywide Goal F: Cultural Programs)**
- Regularly select new materials for teens and children. **(Citywide Goal F: Cultural Programs)**
- Provide story hours for children and programs for teens. Provide reading programs for children and teens each summer. **(Citywide Goal F: Cultural Programs)**
- Train and supervise teen volunteers to assist in implementing summer reading and other departmental programs. Solicit input from teens on library resources and services. **(Citywide Goal F: Cultural Programs)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Number of reference questions answered(A)	24,711	24,232	24,700	24,700	24,700
Number of registered borrowers ages 0-14	32,000	36,292	37,000	37,000	37,000
Summer Reading Club registered attendance(B)	2,116	2,168	2,594	2,700	2,700
Number of teen volunteers(C)	41	40	42	42	42
Children's program attendance	11,333	11,559	12,000	12,000	12,000

Performance Measure Notes

(A)Help Desk statistics are kept on a regular basis.
(B)Tours and programs are scheduled and planned in advance and attendance is counted.
(C)Teen volunteers assist in the summer with summer reading program and the Library's Teen Advisory League meets monthly.

LIBRARY

LIBRARY FUND
SPECIAL COLLECTIONS

Program Description

This program acquires and preserves primary and secondary research materials detailing the history of the Conejo Valley and City of Thousand Oaks, as well as materials on the history of radio and early television. This program also provides public assistance in accessing and using the Library's special collections.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 133,472	123,636	128,628	132,519
Fringe Benefits	58,881	89,209	61,199	60,739
Maintenance and Operations:				
Supplies and Equipment	15,670	12,300	13,300	12,300
Repairs and Maintenance	-	300	600	600
Professional/Contractual Services	3,121	3,000	3,000	3,000
Training and Memberships	2,539	4,360	4,700	4,100
Total Maintenance and Operations	21,330	19,960	21,600	20,000
Total Program Allocations	$ 213,683	232,805	211,427	213,258

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: 2.00

FUNDING SOURCE: This program is funded 50% by General Fund and 50% by Library Fund

LIBRARY

LIBRARY FUND
SPECIAL COLLECTIONS
OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide users with three valuable resources: Local History, documenting the Conejo Valley and the City of Thousand Oaks, American Radio Archives, documenting the history of radio broadcasting and early television, and Book Arts, documenting the history of the book and the printing arts.

Goal(s)

- Acquire, maintain, and describe materials related to local history, broadcasting, and book arts.
- Provide access to the Library's special collections through keeping regular hours of service, providing reference services, publications, and outreach activities.
- Continue development of digital access for historical photographs and other materials in the Library's special collections.

Prior Budget Accomplishments

- Acquired the Tom Price collection of audio materials (March 2006); Rapp Collection of television and radio scripts (July 2006).
- Reading Room is open and professionally staffed Tuesday & Wednesday, 1:00 p.m. - 5:00 p.m., and Thursday, 5:00 p.m. - 9:00 p.m. (ongoing).
- Over 250 photographs of local historical interest have been digitized and made available on the Library web page (ongoing).

Additional Accomplishments

- Acquired the Jim Hummeland collection of radio and television scripts (November 2006).

Objective(s)

- Acquire available historic and modern titles, historic material, and ephemera related to the collections through purchase and donations. **(Citywide Goal F: Cultural Programs)**
- Ensure the Special Collections Reading Room is open to the public a minimum of 12 regularly scheduled hours per week, and E-Mail and telephone reference service are provided to the public. **(Citywide Goal F: Cultural Programs)**
- Update web pages to make materials more visible and more accessible, and create informational exhibits and displays of materials from the Library's special collections. **(Citywide Goal F: Cultural Programs)**
- Add digital images to the Library's online catalog for viewing by the public. **(Citywide Goal F: Cultural Programs)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Reference questions answered	524	724	700	700	700
Number of page views on Special Collections web pages(A)	N/A	N/A	9,000	9,000	9,000
Number of digital images added	126	119	120	120	120

Performance Measure Notes

(A)Number of hits on Special Collections web pages will be kept as part of Library statistics.

LIBRARY

LIBRARY FUND
CIRCULATION

Program Description

This program is responsible for the registration of new users, maintenance of patron records, checking materials in and out to and from users, notification of overdue materials, and receipt of fines and payments for lost or damaged items.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 699,748	846,085	934,722	961,217
Fringe Benefits	274,648	372,140	330,254	336,348
Maintenance and Operations:				
Supplies and Equipment	24,141	57,100	37,700	29,700
Professional/Contractual Services	1,561	2,000	-	-
Equipment/Building Rental	9,171	9,800	2,000	2,000
Training and Memberships	36	7,000	4,200	7,100
Total Maintenance and Operations	34,909	75,900	43,900	38,800
Total Program Allocations	$ 1,009,305	1,294,125	1,308,876	1,336,365

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: 13.23

FUNDING SOURCE: This program is funded 50% by General Fund and 50% by Library Fund

LIBRARY

LIBRARY FUND
CIRCULATION
OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide courteous, prompt, and reliable service at the public Circulation Desks, make items available in a timely manner after they are returned, and maintain accurate circulation records.

Goal(s)

- Ensure that staff is well-trained in circulation policies and procedures and customer service skills.
- Assist in maintaining the accuracy and currency of circulation and catalog information and to maintain the library collections in a neat and orderly fashion, making them accessible to users.
- Save users time by offering self-service check-out opportunities.

Prior Budget Accomplishments

- One self-check-out machine was added to the Grant R. Brimhall Library (June 2006).
- Children's Library Circulation Desk was added; five new hourly staff members were trained (June 2006).
- Courtesy notices sent via E-Mail to patrons notifying them of due dates for library materials (November 2006).

Objective(s)

- Efficiently and accurately register new library patrons. **(Citywide Goal F: Cultural Programs)**
- Provide check-out and check-in of library materials at service desks. **(Citywide Goal F: Cultural Programs)**
- Ensure returned materials are back on the shelves in a neat and orderly fashion within 72 hours of check-in. **(Citywide Goal F: Cultural Programs)**
- Incorporate blocks of time into the regular schedule for training patrons on self-check usage. **(Citywide Goal F: Cultural Programs)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Total annual circulation(A)	1,263,954	1,478,000	1,500,000	1,500,000	1,510,000
Total annual new registrations (A)	7,665	7,053	7,278	7,800	7,900
Percentage of total items circulated that are checked out on the self-check machines	10.26%	10.39%	12.9%	12%	12%

Performance Measure Notes

(A)Children's Library opened June 2006; Moorpark residents eligible for Thousand Oaks Library cards effective July 2007; Library has been under construction 2004-2007 and was closed intermittently during construction in 2005.

LIBRARY

LIBRARY FUND
COLLECTION DEVELOPMENT

Program Description

This program oversees and coordinates the selection, ordering, and maintenance of all library materials.

		Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations					
Salaries	$	125,902	209,417	163,770	168,549
Fringe Benefits		58,618	145,055	72,097	72,565
Maintenance and Operations:					
Supplies and Equipment		264,065	283,400	286,800	271,800
Training and Memberships		150	2,800	2,800	2,500
Total Maintenance and Operations		264,215	286,200	289,600	274,300
Total Program Allocations	$	448,735	640,672	525,467	515,414

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: 2.88

FUNDING SOURCE: This program is funded 50% by General Fund and 50% by Library Fund

LIBRARY

LIBRARY FUND
COLLECTION DEVELOPMENT
OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide relevant, reliable, and timely library materials which inform, educate, entertain, and enrich persons as individuals and as members of society.

Goal(s)

- Ensure the Library provides a collection of materials that supports the informational and recreational reading, viewing, and listening needs of the community.
- Oversee and coordinate the selection, ordering, and maintenance of all library materials in a timely and efficient manner.
- Give prompt attention to users' concerns, suggestions, or complaints about resources and materials.

Prior Budget Accomplishments

- Several areas of the Collection Development Manual were updated (ongoing).
- Patrons' participation in the selection of library materials has risen as reflected in the large increase in the number of titles recommended for purchase (ongoing).
- Patrons' Requests for Reconsideration of materials were reduced to three for the entire year.

Objective(s)

- Review all selections submitted by Library staff and the public to ensure recommendations are guided by the Collection Management Policy, and to ensure that the Collection Development Policy Manual is updated to reflect current collection policies and practices. **(Citywide Goal F: Cultural Programs)**
- Ensure that rush materials including users' purchase suggestions and titles on best seller lists are ordered within three days of receipt, and an additional copy is purchased for every title on which five reserves have been placed. **(Citywide Goal F: Cultural Programs)**
- Ensure that a formal Request for Reconsideration of library materials is acknowledged in writing within five days; ensure that the formal evaluation of materials and the communication of the result of this evaluation to the user is completed within six weeks. **(Citywide Goal F: Cultural Programs)**
- Inventory the library materials collection to ensure that the library catalog accurately reflects the Library's holdings. **(Citywide Goal F: Cultural Programs)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Requests for Reconsideration of library materials acknowledged within five days and formal response within six weeks(A)	Yes	Yes	Yes	Yes	Yes
Number of responses to patron suggestions for purchase	N/A	N/A	1,000	1,000	1,000
Number of book volumes added(B)	44,296	42,438	43,662	40,000	40,000
Number of proprietary databases available for public use	32	35	39	43	44
Number of books held in system	344,970	352,790	360,000	365,000	365,000

Performance Measure Notes

(A)Documentation on Requests for Reconsideration of library materials is maintained.

(B)Number of book volumes added fluctuates, depending on materials budget. Cost of periodical subscriptions and electronic databases increases each year affecting the overall buying power of the budget.

LIBRARY

LIBRARY FUND
TECHNICAL SERVICES

Program Description

This program coordinates the purchasing, cataloging, and processing of all library materials.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 634,320	606,323	692,548	715,721
Fringe Benefits	279,912	378,640	357,743	369,605
Maintenance and Operations:				
Supplies and Equipment	43,192	45,400	46,800	40,800
Professional/Contractual Services	-	500	300	300
Utilities	41,344	45,900	46,000	45,300
Training and Memberships	1,608	7,400	4,600	4,000
Total Maintenance and Operations	86,144	99,200	97,700	90,400
Total Program Allocations	$ 1,000,376	1,084,163	1,147,991	1,175,726

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: 12.97

FUNDING SOURCE: This program is funded 50% by General Fund and 50% by Library Fund

LIBRARY

LIBRARY FUND
TECHNICAL SERVICES
OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide library materials to the public by purchasing, cataloging, and processing them in an efficient, timely and cost-effective manner.

Goal(s)

- Purchase selected materials in an efficient manner and ensure all related records are accurately maintained, and to improve accounting, cataloging, and processing of these new materials by utilizing new technologies.
- Perform accurate and complete descriptive cataloging of materials to ensure ease of access by the public and staff through the library catalog.
- Process materials quickly and correctly according to established standards.

Prior Budget Accomplishments

- Reduced processing time of materials by 50% by switching to computer and printer programs in the production of book labels (July 2005).
- Realized substantial savings in the cost of binding paperback books by applying a different laminate material in binding the more ephemeral titles (September 2005).
- Improved catalog access to all materials with minimal cataloging by applying full cataloging (video upgrade February 2006; board books June 2006).

Objective(s)

- Add new catalog records for all new materials to provide patrons access to materials. **(Citywide Goal F: Cultural Programs)**
- Improve the efficiency of the ordering process utilizing new automation software. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Process new library materials for public use. **(Citywide Goal F: Cultural Programs)**
- Facilitate the electronic transfer invoices from vendors to the Library acquisition. **(Citywide Goal B: Fiscally/Managerially Responsible)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Number of catalog records added(A)	18,393	17,809	16,300	17,000	17,000
Number of catalog records edited(A)	19,347	21,993	18,400	18,400	18,400
Number of new items processed(A)	38,328	39,301	36,000	38,000	38,000

Performance Measure Notes

(A)Annual statistics are kept on these items; upward spike in 2006 actual number of catalog records edited related to special re-cataloging project (Children's Fairy and Folktale project); number of catalog records edited will fluctuate based on special projects and revisions in Library of Congress subject headings, etc.

LIBRARY

LIBRARY FUND
MAINTENANCE

Program Description

This program oversees and supervises custodial service, utilities, and physical plan repair/development. This program is also responsible for daily courier service between the Libraries.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 113,886	122,915	121,088	124,655
Fringe Benefits	65,111	86,405	73,377	75,735
Maintenance and Operations:				
Supplies and Equipment	15,047	28,200	34,200	33,200
Repairs and Maintenance	55,291	120,600	141,700	89,700
Professional/Contractual Services	183,692	271,743	292,800	282,800
Utilities	155,961	230,800	265,700	265,700
Equipment/Building Rental	-	600	600	600
Training and Memberships	-	700	700	700
Total Maintenance and Operations	409,991	652,643	735,700	672,700
Capital Improvements	6,616,053	5,273,319	-	-
Total Program Allocations	$ 7,205,041	6,135,282	930,165	873,090

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: 2.00

FUNDING SOURCE: This program is funded 50% by General Fund and 50% by Library Fund

LIBRARY

LIBRARY FUND
MAINTENANCE
OBJECTIVES & PERFORMANCE MEASURES

Mission

To ensure that the Grant R. Brimhall Library and the Newbury Park Branch Library buildings are clean, comfortable, and safe environments for users and staff.

Goal(s)

- Ensure that all mechanical equipment operates effectively and efficiently, and that any repairs to buildings and equipment are performed promptly.
- Assure that library materials are transported between facilities to support excellent customer service.
- Ensure that all the facilities are clean and safe.

Prior Budget Accomplishments

- The Children's Library expansion punch list was completed (May 2006).
- The roof and building envelope rehabilitation at Grant R. Brimhall Library was completed (April 2007).

Additional Accomplishments

- Updated custodial contract to include services for the Children's Library (June 2006).

Objective(s)

- Schedule and oversee regular maintenance for all mechanical equipment. **(Citywide Goal E: Public Infrastructure)**
- Provide for repair of damaged equipment in a timely manner. **(Citywide Goal E: Public Infrastructure)**
- Oversee custodial services. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Provide daily delivery service between the Thousand Oaks and Newbury Park Branch Libraries. **(Citywide Goal F: Cultural Programs)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Regular maintenance schedule observed	Yes	HVAC controls are updated/replaced; repair roof at Newbury Park Branch Library	Yes	Yes	Yes
Damaged equipment repaired	Yes	Replace parts of HVAC system at Newbury Park Branch Library	Yes	Yes	Yes
Courier service between libraries	Twice daily	Twice daily	Twice daily	Twice daily	Twice daily

LIBRARY

LIBRARY FUND
LIBRARY INFORMATION SYSTEMS

Program Description

This program purchases, maintains, and oversees computer hardware and software systems and maintains the Library website. This program is responsible for ensuring effective and efficient data communications for library patrons and staff.

		Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations					
Salaries	$	179,714	239,611	215,018	226,700
Fringe Benefits		73,797	164,195	101,503	105,827
Maintenance and Operations:					
Supplies and Equipment		104,805	35,400	40,400	39,000
Repairs and Maintenance		199,822	204,600	236,600	238,600
Professional/Contractual Services		16,855	17,500	19,000	7,000
Utilities		24,603	28,000	28,900	28,900
Equipment/Building Rental		-	1,500	1,500	1,500
Training and Memberships		3,426	12,600	11,000	10,400
Total Maintenance and Operations		349,511	299,600	337,400	325,400
Total Program Allocations	$	603,022	703,406	653,921	657,927

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: 3.22

FUNDING SOURCE: This program is funded 50% by General Fund and 50% by Library Fund

LIBRARY

LIBRARY FUND
LIBRARY INFORMATION SYSTEMS
OBJECTIVES & PERFORMANCE MEASURES

Mission

To maintain and support Library's computer systems and ancillary resources to provide effective, efficient communication, and services to both staff and public.

Goal(s)

- Maintain and enhance the integrated library system to support Library operations and services.
- Maintain and enhance the Library's web site to support Library operations and services.

Prior Budget Accomplishments

- Completed upgrade to the Millennium Integrated Library System to the latest release. Library Information Systems continues to bring new system functionalities to enhance Library services, e.g. Courtesy Notices (December 2006).
- Upgraded the Local Area Network (LAN) server and associated software to enhance network services to staff and public (June 2007).
- Coordinated installation of wireless services for public in Grant R. Brimhall and Newbury Park Branch Libraries (May 2006).
- Installed new PCs, software, self-check machines, and security gates in Children's Library (June 2006).

Objective(s)

- Continue to maintain and enhance integrated library system to support Library operations and services. **(Citywide Goal F: Cultural Programs)**
- Implement anti-Spam software for all incoming E-Mail that users identify as Spam. **(Citywide Goal F: Cultural Programs)**
- Maintain PCs to provide efficient, timely access for public and staff to on-line resources. **(Citywide Goal F: Cultural Programs)**
- Maintain network to support on-line services for public, including the on-line catalog, Internet access, and research database access. **(Citywide Goal F: Cultural Programs)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
New/on-line services offered(A)	On-line renewal	Library web page revised based on patron suggestions	On-line registration forms available; courtesy due date notices via E-Mail for users; filtered Internet access for children	E-commerce activated	New databases added
Number of public PCs	49	52	52	58	60
Number of servers/platforms in service	N/A	10 servers/3 platforms	12 servers/3 platforms	12 servers/3 platforms	12 servers/3 platforms
Number of staff, public desk, and computer support PCs	100	125	129	131	133

Performance Measure Notes

(A)New services are reported in monthly Departmental Reports.

LIBRARY

LIBRARY FUND
NEWBURY PARK BRANCH

Program Description

This program provides high quality community based Library services

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Program Allocations				
Salaries	$ 382,832	405,471	471,400	486,586
Fringe Benefits	144,787	206,595	182,240	184,257
Maintenance and Operations:				
Supplies and Equipment	110,944	132,600	145,900	126,900
Repairs and Maintenance	21,806	49,000	49,000	49,000
Professional/Contractual Services	37,299	66,157	76,600	76,600
Utilities	70,057	88,000	93,800	93,800
Training and Memberships	369	4,400	4,500	4,100
Asset Replacement Funding	14,180	16,200	8,300	-
Total Maintenance and Operations	254,655	356,357	378,100	350,400
Capital Outlay:				
Capital Outlay	-	-	23,000	7,000
Use of Asset Replacement	-	-	(23,000)	(7,000)
Total Capital Outlay	-	-	-	-
Capital Improvements	-	-	-	150,000
Maintenance Improvements	-	-	-	250,000
Total Program Allocations	$ 782,274	968,423	1,031,740	1,421,243

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: 7.55

FUNDING SOURCE: This program is funded 50% by General Fund and 50% by Library Fund

LIBRARY

LIBRARY FUND
NEWBURY PARK BRANCH
OBJECTIVES & PERFORMANCE MEASURES

Mission

To serve the diverse informational and leisure pursuits of the community by providing a collection of high interest materials in a variety of print and electronic formats, informed and helpful staff assistance, cultural and informative library programs, and a safe, pleasant, and convenient neighborhood facility.

Goal(s)

- Expand and enhance programs supporting reading and literature for children and young adults in areas of high interest to the community.
- Maintain a clean, safe, welcoming environment.
- Assist in the effort to attract a well-educated, well-trained workforce.

Prior Budget Accomplishments

- Hired new Children's Librarian (2006).
- Added a new story time series for toddlers (February 2007).

Objective(s)

- Schedule regular story times for children throughout the year and provide Summer Reading Club and Teen Reading Club every summer. **(Citywide Goal F: Cultural Programs)**
- Regularly select new library materials in response to patron demand with special attention to expanding the collection of recorded books and enriching the Spanish language materials. **(Citywide Goal F: Cultural Programs)**
- Ensure that staff are well-trained, friendly, and customer service-oriented, and participate in the internship program sponsored by the Metropolitan Cooperative Library System by training, supervising, and mentoring students from the UCLA School of Library and Information Science and the San Jose State University School of Information. **(Citywide Goal J: Succession Planning)**
- Maintain cooperation with the Police Department by supporting and collaborating with personnel from the Police Resource Center located in the lobby of the Library. **(Citywide Goal C: Public Safety)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Number of story times and other children's programs presented	48	39	48	48	48
Number of items in Newbury Park Library Collection(A)	68,045	79,509	80,000	80,000	80,000
Number of interns trained	2	1	1	1	1
Number of children and teens registered in branch library summer reading programs(B)	705	675	514	700	750

Performance Measure Notes

(A)Newbury Park Branch Library is currently close to capacity for number of items due to limited shelf space.
(B)Some Newbury Park Branch Library patrons registered at Thousand Oaks Library for Summer Reading Club due to the opening of the Children's Expansion in 2007.

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OTHER SPECIAL REVENUE FUNDS

Lighting & Landscaping
Stormwater
Street Improvement
Community Development Block Grant
Child Care Center

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PUBLIC WORKS

LIGHTING & LANDSCAPING ASSESSMENT DISTRICT FUNDS
OPERATIONS SUMMARY

Program Description

This program provides landscape maintenance of public facilities, center medians, parkways, and street lights throughout the City within the Lighting and Landscape Assessment District established by voters.

		Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Amount Available for Allocation					
Estimated Revenues:					
Special Assessments - Lighting	$	188,938	215,000	250,000	250,000
Special Assessments - Landscaping		2,475,087	2,425,000	2,500,000	2,500,000
City - Lighting Property Tax		937,552	850,000	959,500	959,500
City - Landscaping Property Tax		522,650	445,000	577,000	577,000
Interest Income		247,315	175,000	200,000	200,000
Miscellaneous Income		7,026	-	5,000	5,000
Total Estimated Revenues		4,378,568	4,110,000	4,491,500	4,491,500
Transfers From Other Funds		197,507	-	200,000	200,000
Reserve Accounts		-	1,863,891	2,248,073	1,384,800
Total Amount Available for Allocation	$	4,576,075	5,973,891	6,939,573	6,076,300
Estimated Requirements					
Operating Expenses:					
Salaries	$	399,195	466,358	577,057	600,676
Fringe Benefits		220,682	336,720	353,716	366,324
Maintenance and Operations		2,681,352	4,035,818	3,260,300	3,260,300
Charge Backs		721,275	639,800	821,000	831,200
Total Operating Expenses		4,022,504	5,478,696	5,012,073	5,058,500
Capital Improvements		265,953	495,195	1,927,500	1,017,800
Reserve Accounts		287,618	-	-	-
Total Estimated Requirements	$	4,576,075	5,973,891	6,939,573	6,076,300

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: 10.80

FUNDING SOURCE: This program is funded 100% by Lighting and Landscaping Assessment District Fund.

PUBLIC WORKS

LIGHTING & LANDSCAPING ASSESSMENT DISTRICT FUNDS
ALL PROGRAMS
OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide scheduled routine tree trimming services, open space weed abatement, landscape maintenance, and street lighting within the lighting and landscape districts.

Goal(s)

- Provide scheduled routine landscape maintenance in each district throughout the City.
- Perform tree maintenance with City staff or contract services to maintain healthy trees.
- Provide timely response and service to resident requests.

Prior Budget Accomplishments

- Purchased and installed central irrigation controller systems.
- Executed contract for tree trimming services.
- Removed aging street trees and planted replacements.

Objective(s)

- Purchase and install additional central irrigation controllers. **(Citywide Goal E: Public Infrastructure)**
- Remove and replace aging street trees. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Perform on-going landscape enhancements to existing areas. **(Citywide Goal B: Fiscally/Managerially Responsible)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Monitor contractors' service	Daily/weekly inspections	Daily/weekly inspections	Daily/weekly inspections	Daily/weekly inspections	Daily/weekly inspections
New tree plantings	507	42	500	500	500
Central controller installations	2	1	10 - 15	10	10
Trees trimmed	1,080	1,691	1,800	2,000	2,000
Remove and replace aging trees	100	105	110	100	100

PUBLIC WORKS

STORMWATER/FLOOD CONTROL ASSESSMENT FUNDS
OPERATIONS SUMMARY

Program Description

The purpose of this program is to comply with the federally mandated Stormwater Quality Management Program, which will reduce pollution in stormwater runoff.

		Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Amount Available for Allocation					
Estimated Revenues:					
County Flood Control Zone 3	$	311,883	299,100	167,900	168,000
County Flood Control Zone 4		(1,105)	-	-	-
Total Estimated Revenues		310,778	299,100	167,900	168,000
Transfers From Other Funds		-	-	262,500	175,000
Reserve Accounts		79,530	247,350	120,351	226,473
Total Available for Allocation	$	390,308	546,450	550,751	569,473
Estimated Requirements					
Operating Expenses:					
Salaries	$	216,543	241,253	193,176	203,401
Fringe Benefits		95,200	112,097	97,875	101,972
Maintenance and Operations		37,777	136,400	214,600	216,700
Charge Backs		40,788	56,700	45,100	47,400
Total Operating Expenses		390,308	546,450	550,751	569,473
Total Estimated Requirements	$	390,308	546,450	550,751	569,473

Budget Variance: Reduction in County Assessments will result in funding from other areas for the continuance of this Program.

TOTAL ALLOCATED POSITIONS: 3.20

FUNDING SOURCE: This program is funded 100% by Stormwater/Flood Control Assessment Fund.

PUBLIC WORKS

STORMWATER/FLOOD CONTROL ASSESSMENT FUNDS
ALL PROGRAMS
OBJECTIVES & PERFORMANCE MEASURES

Mission
To improve the quality of water in our local streams and, ultimately, the ocean.

Goal(s)
- Comply with Ventura Countywide Municipal Stormwater National Pollutant Discharge Elimination System (NPDES) permit requirements in the areas of public education and outreach, illicit discharge response and abatement, public infrastructure maintenance, new development discharge controls, and construction site pollution controls.
- Comply with Total Maximum Daily Load (TMDL) pollution reduction requirements issued by the State Regional Water Quality Control Board.

Prior Budget Accomplishments
- Successfully implemented and complied with the requirements of the Countywide Stormwater Permit.
- Ensured development projects implemented Best Management Practices during construction.
- Ensured new development projects installed and maintained runoff discharge controls upon completion.
- Responded to all complaints of illicit discharges to the storm drain system.

Additional Accomplishments
- Inspected all auto repair and food service facilities in the City.
- Endeavored to educate the public regarding harmful effects of stormwater pollution.

Objective(s)
- Achieve compliance with all permit requirements and conditions. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Conduct program activities and stormwater quality monitoring in compliance with adopted TMDLs. **(Citywide Goal E: Public Infrastructure)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Inspect construction projects for pollution control compliance	50 (100%)	45 (100%)	45 (100%)	40 (100%)	40 (100%)
Inspect food service facilities biennially for compliance	390 (100%)	N/A	400 (100%)	N/A	410 (100%)
Inspect auto service facilities biennially for compliance	1	212 (100%)	N/A	215 (100%)	N/A
Respond to illicit discharge complaints(A)	117	119	100	90	80

Performance Measure Notes
(A)Stable or declining trend in illicit discharge complaints is a positive sign of program effectiveness.

PUBLIC WORKS

STREET IMPROVEMENT FUNDS
OPERATIONS SUMMARY

Program Description

The purpose of these funds is to provide for the maintenance of City streets.

		Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Amount Available for Allocation					
Estimated Revenues:					
Gasoline Tax 2107 and 2107.5	$	1,049,039	1,105,000	1,105,000	1,105,000
Traffic Safety		817,789	703,000	705,000	705,000
Gasoline Tax 2105		820,884	820,000	820,000	820,000
Gasoline Tax 2106		530,693	545,000	535,000	535,000
Gasoline Tax SB325		2,700,865	2,060,000	2,580,000	2,580,000
Bicycle Pedestrian Safety		57,561	54,000	57,000	57,000
Federal Highway Admin. Grant		979,241	2,222,500	62,500	62,500
Streets Maint. AB2928		114,264	-	-	1,300,000
Total Estimated Revenues		7,070,336	7,509,500	5,864,500	7,164,500
Reserve Account		1,024,609	7,244,591	6,239,000	2,335,000
Total Available for Allocation	$	8,094,945	14,754,091	12,103,500	9,499,500
Estimated Requirements					
Operating Expenses:					
Maintenance and Operations	$	792,626	982,178	62,500	62,500
Capital Improvements		5,323,383	11,813,913	8,336,000	5,952,000
Maintenance Improvements		-	-	1,725,000	1,480,000
Transfers to Other Funds		1,978,936	1,958,000	1,980,000	2,005,000
Total Estimated Requirements	$	8,094,945	14,754,091	12,103,500	9,499,500

Budget Variance: Grant fund revenues and expenditures are appropriated by City Council when received from Federal agencies.

TOTAL ALLOCATED POSITIONS: 0.00

FUNDING SOURCE: This program is funded 100% by Street Improvement Funds.

COMMUNITY DEVELOPMENT

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) PROGRAM
OPERATIONS SUMMARY

Program Description

This program administers the City's annual Community Development Block Grant (CDBG) entitlement from the U.S. Department of Housing and Urban Development (HUD). Grant funds are used for community projects and social services that predominantly benefit lower-income residents.

		Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Amount Available for Allocation					
Estimated Revenues:					
Federal Contributions	$	892,085	1,749,113	701,400	701,400
Total Available for Allocation	$	892,085	1,749,113	701,400	701,400
Estimated Requirements					
Operating Expenses:					
Social Service Grants	$	684,127	1,214,161	115,200	115,200
Administrative Costs		143,758	494,100	225,900	225,900
Total Operating Expenses		827,885	1,708,261	341,100	341,100
Capital Improvements		28,325	40,852	360,300	360,300
Reserve Account		35,875	-	-	-
Total Estimated Requirements	$	892,085	1,749,113	701,400	701,400

Budget Variance: No material budget variances.

COMMUNITY DEVELOPMENT

CHILD CARE CENTER FUND
OPERATIONS SUMMARY

Program Description

The Child Care Center, which opened March 15, 1999, was built on land owned by the City. Construction funding was obtained from a combination of a Federal Community Development Block Grant and Redevelopment funds. The City contracts with a private contractor, Roots & Wings, to operate the facility. At least 51 percent of the students must be from low-to-moderate income households. State grants subsidize operating costs for low-to-moderate income students. The remaining 49 percent of students pay full market rates.

		Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Amount Available for Allocation					
Estimated Revenues:					
State Grants	$	477,362	560,300	596,700	596,700
Transfers From Other Funds		151,005	166,853	145,168	149,931
Total Available for Allocation	$	628,367	727,153	741,868	746,631
Estimated Requirements					
Operating Expenses:					
Administrative Costs	$	621,512	727,153	741,868	746,631
Reserve Accounts		6,855	-	-	-
Total Estimated Requirements	$	628,367	727,153	741,868	746,631

Budget Variance: No material budget variances.

COMMUNITY DEVELOPMENT

CHILD CARE CENTER FUND
OBJECTIVES & PERFORMANCE MEASURES

Mission

To partnership with California Department of Education to subsidize high-quality pre-school for lower-income households.

Goal(s)

- Subsidize high-quality pre-school services for 153 lower-income households.
- Provide in-kind support and fiscal management for California Department of Education pre-school and child care grants.
- Complete Request For Proposal (RFP) process in Fiscal Year 2007-08 for management and lease of child care center effective July 1, 2009.

Prior Budget Accomplishments

- $532,824 for subsidized pre-school services for 103 households at City Center and Roots & Wings Center.
- $56,610 for subsidized full-day pre-school services for 50 households at Roots & Wings Center.
- $2,063 subsidy for the purchase of instructional materials for pre-school activities.
- $3,705 subsidy for purchase of pre-kindergarten resources (enrichment activities) for pre-school children.

Objective(s)

- Continue subsidized full-day pre-school. **(Citywide Goal G: Multi-jurisdictional Opportunities)**
- Continue subsidized pre-school at City's Center. **(Citywide Goal G: Multi-jurisdictional Opportunities)**
- Continue subsidized instructional materials for pre-school sites. **(Citywide Goal G: Multi-jurisdictional Opportunities)**
- Continue subsidized pre-K resources for pre-school sites. **(Citywide Goal G: Multi-jurisdictional Opportunities)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Subsidized households, City Site	53	53	53	56	59
Subsidized households, Site 2	50	50	50	52	55

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CAPITAL PROJECTS AND DEBT SERVICE FUNDS

Capital Projects
Debt Service

PUBLIC WORKS

CAPITAL PROJECTS FUNDS
OPERATIONS SUMMARY

Program Description

This program accounts for capital projects funded via special funds. Examples include developer fees collected for road improvements, bridge improvements and undergrounding of utilities; capital facilities fees restricted for public facilities such as the East Valley Sheriff Station, fire stations, and the Library, as well as the Community Recreation and Open Space Endowment Fund.

		Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Amount Available for Allocation					
Estimated Revenues:					
Developer Fees	$	875,569	1,385,000	2,066,000	2,398,500
Interest Apportionment		1,281,882	545,600	758,500	592,500
Total Estimated Revenues		2,157,451	1,930,600	2,824,500	2,991,000
Transfers From Other Funds		100,000	191,000	200,000	200,000
Reserve Account		1,028,393	14,935,385	1,980,671	208,410
Total Available for Allocation	$	3,285,844	17,056,985	5,005,171	3,399,410
Estimated Requirements					
Operating Expenses:					
Maintenance and Operations	$	678,262	2,747,891	8,100	8,100
Capital Improvements		445,322	13,443,533	3,884,000	2,080,000
Maintenance Improvements		-	-	325,000	450,000
Transfers to Other Funds		2,162,260	865,561	788,071	861,310
Total Estimated Requirements	$	3,285,844	17,056,985	5,005,171	3,399,410

Budget Variance: No material budget variances. Capital project budgets for projects not completed will be carried over from FY 2007 to FY 2008.

TOTAL ALLOCATED POSITIONS: 0.00

FUNDING SOURCE: This program is funded 100% by Capital Projects Funds.

FINANCE

PUBLIC FINANCING AUTHORITY FUND
OPERATIONS SUMMARY

Program Description

The Thousand Oaks Public Financing Authority (TOPFA) is a joint powers authority created pursuant to state law. TOPFA members are the City of Thousand Oaks and Thousand Oaks Redevelopment Agency. TOPFA issues debt to fund capital projects on behalf of the City of Thousand Oaks. The current debt instrument is financing improvements to the main Thousand Oaks Library.

		Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Amount Available for Allocation					
Revenues	$	924	-	-	-
Transfers From Other Funds		1,206,940	1,206,000	1,200,500	1,211,100
Total Available for Allocation	$	1,207,864	1,206,000	1,200,500	1,211,100
Estimated Requirements					
Debt Service	$	1,207,864	1,206,000	1,200,500	1,211,100
Total Estimated Requirements	$	1,207,864	1,206,000	1,200,500	1,211,100

Budget Variance: Budgeted Debt Services principal and interest payments.

INTERNAL SERVICE FUNDS

Liability Insurance
Workers' Compensation Insurance
Vision Plan Insurance

CITYWIDE

INTERNAL SERVICE FUNDS - LIABILITY INSURANCE
OPERATIONS SUMMARY

Program Description

The purpose of the Liability Insurance Fund is to account for the cost of providing general liability coverage on a Citywide basis.

		Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Amount Available for Allocation					
Estimated Revenues:					
Interest Income	$	135,292	25,000	150,000	150,000
General Fund Support		439,190	590,000	661,000	689,600
Total Estimated Revenues		574,482	615,000	811,000	839,600
Reserve Account		-	131,690	-	-
Total Available for Allocation	$	574,482	746,690	811,000	839,600
Estimated Requirements					
Operating Expenses:					
Management Fees	$	3,738	25,000	25,000	25,000
General Liability Claims/Admin.		(223,491)	431,690	500,000	500,000
General Liability Insurance Premium		265,181	290,000	286,000	314,600
Total Operating Expenses		45,428	746,690	811,000	839,600
Reserve Account		529,054	-	-	-
Total Estimated Requirements	$	574,482	746,690	811,000	839,600

Budget Variance: No material budget variances.

CITYWIDE

INTERNAL SERVICE FUNDS - WORKERS' COMPENSATION
OPERATIONS SUMMARY

Program Description

The purpose of the Workers' Compensation Insurance Fund is to account for the cost of providing workers' compensation coverage on a Citywide basis.

		Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Amount Available for Allocation					
Estimated Revenues:					
Fund Allocation	$	1,440,931	1,330,000	1,275,000	1,289,500
Reserve Account		-	3,783	-	-
Total Available for Allocation	$	1,440,931	1,333,783	1,275,000	1,289,500
Estimated Requirements					
Operating Expenses:					
Management Fees	$	49,023	78,783	80,000	80,000
Workers' Comp. Claims		150,951	1,064,000	1,050,000	1,050,000
Workers' Comp. Premium		187,004	191,000	145,000	159,500
Total Operating Expenses		386,978	1,333,783	1,275,000	1,289,500
Reserve Account		1,053,953	-	-	-
Total Estimated Requirements	$	1,440,931	1,333,783	1,275,000	1,289,500

Budget Variance: No material budget variances.

CITYWIDE

INTERNAL SERVICE FUNDS - VISION PLAN
OPERATIONS SUMMARY

Program Description

The purpose of the Vision Insurance Fund is to account for the cost of providing vision coverage for City employees.

		Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Amount Available for Allocation					
Estimated Revenues:					
Fund Allocation	$	65,115	80,000	80,000	80,000
Total Available for Allocation	$	65,115	80,000	80,000	80,000
Estimated Requirements					
Operating Expenses:					
Management Fees	$	8,501	10,000	10,000	10,000
Vision Care		44,491	70,000	70,000	70,000
Total Operating Expenses		52,992	80,000	80,000	80,000
Reserve Account		12,123	-	-	-
Total Estimated Requirements	$	65,115	80,000	80,000	80,000

Budget Variance: No material budget variances.

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REDEVELOPMENT AGENCY

City of Thousand Oaks

REDEVELOPMENT AGENCY BUDGET

FY 2007-2008
&
FY 2008-2009

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REDEVELOPMENT AGENCY

REDEVELOPMENT AGENCY FUNDS

Program Description

The purpose of this fund is to account for capital and operational costs of the Redevelopment Project Areas.

	Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Amount Available for Allocation				
Estimated Revenues:				
Tax Increment	$ 17,208,659	16,513,000	18,621,000	18,993,000
Property Tax Pass Thru-Low/Mod	3,441,732	3,303,000	3,724,000	3,799,000
Recovery of Note Principal	2,471,244	400,000	170,000	170,000
Proceeds From Debt	77,677,548	-	-	-
Interest Income	4,082,523	415,000	1,185,000	1,185,000
Miscellaneous	371,052	140,000	110,000	110,000
Total Estimated Revenues	105,252,758	20,771,000	23,810,000	24,257,000
Reserve Accounts	-	17,919,724	6,170,560	-
Total Available for Allocation	$ 105,252,758	38,690,724	29,980,560	24,257,000
Estimated Requirements				
Operating Expenses:				
Maintenance and Operations	$ 11,963,990	27,291,911	12,945,660	12,907,787
Charge Backs	423,225	370,700	467,100	490,700
Total Operating Expenses	12,387,215	27,662,611	13,412,760	13,398,487
Capital Improvements	784,107	6,013,513	4,050,000	1,200,000
Maintenance Improvements	-	-	5,000,000	-
Debt Service	60,297,571	5,014,600	7,517,800	7,504,700
Reserve Accounts	31,783,865	-	-	2,153,813
Total Estimated Requirements	$ 105,252,758	38,690,724	29,980,560	24,257,000

REDEVELOPMENT AGENCY

REDEVELOPMENT AGENCY FUNDS
THOUSAND OAKS BOULEVARD REDEVELOPMENT PROJECT AREA FUND

Program Description

The purpose of this fund is to account for capital and operational costs of the Thousand Oaks Boulevard Redevelopment Project Area.

		Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Amount Available for Allocation					
Estimated Revenues:					
Tax Increment	$	15,391,016	14,933,000	16,616,000	16,948,000
Proceeds From Debt		56,233,055	-	-	-
Interest Income		600,798	50,000	750,000	750,000
Total Estimated Revenues		72,224,869	14,983,000	17,366,000	17,698,000
Reserve Accounts		-	417,711	7,112,790	-
Total Available for Allocation	$	72,224,869	15,400,711	24,478,790	17,698,000
Estimated Requirements					
Operating Expenses:					
Maintenance and Operations	$	10,034,085	9,073,663	10,212,490	10,108,680
Charge Backs		82,808	89,100	91,400	96,000
Total Operating Expenses		10,116,893	9,162,763	10,303,890	10,204,680
Capital Improvements		777,547	2,501,948	3,950,000	1,200,000
Maintenance Improvements		-	-	5,000,000	-
Debt Service		48,052,680	3,736,000	5,224,900	5,215,600
Reserve Accounts		13,277,749	-	-	1,077,720
Total Estimated Requirements	$	72,224,869	15,400,711	24,478,790	17,698,000

Budget Variance: Projects included in the next two years include: Auto Mall Parking Modifications, T.O. Blvd. Improvements, and the Discovery Center.

TOTAL ALLOCATED POSITIONS: 2.60

FUNDING SOURCE: This program is funded 100% by City of Thousand Oaks Redevelopment Agency.

REDEVELOPMENT AGENCY

REDEVELOPMENT AGENCY FUNDS
NEWBURY ROAD REDEVELOPMENT PROJECT AREA FUND

Program Description

The purpose of this fund is to account for capital and operational costs of the Newbury Road Redevelopment Project Area.

		Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Amount Available for Allocation					
Estimated Revenues:					
Tax Increment	$	1,817,643	1,580,000	2,005,000	2,045,000
Interest Income		181,937	125,000	125,000	125,000
Total Estimated Revenues		1,999,580	1,705,000	2,130,000	2,170,000
Reserve Accounts		-	3,328,605	-	-
Total Available for Allocation	$	1,999,580	5,033,605	2,130,000	2,170,000
Estimated Requirements					
Operating Expenses:					
Maintenance and Operations	$	1,256,786	1,197,256	1,311,068	1,353,392
Charge Backs		40,434	34,400	44,800	47,200
Total Operating Expenses		1,297,220	1,231,656	1,355,868	1,400,592
Capital Improvements		51	3,509,949	100,000	-
Debt Service		298,381	292,000	293,500	289,900
Reserve Accounts		403,928	-	380,632	479,508
Total Estimated Requirements	$	1,999,580	5,033,605	2,130,000	2,170,000

Budget Variance: Project include Borchard Road Improvements.

TOTAL ALLOCATED POSITIONS: 0.30

FUNDING SOURCE: This program is funded 100% by City of Thousand Oaks Redevelopment Agency.

REDEVELOPMENT AGENCY

REDEVELOPMENT AGENCY FUNDS
LOW/MODERATE INCOME HOUSING FUND

Program Description

Responsible for the implementation of Redevelopment activities within the City's two redevelopment project areas and all affordable housing activities.

		Prior Year Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Amount Available for Allocation					
Estimated Revenues:					
Property Tax Pass Thru-Low/Mod	$	3,441,732	3,303,000	3,724,000	3,799,000
Recovery of Note Principal		2,471,244	400,000	170,000	170,000
Proceeds From Debt		21,444,493	-	-	-
Interest Income		3,299,788	240,000	310,000	310,000
Miscellaneous		371,052	140,000	110,000	110,000
Total Estimated Revenues		31,028,309	4,083,000	4,314,000	4,389,000
Reserve Accounts		-	14,173,408	-	-
Total Available for Allocation	$	31,028,309	18,256,408	4,314,000	4,389,000
Estimated Requirements					
Operating Expenses:					
Maintenance and Operations	$	673,119	17,020,992	1,422,102	1,445,715
Charge Backs		299,983	247,200	330,900	347,500
Total Operating Expenses		973,102	17,268,192	1,753,002	1,793,215
Capital Improvements		6,509	1,616	-	-
Debt Service		11,946,510	986,600	1,999,400	1,999,200
Reserve Accounts		18,102,188	-	561,598	596,585
Total Estimated Requirements	$	31,028,309	18,256,408	4,314,000	4,389,000

Budget Variance: Projects included in the next two years include: Los Feliz and Hillcrest parcels, and Shadows Apartment complex.

TOTAL ALLOCATED POSITIONS: 3.10

FUNDING SOURCE: This program is funded 100% by City of Thousand Oaks Redevelopment Agency.

REDEVELOPMENT AGENCY

REDEVELOPMENT AGENCY FUND
LOW/MODERATE INCOME HOUSING FUND
OBJECTIVES & PERFORMANCE MEASURES

Mission

To implement Redevelopment Agency's activities within the Thousand Oaks Boulevard and Newbury Road project areas and provide housing opportunities for all residents, with an emphasis on affordability for very-low, low, and moderate income individuals and families.

Goal(s)

- Support infrastructure and street improvements within project areas.
- Increase, preserve, and improve the supply of affordable housing.
- Provide homeownership opportunities to first-time homebuyers.

Prior Budget Accomplishments

- Assisted Area Housing Authority with $5.9 million for the acquisition of Los Feliz parcels with the potential of creating 40 affordable units by Fiscal Year 2009 (March 2007).
- Purchased Schillo Gardens Apartments from Conejo Valley Housing Corporation to preserve project affordability; Agency to explore disposition of project and extend affordability term (February 2006).
- Purchased residential units at Ashton Park Lane ranging from $326,000 to $335,000, to preserve affordability and resell to eligible households (November 2006).
- Sold/transferred three affordable units to eligible households with 45-year resale restrictions (June 2007).

Additional Accomplishments

- Assisted Many Mansions with $3.1 million for the acquisition of Hillcrest parcels with the potential of creating 40 affordable units by Fiscal Year 2009 (May 2007).
- Executed Agreement with Centex Homes to construct six for-sale, affordable, long-term, moderate-income units (approximate date of construction of units Fiscal Year 2008) (October 2006).
- Conducted Affordable Housing Study Session (March 2006).
- Assisted developer with $6.9 million for the acquisition of Shadows Apartments and entered into Affordable Housing Agreement (April 2007).

Objective(s)

- Complete plans and improvements for Thousand Oaks Boulevard Improvements, Phase II project. **(Citywide Goal I: Redevelopment)**
- Explore disposition alternatives and complete disposition of Schillo Gardens and preserve affordability. **(Citywide Goal I: Redevelopment)**
- Implementation of affordable housing opportunities, such as establishment of Housing Trust Fund, Inclusionary Housing, implementation of In-Fill Affordable Housing Development Strategy, Industrial Land Re-Zoning, and Local Preference. **(Citywide Goal I: Redevelopment)**
- Sale of 14 residential affordable units to eligible households. **(Citywide Goal I: Redevelopment)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Acquisition/rehabilitation/preservation(A)	102	45	30	2	2
New construction (rental/for-sale)(A)	82	0	2	14	80
Single-family rehabilitation(A)	0	0	0	20	20
First-time homebuyer assistance(A)	0	0	0	5	5
Number of infrastructure or street improvement projects (Capital Projects)(B)	1	1	1	1	1

Performance Measure Notes

(A)All performance measures are based on number of units produced/preserved affordable at very-low, low, or moderate income levels.
(B)Capital Projects are measured by project completed.

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POSITION SUMMARIES

HISTORY OF ALLOCATED POSITIONS

1999-00 TO 2008-09

Department	99-00	00-01	01-02	02-03	03-04	04-05	05-06	06-07	07-08	08-09
City Attorney	6	6	6	6	6	6	6	6	6	6
City Clerk	11	10	10	10	10	10	10	10	9	9
City Manager*	16	16	16	16	15	7	12	12	13	13
Human Resources	-	-	-	-	-	8	8	8	9	9
Community Srvc.	9	9	9	9	8	6	-	-	-	-
Community & Cultural Services**	-	-	-	-	-	-	22	22	25	25
Theatres	21	20	20	20	20	19	-	-	-	-
Community Dev.	76	78	79	78	78	79	80	80	76	76
Finance	58	58	59	60	60	59	59	59	59	59
Library	69	70	70	70	70	68	68	68	69	69
Public Works	215	215	216	215	215	215	215	215	216	216
Total City	**481**	**482**	**485**	**484**	**482**	**477**	**480**	**480**	**482**	**482**
Police										
Sworn***	100	100	100	100	94	94	94	94	96	96
Non-Sworn	16	16	17	17	17	17	17	17	17	17
City Support Position	2	2	2	2	2	2	2	2	2	2
Total Police	**118**	**118**	**119**	**119**	**113**	**113**	**113**	**113**	**115**	**115**
Grand Total	**599**	**600**	**604**	**603**	**595**	**590**	**593**	**593**	**597**	**597**

* Human Resources separated from City Manager 2004-2005.

** Original Community Services combined with Theatres, new department created 2005-2006.

*** Reflects change in staffing to full 12 Plan beginning in 2003-2004.

POSITION SUMMARY BY FUND

GENERAL FUND
CITY COUNCIL

PROGRAM	POSITIONS	TITLE
CITY COUNCIL	5.00	CITY COUNCIL MEMBER
TOTAL CITY COUNCIL	**5.00**	

POSITION SUMMARY BY FUND

GENERAL FUND
CITY MANAGER

PROGRAM	POSITIONS	TITLE
ADMINISTRATION	1.00	ADMINISTRATIVE CLERK II
ADMINISTRATION	0.50	ASSOCIATE ANALYST
ADMINISTRATION	1.00	ASSISTANT ANALYST
ADMINISTRATION	0.80	ASSISTANT CITY MANAGER
ADMINISTRATION	1.00	EXECUTIVE ASSISTANT
ADMINISTRATION	1.00	EXECUTIVE SECRETARY
ADMINISTRATION	1.00	OFFICE SUPERVISOR
ADMINISTRATION	1.00	ADMINISTRATIVE SECRETARY
ADMINISTRATION	0.25	SPECIAL PROJECTS/PROGRAMS COORD.
ADMINISTRATION	0.80	CITY MANAGER
ADMINISTRATION	1.00	ASSISTANT TO THE CITY MANAGER
TOTAL ADMINISTRATION	**9.35**	
ECONOMIC DEVELOPMENT	1.00	ECONOMIC DEVELOPMENT MANAGER
TOTAL ECONOMIC DEVELOPMENT	**1.00**	
PUBLIC INFORMATION/SPECIAL SERVICES	1.00	PUBLIC INFORMATION OFFICER
PUBLIC INFORMATION/SPECIAL SERVICES	0.50	ASSOCIATE ANALYST
TOTAL PUBLIC INFORMATION/SPECIAL SERVICES	**1.50**	
INTERGOVERNMENTAL RELATIONS	0.20	CITY MANAGER
INTERGOVERNMENTAL RELATIONS	0.20	ASSISTANT CITY MANAGER
INTERGOVERNMENTAL RELATIONS	0.75	SPECIAL PROJECTS/PROGRAMS COORD.
TOTAL INTERGOVERNMENTAL RELATIONS	**1.15**	
TOTAL CITY MANAGER	**13.00**	

POSITION SUMMARY BY FUND

GENERAL FUND
HUMAN RESOURCES

PROGRAM	POSITIONS	TITLE
ADMINISTRATION	0.80	HUMAN RESOURCES DIRECTOR
ADMINISTRATION	0.80	ADMINISTRATIVE CLERK II
ADMINISTRATION	0.80	ACCOUNTING SPECIALIST
ADMINISTRATION	1.00	EXECUTIVE SECRETARY
ADMINISTRATION	0.60	SR HUMAN RESOURCES ANALYST
ADMINISTRATION	1.00	ASSISTANT HR ANALYST
TOTAL HUMAN RESOURCES	**5.00**	
VOLUNTEER PROGRAM	1.00	ASSOCIATE HR ANALYST
TOTAL VOLUNTEER PROGRAM	**1.00**	
RISK MANAGEMENT	0.20	ADMINISTRATIVE CLERK II
RISK MANAGEMENT	0.20	ACCOUNTING SPECIALIST
RISK MANAGEMENT	0.20	HUMAN RESOURCES DIRECTOR
RISK MANAGEMENT	1.00	RISK MANAGER
RISK MANAGEMENT	0.50	ASSOCIATE ANALYST/HEALTH-SAFETY
RISK MANAGEMENT	0.40	SR HUMAN RESOURCES ANALYST
TOTAL RISK MANAGEMENT	**2.50**	
TOTAL HUMAN RESOURCES	**8.50**	

POSITION SUMMARY BY FUND

GENERAL FUND
CITY ATTORNEY

PROGRAM	POSITIONS	TITLE
ADMINISTRATION (GENERAL LEGAL SERVICES)	1.23	ASSISTANT CITY ATTORNEY
ADMINISTRATION (GENERAL LEGAL SERVICES)	0.50	CITY ATTORNEY
ADMINISTRATION (GENERAL LEGAL SERVICES)	0.75	LEGAL OFFICE ASSISTANT
ADMINISTRATION (GENERAL LEGAL SERVICES)	0.80	LEGAL SECRETARY
TOTAL ADMINISTRATION (GENERAL LEGAL SERV)	**3.28**	
CODE COMPLIANCE	0.80	ASSISTANT CITY ATTORNEY
CODE COMPLIANCE	0.05	CITY ATTORNEY
CODE COMPLIANCE	0.20	LEGAL OFFICE ASSISTANT
CODE COMPLIANCE	0.15	LEGAL SECRETARY
TOTAL CODE COMPLIANCE	**1.20**	
LAND USE/HOUSING	0.97	ASSISTANT CITY ATTORNEY
LAND USE/HOUSING	0.45	CITY ATTORNEY
LAND USE/HOUSING	0.05	LEGAL OFFICE ASSISTANT
LAND USE/HOUSING	0.05	LEGAL SECRETARY
TOTAL LAND USE/HOUSING	**1.52**	
TOTAL CITY ATTORNEY	**6.00**	

POSITION SUMMARY BY FUND

GENERAL FUND
CITY CLERK

PROGRAM	POSITIONS	TITLE
ADMINISTRATION	0.05	RECORDS MGMT SPECIALIST
ADMINISTRATION	0.70	CITY CLERK
ADMINISTRATION	0.90	SR RECORDING SECRETARY
ADMINISTRATION	0.85	EXECUTIVE SECRETARY
ADMINISTRATION	0.90	DEPUTY CITY CLERK
ADMINISTRATION	0.50	ASSISTANT ANALYST
ADMINISTRATION	0.05	RECORDS MGMT SUPV
TOTAL ADMINISTRATION	**3.95**	
PUBLIC SERVICES	0.80	ADMINISTRATIVE SECRETARY
PUBLIC SERVICES	0.10	EXECUTIVE SECRETARY
PUBLIC SERVICES	0.05	RECORDS MGMT SUPV
PUBLIC SERVICES	0.05	DEPUTY CITY CLERK
PUBLIC SERVICES	0.20	ADMINISTRATIVE CLERK II
PUBLIC SERVICES	0.05	RECORDS MGMT SPECIALIST
TOTAL PUBLIC SERVICES	**1.25**	
RECORDS MANAGEMENT	0.20	ADMINISTRATIVE SECRETARY
RECORDS MANAGEMENT	0.10	SR RECORDING SECRETARY
RECORDS MANAGEMENT	0.90	RECORDS MGMT SUPV
RECORDS MANAGEMENT	0.05	EXECUTIVE SECRETARY
RECORDS MANAGEMENT	0.30	CITY CLERK
RECORDS MANAGEMENT	0.05	DEPUTY CITY CLERK
RECORDS MANAGEMENT	0.80	ADMINISTRATIVE CLERK II
RECORDS MANAGEMENT	0.90	RECORDS MGMT SPECIALIST
RECORDS MANAGEMENT	0.50	ASSISTANT ANALYST
TOTAL RECORDS MANAGEMENT	**3.80**	
TOTAL CITY CLERK	**9.00**	

POSITION SUMMARY BY FUND

GENERAL FUND
FINANCE DEPARTMENT

PROGRAM	POSITIONS	TITLE
ADMINISTRATION	0.25	DEBT & INVESTMENT ANALYST
ADMINISTRATION	1.00	BUDGET OFFICER
ADMINISTRATION	1.00	DEPUTY FINANCE DIRECTOR
ADMINISTRATION	1.00	INTERNAL AUDITOR
ADMINISTRATION	1.00	FINANCE DIRECTOR
ADMINISTRATION	1.00	OFFICE SUPERVISOR
ADMINISTRATION	1.00	ADMINISTRATIVE SECRETARY
TOTAL ADMINISTRATION	**6.25**	
ACCOUNTING	1.00	ACCOUNTING SPECIALIST
ACCOUNTING	2.00	ACCOUNTANT
ACCOUNTING	0.20	TREASURY ASSISTANT
ACCOUNTING	2.00	ACCTG/CUSTOMER SERVICE REP
ACCOUNTING	3.00	SR ACCOUNTANT
ACCOUNTING	1.00	ACCOUNTING MANAGER
TOTAL ACCOUNTING	**9.20**	
TREASURY & DEBT SERVICE ADMIN.	0.75	DEBT & INVESTMENT ANALYST
TREASURY & DEBT SERVICE ADMIN.	0.80	TREASURY ASSISTANT
TOTAL TREASURY & DEBT SERVICE ADMIN.	**1.55**	
PUBLIC SERVICE/REVENUE COLLECTION	1.00	REVENUE MANAGER
PUBLIC SERVICE/REVENUE COLLECTION	1.00	REVENUE OPERATIONS SUPERVISOR
PUBLIC SERVICE/REVENUE COLLECTION	1.00	ACCOUNTING SPECIALIST
PUBLIC SERVICE/REVENUE COLLECTION	1.00	TREASURY ASSISTANT
PUBLIC SERVICE/REVENUE COLLECTION	8.00	ACCTG/CUSTOMER SERVICE REP
TOTAL PUBLIC SERVICE/REV. COLLECTION	**12.00**	

POSITION SUMMARY BY FUND

GENERAL FUND
FINANCE DEPARTMENT

PROGRAM	POSITIONS	TITLE
INFORMATION TECHNOLOGY	1.00	INFORMATION TECHNOLOGY MANAGER
INFORMATION TECHNOLOGY	1.00	INFORMATION TECHNOLOGY SUPERVISOR
INFORMATION TECHNOLOGY	2.00	SR INFO TECHNOLOGY TECH
INFORMATION TECHNOLOGY	1.00	INFO TECHNOLOGY TECH II
INFORMATION TECHNOLOGY	1.00	SR INFO TECHNOLOGY ANALYST
INFORMATION TECHNOLOGY	3.00	INFO TECHNOLOGY ANALYST II
INFORMATION TECHNOLOGY	2.00	INFO TECHNOLOGY ANALYST III
TOTAL INFORMATION TECHNOLOGY	**11.00**	
GENERAL SERVICES	1.00	PURCHASING SUPERVISOR
GENERAL SERVICES	1.00	ADMINISTRATIVE CLERK II
GENERAL SERVICES	1.00	SR PURCHASING SPECIALIST
GENERAL SERVICES	2.00	PRINTSHOP TECHNICIAN
TOTAL GENERAL SERVICES	**5.00**	
FACILITY MAINTENANCE	1.00	FACILITIES MTN SUPERVISOR
FACILITY MAINTENANCE	1.00	ASSOCIATE ANALYST
FACILITY MAINTENANCE	5.00	CUSTODIAN
FACILITY MAINTENANCE	1.00	FACILITIES MANAGER
FACILITY MAINTENANCE	1.00	ADMINISTRATIVE SECRETARY
FACILITY MAINTENANCE	2.00	SR BLDG MTN TECHNICIAN
FACILITY MAINTENANCE	2.00	BUILDING MAINTENANCE TECH II
FACILITY MAINTENANCE	1.00	CUSTODIAL CREWLEADER
TOTAL FACILITY MAINTENANCE	**14.00**	
TOTAL FINANCE	**59.00**	

POSITION SUMMARY BY FUND

GENERAL FUND
POLICE

PROGRAM	POSITIONS	TITLE
ADMINISTRATION	1.00	INFO TECHNOLOGY ANALYST II
ADMINISTRATION	1.00	SPECIAL PROJECTS/PROGS COORD
TOTAL ADMINISTRATION	**2.00**	
TOTAL POLICE	**2.00**	

POSITION SUMMARY BY FUND

GENERAL FUND
COMMUNITY DEVELOPMENT

PROGRAM	POSITIONS	TITLE
ADMINISTRATION	1.15	ADMINISTRATIVE CLERK II
ADMINISTRATION	0.35	COMMUNITY DEVEL DIRECTOR
ADMINISTRATION	0.25	BLDG OFFICIAL/DEP DIR COMM DEV
ADMINISTRATION	0.10	SR RECORDING SECRETARY
ADMINISTRATION	0.65	OFFICE SUPERVISOR
ADMINISTRATION	1.20	SR ADMINISTRATIVE SECRETARY
ADMINISTRATION	0.10	ADMINISTRATIVE SECRETARY
ADMINISTRATION	0.10	DEPUTY COMM DEV DIR/CITY PLNR
ADMINISTRATION	1.00	SPECIAL PROJECTS/PROGS COORD
TOTAL ADMINISTRATION	**4.90**	
PLANNING COMMISSION	0.05	COMMUNITY DEVEL DIRECTOR
PLANNING COMMISSION	0.10	ADMINISTRATIVE CLERK II
PLANNING COMMISSION	0.50	SR RECORDING SECRETARY
PLANNING COMMISSION	0.05	SR ADMINISTRATIVE SECRETARY
PLANNING COMMISSION	0.30	DEPUTY COMM DEV DIR/CITY PLNR
PLANNING COMMISSION	5.00	PLANNING COMMISSIONER
TOTAL PLANNING COMMISSION	**6.00**	
DEVELOPMENT SERVICES	0.50	ADMINISTRATIVE CLERK II
DEVELOPMENT SERVICES	0.30	SR ADMINISTRATIVE SECRETARY
DEVELOPMENT SERVICES	0.10	COMMUNITY DEVEL DIRECTOR
DEVELOPMENT SERVICES	0.15	ASSISTANT PLANNER
DEVELOPMENT SERVICES	0.95	ASSOCIATE PLANNER
DEVELOPMENT SERVICES	4.90	SR PLANNER
DEVELOPMENT SERVICES	0.20	SR RECORDING SECRETARY
DEVELOPMENT SERVICES	0.25	ADMINISTRATIVE SECRETARY
DEVELOPMENT SERVICES	0.95	PLANNING DIVISION MANAGER
DEVELOPMENT SERVICES	0.20	OFFICE SUPERVISOR
DEVELOPMENT SERVICES	0.70	COMMUNITY DEVELOPMENT TECH II
DEVELOPMENT SERVICES	0.05	PERMIT PROCESS MANAGER
DEVELOPMENT SERVICES	0.20	DEPUTY COMM DEV DIR/CITY PLNR
TOTAL DEVELOPMENT SERVICES	**9.45**	

POSITION SUMMARY BY FUND

GENERAL FUND
COMMUNITY DEVELOPMENT

PROGRAM	POSITIONS	TITLE
PUBLIC SERVICES	4.50	COMMUNITY DEVELOPMENT TECH II
PUBLIC SERVICES	0.25	PLAN CHECK ASSISTANT
PUBLIC SERVICES	0.15	OFFICE SUPERVISOR
PUBLIC SERVICES	1.10	ADMINISTRATIVE CLERK II
PUBLIC SERVICES	0.15	COMMUNITY DEVEL DIRECTOR
PUBLIC SERVICES	0.25	BLDG OFFICIAL/DEP DIR COM DEV
PUBLIC SERVICES	1.00	CUSTOMER SERVICE REP
PUBLIC SERVICES	1.85	ASSISTANT PLANNER
PUBLIC SERVICES	0.15	ADMINISTRATIVE SECRETARY
PUBLIC SERVICES	0.10	SR RECORDING SECRETARY
PUBLIC SERVICES	0.05	PLANNING DIVISION MANAGER
PUBLIC SERVICES	0.95	SR ADMINISTRATIVE SECRETARY
PUBLIC SERVICES	0.10	DEPUTY COMM DEV DIR/CITY PLNR
PUBLIC SERVICES	1.15	SR PLANNER
PUBLIC SERVICES	0.25	PLAN CHECK SUPERVISOR
PUBLIC SERVICES	0.80	PERMIT PROCESS MANAGER
TOTAL PUBLIC SERVICES	**12.80**	
COSCA	0.20	SR PLANNER
COSCA	1.00	ASSOCIATE PLANNER
COSCA	1.00	COSCA MANAGER
COSCA	0.10	DEPUTY COMM DEV DIR/CITY PLNR
COSCA	0.05	SR ADMINISTRATIVE SECRETARY
TOTAL COSCA	**2.35**	
ENVIRONMENTAL SERVICES	0.05	SR RECORDING SECRETARY
ENVIRONMENTAL SERVICES	1.55	SR PLANNER
TOTAL ENVIRONMENTAL SERVICES	**1.60**	
GENERAL PLANNING	0.05	COMMUNITY DEVEL DIRECTOR
GENERAL PLANNING	0.20	DEPUTY COMM DEV DIR/CITY PLNR
GENERAL PLANNING	0.05	SR RECORDING SECRETARY
GENERAL PLANNING	1.20	SR PLANNER
TOTAL GENERAL PLANNING	**1.50**	

POSITION SUMMARY BY FUND

GENERAL FUND
COMMUNITY DEVELOPMENT

PROGRAM	POSITIONS	TITLE
BUILDING SERVICES	1.00	CUSTOMER SERVICE REP
BUILDING SERVICES	8.80	COMBINATION BLDG INSPECTOR II
BUILDING SERVICES	1.15	ADMINISTRATIVE CLERK II
BUILDING SERVICES	0.05	COMMUNITY DEVEL DIRECTOR
BUILDING SERVICES	1.00	SR ENGINEER
BUILDING SERVICES	0.40	BLDG OFFICIAL/DEP DIR COMM DEV
BUILDING SERVICES	4.80	COMMUNITY DEVELOPMENT TECH II
BUILDING SERVICES	1.75	PLAN CHECK ASSISTANT
BUILDING SERVICES	0.50	ADMINISTRATIVE SECRETARY
BUILDING SERVICES	0.25	SR PLANNER
BUILDING SERVICES	0.45	SR ADMINISTRATIVE SECRETARY
BUILDING SERVICES	3.00	SR COMB BLDG INSPECTOR
BUILDING SERVICES	2.00	PLAN CHECK ASSOCIATE
BUILDING SERVICES	1.75	PLAN CHECK SUPERVISOR
BUILDING SERVICES	0.05	ASSOCIATE PLANNER
BUILDING SERVICES	0.15	PERMIT PROCESS MANAGER
BUILDING SERVICES	1.00	BUILDING INSPECTION SUPV
TOTAL BUILDING SERVICES	**28.10**	
CODE COMPLIANCE	0.05	COMMUNITY DEVEL DIRECTOR
CODE COMPLIANCE	5.00	CODE COMPLIANCE OFFICER II
CODE COMPLIANCE	0.10	BLDG OFFICIAL/DEP DIR COMM DEV
CODE COMPLIANCE	1.00	CUSTOMER SERVICE REP
CODE COMPLIANCE	1.00	CODE COMPLIANCE MANAGER
TOTAL CODE COMPLIANCE	**7.15**	
CDBG	0.05	SR PLANNER
CDBG	0.10	ADMINISTRATIVE SECRETARY
CDBG	0.90	SR ANALYST
CDBG	0.10	ASSISTANT ANALYST
TOTAL CDBG	**1.15**	
TOTAL COMMUNITY DEVELOPMENT	**75.00**	

POSITION SUMMARY BY FUND

GENERAL FUND
COMMUNITY & CULTURAL SERVICES

PROGRAM	POSITIONS	TITLE
THEATRES - TOTV/CABLE	0.35	SR ADMINISTRATIVE SECRETARY
THEATRES - TOTV/CABLE	0.10	EXECUTIVE SECRETARY
THEATRES - TOTV/CABLE	2.00	SR VIDEO PRODUCTION SPECIALIST
THEATRES - TOTV/CABLE	0.20	DEPUTY COMM & CULTURAL SERV DIR
THEATRES - TOTV/CABLE	0.20	COMM & CULTURAL SERV DIRECTOR
THEATRES - TOTV/CABLE	1.00	CABLE OPERATIONS SUPERVISOR
THEATRES - TOTV/CABLE	0.30	TECHNICAL SERVICES MANAGER
THEATRES - TOTV/CABLE	1.00	VIDEO PRODUCTION TECHNICIAN
THEATRES - TOTV/CABLE	0.20	SR STAGE TECHNICIAN
TOTAL THEATRES - TOTV/CABLE	**5.35**	
THEATRES - ART SERVICES/SPECIAL PROJ.	0.30	EXECUTIVE SECRETARY
THEATRES - ART SERVICES/SPECIAL PROJ.	0.50	DEPUTY COMM & CULTURAL SERV DIR
THEATRES - ART SERVICES/SPECIAL PROJ.	0.30	COMM & CULTURAL SERV DIRECTOR
THEATRES - ART SERVICES/SPECIAL PROJ.	0.20	TECHNICAL SERVICES MANAGER
THEATRES - ART SERVICES/SPECIAL PROJ.	0.20	ASSISTANT ANALYST
THEATRES - ART SERVICES/SPECIAL PROJ.	0.20	SR THEATRE WORKER
THEATRES - ART SERVICES/SPECIAL PROJ.	0.45	SR ADMINISTRATIVE SECRETARY
THEATRES - ART SERVICES/SPECIAL PROJ.	0.10	HOUSE SUPERVISOR
TOTAL THEATRES - ART SRVS/SPECIAL PROJ.	**2.25**	
SENIOR SERVICES	0.50	ASSOCIATE ANALYST
SENIOR SERVICES	0.05	SR ADMINISTRATIVE SECRETARY
TOTAL SENIOR SERVICES	**0.55**	
TEEN SERVICES	0.50	ASSOCIATE ANALYST
TEEN SERVICES	0.05	SR ADMINISTRATIVE SECRETARY
TOTAL TEEN SERVICES	**0.55**	
TOTAL COMMUNITY & CULTURAL SERVICES	**8.70**	

POSITION SUMMARY BY FUND

GENERAL FUND
PUBLIC WORKS

PROGRAM	POSITIONS	TITLE
ADMINISTRATION	0.80	SR ADMINISTRATIVE SECRETARY
ADMINISTRATION	0.50	OFFICE SUPERVISOR
ADMINISTRATION	0.50	PUBLIC WORKS DIRECTOR
ADMINISTRATION	0.50	ADMINISTRATIVE SECRETARY
ADMINISTRATION	1.00	CUSTOMER SERVICE REP
ADMINISTRATION	1.50	ADMINISTRATIVE CLERK II
ADMINISTRATION	0.40	DEPUTY PUBLIC WORKS DIRECTOR
TOTAL ADMINISTRATION	**5.20**	
BUSINESS MANAGEMENT	1.50	ACCOUNTING SPECIALIST
BUSINESS MANAGEMENT	0.10	RESOURCE DIVISION MANAGER
BUSINESS MANAGEMENT	0.30	SR FINANCIAL ANALYST
BUSINESS MANAGEMENT	0.50	ASSISTANT ANALYST
BUSINESS MANAGEMENT	0.45	ASSOCIATE ANALYST
TOTAL BUSINESS MANAGEMENT	**2.85**	
ANIMAL CARE & CONTROL SERVICES	0.50	ASSOCIATE ANALYST
TOTAL ANIMAL CARE & CONTROL SERVICES	**0.50**	
EMERGENCY PREPAREDNESS	1.00	DISASTER SERVICES COORDINATOR
TOTAL EMERGENCY PREPAREDNESS	**1.00**	
ENGINEERING SERVICES	2.60	ENGINEERING TECHNICIAN II
ENGINEERING SERVICES	1.00	ENGINEERING ASSOCIATE
ENGINEERING SERVICES	1.90	SR ENGINEER
ENGINEERING SERVICES	1.30	ENGINEERING DIVISION MANAGER
ENGINEERING SERVICES	1.20	ENGINEERING ASSISTANT
ENGINEERING SERVICES	3.50	CONSTRUCTION INSPECTOR
ENGINEERING SERVICES	0.70	SR CONSTRUCTION INSPECTOR
ENGINEERING SERVICES	0.60	CONSTRUCTION INSPECTION SUPV
ENGINEERING SERVICES	1.80	ASSOCIATE ENGINEER
TOTAL ENGINEERING SERVICES	**14.60**	

POSITION SUMMARY BY FUND

GENERAL FUND
PUBLIC WORKS

PROGRAM	POSITIONS	TITLE
TRAFFIC ENGINEERING SERVICES	1.00	ASSOCIATE ENGINEER
TRAFFIC ENGINEERING SERVICES	0.20	ASSOCIATE ANALYST
TRAFFIC ENGINEERING SERVICES	1.00	ENGINEERING ASSISTANT
TRAFFIC ENGINEERING SERVICES	1.80	SR ENGINEER
TRAFFIC ENGINEERING SERVICES	1.00	ENGINEERING AIDE
TRAFFIC ENGINEERING SERVICES	1.00	ENGINEERING ASSOCIATE
TRAFFIC ENGINEERING SERVICES	0.80	ENGINEERING DIV MANAGER
TRAFFIC ENGINEERING SERVICES	1.00	CROSSING GUARD SUPERVISOR
TOTAL TRAFFIC ENGINEERING SERVICES	**7.80**	
TRAFFIC & TRANSPORTATION ADV. COMM.	0.40	SR ADMINISTRATIVE SECRETARY
TRAFFIC & TRANSPORTATION ADV. COMM.	0.05	DEPUTY PUBLIC WORKS DIRECTOR
TRAFFIC & TRANSPORTATION ADV. COMM.	0.20	SR ENGINEER
TRAFFIC & TRANSPORTATION ADV. COMM.	0.20	ENGINEERING DIV MANAGER
TOTAL TRAFFIC & TRANSPORTATION ADV. COMM.	**0.85**	
FLEET SERVICES	7.00	FLEET TECH II
FLEET SERVICES	1.00	FLEET TECH CREW LEADER
FLEET SERVICES	1.00	FLEET TECH ASSISTANT
FLEET SERVICES	0.50	FLEET SERVICES SUPERVISOR
FLEET SERVICES	1.00	PURCHASING SPECIALIST II
FLEET SERVICES	1.00	FLEET TECH WELDER II
TOTAL FLEET SERVICES	**11.50**	
ROADS	22.20	STREET MTN WORKER II
ROADS	3.75	STREET MAINTENANCE CREWLEADER
ROADS	0.80	STREET MAINTENANCE SUPERVISOR
ROADS	3.00	HEAVY EQUIPMENT OPERATOR
ROADS	0.30	STREET SWEEPER OPERATOR
TOTAL ROADS	**30.05**	
STREET SWEEPING	0.10	STREET MAINTENANCE SUPERVISOR
STREET SWEEPING	0.30	STREET MAINTENANCE CREWLEADER
STREET SWEEPING	0.70	STREET MTN WORKER II
STREET SWEEPING	0.70	STREET SWEEPER OPERATOR
TOTAL STREET SWEEPING	**1.80**	

POSITION SUMMARY BY FUND

GENERAL FUND
PUBLIC WORKS

PROGRAM	POSITIONS	TITLE
STREET TREES/LANDSCAPE	19.00	LANDSCAPE MTN WORKER II
STREET TREES/LANDSCAPE	4.45	LANDSCAPE MTN CREWLEADER
STREET TREES/LANDSCAPE	0.45	LANDSCAPE MTN SUPERVISOR
TOTAL STREET TREES/LANDSCAPE	**23.90**	
MUNICIPAL SERVICE CENTER	0.50	SR ADMINISTRATIVE SECRETARY
MUNICIPAL SERVICE CENTER	0.50	SR BUILDING MAINTENANCE TECH
MUNICIPAL SERVICE CENTER	0.50	ADMINISTRATIVE SECRETARY
MUNICIPAL SERVICE CENTER	1.50	ADMINISTRATIVE CLERK II
MUNICIPAL SERVICE CENTER	0.45	PUBLIC WORKS SUPERINTENDENT
MUNICIPAL SERVICE CENTER	0.25	INSTRUMENTATION & ELEC TECH
MUNICIPAL SERVICE CENTER	0.60	FIELD SERVICE REPRESENTATIVE
MUNICIPAL SERVICE CENTER	0.50	SR PURCHASING SPECIALIST
MUNICIPAL SERVICE CENTER	0.50	PURCHASING SPECIALIST II
MUNICIPAL SERVICE CENTER	0.30	FLEET SERVICES SUPERVISOR
MUNICIPAL SERVICE CENTER	0.45	ASSISTANT PUBLIC WORKS SUPT
MUNICIPAL SERVICE CENTER	0.50	INFO TECHNOLOGY TECH II
MUNICIPAL SERVICE CENTER	0.50	ASSOCIATE ANALYST
TOTAL MUNICIPAL SERVICE CENTER	**7.05**	
STORM DRAIN MAINTENANCE	0.10	STREET MAINTENANCE SUPERVISOR
STORM DRAIN MAINTENANCE	0.45	STREET MAINTENANCE CREWLEADER
STORM DRAIN MAINTENANCE	1.60	STREET MTN WORKER II
TOTAL STORM DRAIN MAINTENANCE	**2.15**	
GRAFFITI REMOVAL	0.10	LANDSCAPE MTN SUPERVISOR
GRAFFITI REMOVAL	0.30	LANDSCAPE MTN CREWLEADER
GRAFFITI REMOVAL	0.50	LANDSCAPE MTN WORKER II
TOTAL GRAFFITI REMOVAL	**0.90**	
TOTAL PUBLIC WORKS	**110.15**	

POSITION SUMMARY BY FUND

WATER FUND
PUBLIC WORKS

PROGRAM	POSITIONS	TITLE
ADMINISTRATION	0.25	OFFICE SUPERVISOR
ADMINISTRATION	0.75	ADMINISTRATIVE CLERK II
ADMINISTRATION	0.40	SR ADMINISTRATIVE SECRETARY
ADMINISTRATION	0.20	PUBLIC WORKS DIRECTOR
ADMINISTRATION	0.50	CUSTOMER SERVICE REP
ADMINISTRATION	0.25	ADMINISTRATIVE SECRETARY
ADMINISTRATION	0.25	DEPUTY PUBLIC WORKS DIRECTOR
TOTAL ADMINISTRATION	**2.60**	
BUSINESS MANAGEMENT	0.45	ACCOUNTING SPECIALIST
BUSINESS MANAGEMENT	0.25	ASSISTANT ANALYST
BUSINESS MANAGEMENT	0.10	RESOURCE DIVISION MANAGER
BUSINESS MANAGEMENT	0.25	SR FINANCIAL ANALYST
TOTAL BUSINESS MANAGEMENT	**1.05**	
ENGINEERING SERVICES	3.35	ENGINEERING TECHNICIAN II
ENGINEERING SERVICES	1.75	SR ENGINEER
ENGINEERING SERVICES	0.75	ENGINEERING DIVISION MANAGER
ENGINEERING SERVICES	0.50	ENGINEERING ASSISTANT
ENGINEERING SERVICES	0.50	ENGINEERING ASSOCIATE
ENGINEERING SERVICES	0.10	ASSOCIATE ENGINEER
ENGINEERING SERVICES	0.75	CONSTRUCTION INSPECTOR
ENGINEERING SERVICES	0.15	SR CONSTRUCTION INSPECTOR
ENGINEERING SERVICES	0.15	CONSTRUCTION INSPECTION SUPV
TOTAL ENGINEERING SERVICES	**8.00**	

POSITION SUMMARY BY FUND

WATER FUND
PUBLIC WORKS

PROGRAM	POSITIONS	TITLE
MUNICIPAL SERVICE CENTER	0.75	ADMINISTRATIVE CLERK II
MUNICIPAL SERVICE CENTER	0.25	ADMINISTRATIVE SECRETARY
MUNICIPAL SERVICE CENTER	0.25	PUBLIC WORKS SUPERINTENDENT
MUNICIPAL SERVICE CENTER	0.25	ASSISTANT PUBLIC WORKS SUPT
MUNICIPAL SERVICE CENTER	2.05	FIELD SERVICE REPRESENTATIVE
MUNICIPAL SERVICE CENTER	0.25	INFO TECHNOLOGY TECH II
MUNICIPAL SERVICE CENTER	0.25	SR ADMINISTRATIVE SECRETARY
MUNICIPAL SERVICE CENTER	0.25	SR PURCHASING SPECIALIST
MUNICIPAL SERVICE CENTER	0.25	SR BUILDING MAINTENANCE TECH
MUNICIPAL SERVICE CENTER	0.10	FLEET SERVICES SUPERVISOR
MUNICIPAL SERVICE CENTER	0.25	PURCHASING SPECIALIST II
MUNICIPAL SERVICE CENTER	0.50	INSTRUMENTATION & ELEC TECH
MUNICIPAL SERVICE CENTER	0.25	ASSOCIATE ANALYST
TOTAL MUNICIPAL SERVICE CENTER	**5.65**	
CONSERVATION	0.05	ASSISTANT ANALYST
CONSERVATION	0.05	RESOURCE DIVISION MANAGER
CONSERVATION	0.05	ASSOCIATE ANALYST
TOTAL CONSERVATION	**0.15**	
STORAGE & DISTRIBUTION	2.00	UTILITIES MTN CREWLEADER
STORAGE & DISTRIBUTION	1.00	UTILITIES EQUIPMENT OPERATOR
STORAGE & DISTRIBUTION	0.95	UTILITIES MTN SUPERVISOR
STORAGE & DISTRIBUTION	8.00	UTILITIES MTN WORKER II
STORAGE & DISTRIBUTION	0.90	WATER SYSTEMS OPERATOR
TOTAL STORAGE & DISTRIBUTION	**12.85**	
GROUNDWATER	0.05	UTILITIES MTN SUPERVISOR
GROUNDWATER	0.10	WATER SYSTEMS OPERATOR
TOTAL GROUNDWATER	**0.15**	

POSITION SUMMARY BY FUND

WATER FUND
PUBLIC WORKS

PROGRAM	POSITIONS	TITLE
QUALITY ASSURANCE	0.60	ENVIRONMENTAL PROG INSP II
QUALITY ASSURANCE	0.25	RESOURCE DIVISION MANAGER
QUALITY ASSURANCE	0.35	ENVIRONMENTAL PROG COORD
TOTAL QUALITY ASSURANCE	**1.20**	
TOTAL WATER	**31.65**	

POSITION SUMMARY BY FUND

WASTEWATER FUND
PUBLIC WORKS

PROGRAM	POSITIONS	TITLE
ADMINISTRATION	0.30	SR ADMINISTRATIVE SECRETARY
ADMINISTRATION	0.20	OFFICE SUPERVISOR
ADMINISTRATION	0.60	ADMINISTRATIVE CLERK II
ADMINISTRATION	0.20	ADMINISTRATIVE SECRETARY
ADMINISTRATION	0.25	PUBLIC WORKS DIRECTOR
ADMINISTRATION	0.40	CUSTOMER SERVICE REP
ADMINISTRATION	0.25	DEPUTY PUBLIC WORKS DIRECTOR
TOTAL ADMINISTRATION	**2.20**	
BUSINESS MANAGEMENT	0.75	ACCOUNTING SPECIALIST
BUSINESS MANAGEMENT	0.25	ASSISTANT ANALYST
BUSINESS MANAGEMENT	0.15	RESOURCE DIVISION MANAGER
BUSINESS MANAGEMENT	0.35	SR FINANCIAL ANALYST
TOTAL BUSINESS MANAGEMENT	**1.50**	
ENGINEERING SERVICES	4.05	ENGINEERING TECHNICIAN II
ENGINEERING SERVICES	1.75	SR CIVIL ENGINEER
ENGINEERING SERVICES	0.50	ENGINEERING ASSOCIATE
ENGINEERING SERVICES	0.75	ENGINEERING DIVISION MANAGER
ENGINEERING SERVICES	0.30	ENGINEERING ASSISTANT
ENGINEERING SERVICES	0.10	ASSOCIATE ENGINEER
ENGINEERING SERVICES	0.15	SR CONSTRUCTION INSPECTOR
ENGINEERING SERVICES	0.15	CONSTRUCTION INSPECTION SUPV
ENGINEERING SERVICES	0.75	CONSTRUCTION INSPECTOR
TOTAL ENGINEERING SERVICES	**8.50**	

POSITION SUMMARY BY FUND

WASTEWATER FUND
PUBLIC WORKS

PROGRAM	POSITIONS	TITLE
MUNICIPAL SERVICE CENTER	0.75	ADMINISTRATIVE CLERK II
MUNICIPAL SERVICE CENTER	0.25	ADMINISTRATIVE SECRETARY
MUNICIPAL SERVICE CENTER	0.35	FIELD SERVICE REPRESENTATIVE
MUNICIPAL SERVICE CENTER	0.25	PUBLIC WORKS SUPERINTENDENT
MUNICIPAL SERVICE CENTER	0.25	ASSISTANT PUBLIC WORKS SUPT
MUNICIPAL SERVICE CENTER	0.25	INFO TECHNOLOGY TECH II
MUNICIPAL SERVICE CENTER	0.25	SR ADMINISTRATIVE SECRETARY
MUNICIPAL SERVICE CENTER	0.25	SR PURCHASING SPECIALIST
MUNICIPAL SERVICE CENTER	0.10	FLEET SERVICES SUPERVISOR
MUNICIPAL SERVICE CENTER	0.25	SR BLDG MAINTENANCE TECH
MUNICIPAL SERVICE CENTER	0.25	PURCHASING SPECIALIST II
MUNICIPAL SERVICE CENTER	0.25	INSTRUMENTATION & ELEC TECH
MUNICIPAL SERVICE CENTER	0.25	ASSOCIATE ANALYST
TOTAL MUNICIPAL SERVICE CENTER	**3.70**	
WASTEWATER LINES	7.00	UTILITIES MTN WORKER II
WASTEWATER LINES	2.00	UTILITIES MTN CREWLEADER
WASTEWATER LINES	1.00	UTILITIES MTN SUPERVISOR
WASTEWATER LINES	1.00	UTILITIES EQUIPMENT OPERATOR
TOTAL WASTEWATER LINES	**11.00**	
INDUSTRIAL WASTE INSPECTION	0.80	ENVIRONMENTAL PROG INSP II
INDUSTRIAL WASTE INSPECTION	0.15	RESOURCE DIVISION MANAGER
INDUSTRIAL WASTE INSPECTION	0.10	ASSOCIATE ANALYST
INDUSTRIAL WASTE INSPECTION	0.55	ENVIRONMENTAL PROG COORD
TOTAL INDUSTRIAL WASTE INSPECTION	**1.60**	

POSITION SUMMARY BY FUND

WASTEWATER FUND
PUBLIC WORKS

PROGRAM	POSITIONS	TITLE
HILL CANYON TREATMENT PLANT	8.00	WWTP OPERATOR II
HILL CANYON TREATMENT PLANT	1.00	EXECUTIVE SECRETARY
HILL CANYON TREATMENT PLANT	2.00	PLANT & EQUIPMENT MECHANIC
HILL CANYON TREATMENT PLANT	5.00	SR WWTP OPERATOR
HILL CANYON TREATMENT PLANT	1.00	SR LABORATORY CHEMIST
HILL CANYON TREATMENT PLANT	1.00	LABORATORY SUPERVISOR
HILL CANYON TREATMENT PLANT	2.00	WWTP MAINTENANCE SUPERVISOR
HILL CANYON TREATMENT PLANT	1.00	WWTP OPERATIONS SUPERVISOR
HILL CANYON TREATMENT PLANT	1.00	SR PURCHASING SPECIALIST
HILL CANYON TREATMENT PLANT	2.00	LABORATORY CHEMIST
HILL CANYON TREATMENT PLANT	0.50	ASSOCIATE ANALYST/HEALTH-SAFETY
HILL CANYON TREATMENT PLANT	1.00	WWTP SUPERINTENDENT
HILL CANYON TREATMENT PLANT	2.00	INSTRUMENTATION & ELEC TECH
TOTAL HILL CANYON TREATMENT PLANT	**27.50**	
TOTAL WASTEWATER	**56.00**	

POSITION SUMMARY BY FUND

SOLID WASTE FUND
PUBLIC WORKS

PROGRAM	POSITIONS	TITLE
ADMINISTRATION	0.05	OFFICE SUPERVISOR
ADMINISTRATION	0.10	SR ADMINISTRATIVE SECRETARY
ADMINISTRATION	0.15	ADMINISTRATIVE CLERK II
ADMINISTRATION	0.05	PUBLIC WORKS DIRECTOR
ADMINISTRATION	0.05	ADMINISTRATIVE SECRETARY
ADMINISTRATION	0.10	CUSTOMER SERVICE REP
TOTAL ADMINISTRATION	**0.50**	
BUSINESS MANAGEMENT	0.30	ACCOUNTING SPECIALIST
TOTAL BUSINESS MANAGEMENT	**0.30**	
RECYCLING	0.75	SR ANALYST
RECYCLING	1.15	ASSISTANT ANALYST
RECYCLING	0.10	RESOURCE DIVISION MANAGER
RECYCLING	0.05	SR FINANCIAL ANALYST
TOTAL RECYCLING	**2.05**	
HOUSEHOLD HAZARDOUS WASTE	0.25	SR ANALYST
HOUSEHOLD HAZARDOUS WASTE	0.80	ASSISTANT ANALYST
TOTAL HOUSEHOLD HAZARDOUS WASTE	**1.05**	
TOTAL SOLID WASTE	**3.90**	

POSITION SUMMARY BY FUND

TRANSPORTATION FUND
PUBLIC WORKS

PROGRAM	POSITIONS	TITLE
BUS, VISTA	0.10	ASSOCIATE ANALYST
TOTAL BUS, VISTA	**0.10**	
BUS, LOCAL	0.35	ASSOCIATE ANALYST
TOTAL BUS, LOCAL	**0.35**	
DIAL-A-RIDE	0.35	ASSOCIATE ANALYST
TOTAL DIAL-A-RIDE	**0.35**	
TOTAL TRANSPORTATION	**0.80**	

POSITION SUMMARY BY FUND

COMMUNITY & CULTURAL SERVICES
THEATRES

PROGRAM	POSITIONS	TITLE
KAVLI CENTER	0.40	ASSISTANT ANALYST
KAVLI CENTER	1.00	BOX OFFICE ASSISTANT
KAVLI CENTER	1.00	ACCOUNTING ASSISTANT II
KAVLI CENTER	0.20	DEPUTY COMM & CULTURAL SERV DIR
KAVLI CENTER	0.30	EXECUTIVE SECRETARY
KAVLI CENTER	0.25	COMM & CULTURAL SERV DIRECTOR
KAVLI CENTER	0.30	TECHNICAL SERVICES MANAGER
KAVLI CENTER	0.50	BOX OFFICE SUPERVISOR
KAVLI CENTER	0.40	SR THEATRE WORKER
KAVLI CENTER	0.05	SR ADMINISTRATIVE SECRETARY
KAVLI CENTER	0.70	SR STAGE TECHNICIAN
KAVLI CENTER	5.90	STAGE TECHNICIAN
KAVLI CENTER	0.50	HOUSE SUPERVISOR
TOTAL KAVLI CENTER	**11.50**	
SCHERR FORUM THEATRE	0.40	HOUSE SUPERVISOR
SCHERR FORUM THEATRE	1.10	STAGE TECHNICIAN
SCHERR FORUM THEATRE	0.10	DEPUTY COMM & CULTURAL SERV DIR
SCHERR FORUM THEATRE	1.10	SR STAGE TECHNICIAN
SCHERR FORUM THEATRE	0.30	EXECUTIVE SECRETARY
SCHERR FORUM THEATRE	0.25	COMM & CULTURAL SERV DIRECTOR
SCHERR FORUM THEATRE	0.20	TECHNICAL SERVICES MANAGER
SCHERR FORUM THEATRE	0.50	BOX OFFICE SUPERVISOR
SCHERR FORUM THEATRE	0.05	SR ADMINISTRATIVE SECRETARY
SCHERR FORUM THEATRE	0.40	ASSISTANT ANALYST
SCHERR FORUM THEATRE	0.40	SR THEATRE WORKER
TOTAL SCHERR FORUM THEATRE	**4.80**	
TOTAL THEATRES	**16.30**	

POSITION SUMMARY BY FUND

LIBRARY FUND

PROGRAM	POSITIONS	TITLE
ADMINISTRATION	1.00	LIBRARY SERVICES DIRECTOR
ADMINISTRATION	1.00	ASSISTANT ANALYST
ADMINISTRATION	0.20	LIBRARY DIVISION MANAGER
ADMINISTRATION	1.00	ACCOUNTING SPECIALIST
ADMINISTRATION	1.00	SR ADMINISTRATIVE SECRETARY
ADMINISTRATION	1.00	DEPUTY LIBRARY SERV DIRECTOR
ADMINISTRATION	2.00	LIBRARY ASSISTANT
ADMINISTRATION	1.00	OFFICE SUPERVISOR
ADMINISTRATION	1.00	ASSOCIATE ANALYST
ADMINISTRATION	1.00	ADMINISTRATIVE CLERK II
TOTAL ADMINISTRATION	**10.20**	
REFERENCE	0.35	SR LIBRARY ASSISTANT
REFERENCE	6.00	LIBRARIAN
REFERENCE	0.30	LIBRARY DIVISION MANAGER
REFERENCE	1.00	LIBRARY SERVICES SUPV
TOTAL REFERENCE	**7.65**	
CHILDREN'S & YOUNG ADULT SERVICES	1.00	LIBRARY SERVICES SUPV
CHILDREN'S & YOUNG ADULT SERVICES	2.00	LIBRARY ASSISTANT
CHILDREN'S & YOUNG ADULT SERVICES	4.00	LIBRARIAN
CHILDREN'S & YOUNG ADULT SERVICES	0.30	LIBRARY DIVISION MANAGER
TOTAL CHILDREN'S & YOUNG ADULT SERVICES	**7.30**	
SPECIAL COLLECTIONS	1.00	LIBRARIAN
SPECIAL COLLECTIONS	1.00	SR LIBRARY ASSISTANT
TOTAL SPECIAL COLLECTIONS	**2.00**	
CIRCULATION	1.00	CIRCULATION SERVICES SUPV
CIRCULATION	9.00	LIBRARY AIDE
CIRCULATION	3.00	LIBRARY ASSISTANT
CIRCULATION	0.23	LIBRARY DIVISION MANAGER
TOTAL CIRCULATION	**13.23**	

POSITION SUMMARY BY FUND

LIBRARY FUND

PROGRAM	POSITIONS	TITLE
COLLECTION DEVELOPMENT	1.65	SR LIBRARY ASSISTANT
COLLECTION DEVELOPMENT	1.00	LIBRARY AIDE
COLLECTION DEVELOPMENT	0.23	LIBRARY DIVISION MANAGER
TOTAL COLLECTION DEVELOPMENT	**2.88**	
TECHNICAL SERVICES	2.00	SR LIBRARY ASSISTANT
TECHNICAL SERVICES	4.75	LIBRARY AIDE
TECHNICAL SERVICES	1.00	LIBRARIAN
TECHNICAL SERVICES	4.00	LIBRARY ASSISTANT
TECHNICAL SERVICES	1.00	LIBRARY SERVICES SUPV
TECHNICAL SERVICES	0.22	LIBRARY DIVISION MANAGER
TOTAL TECHNICAL SERVICES	**12.97**	
MAINTENANCE	1.00	BUILDING MAINTENANCE TECH II
MAINTENANCE	1.00	SR BLDG MAINTENANCE TECHNICIAN
TOTAL MAINTENANCE	**2.00**	
INFORMATION SYSTEMS	0.22	LIBRARY DIVISION MANAGER
INFORMATION SYSTEMS	1.00	SR LIBRARY ASSISTANT
INFORMATION SYSTEMS	1.00	LIBRARIAN
INFORMATION SYSTEMS	1.00	LIBRARY SERVICES SUPV
TOTAL INFORMATION SYSTEMS	**3.22**	
NEWBURY PARK BRANCH	2.25	LIBRARY AIDE
NEWBURY PARK BRANCH	1.00	LIBRARY SERVICES SUPV
NEWBURY PARK BRANCH	0.30	LIBRARY DIVISION MANAGER
NEWBURY PARK BRANCH	1.00	LIBRARIAN
NEWBURY PARK BRANCH	3.00	SR LIBRARY ASSISTANT
TOTAL NEWBURY PARK BRANCH	**7.55**	
TOTAL LIBRARY	**69.00**	

POSITION SUMMARY BY FUND

LIGHTING & LANDSCAPING FUND
PUBLIC WORKS

PROGRAM	POSITIONS	TITLE
LIGHTING & LANDSCAPING ASSESS. DISTRICT	0.05	SR FINANCIAL ANALYST
LIGHTING & LANDSCAPING ASSESS. DISTRICT	0.05	DEPUTY PUBLIC WORKS DIRECTOR
LIGHTING & LANDSCAPING ASSESS. DISTRICT	0.20	ENGINEERING DIVISION MANAGER
LIGHTING & LANDSCAPING ASSESS. DISTRICT	0.50	STREET MTN WORKER II
LIGHTING & LANDSCAPING ASSESS. DISTRICT	0.50	STREET MTN CREWLEADER
LIGHTING & LANDSCAPING ASSESS. DISTRICT	6.50	LANDSCAPE MTN WORKER II
LIGHTING & LANDSCAPING ASSESS. DISTRICT	2.25	LANDSCAPE MTN CREWLEADER
LIGHTING & LANDSCAPING ASSESS. DISTRICT	0.45	LANDSCAPE MTN SUPERVISOR
LIGHTING & LANDSCAPING ASSESS. DISTRICT	0.30	SR ENGINEER
TOTAL LIGHTING & LANDSCAPING	**10.80**	

POSITION SUMMARY BY FUND

STORMWATER/FLOOD CONTROL ASSESSMENT FUNDS
PUBLIC WORKS

PROGRAM	POSITIONS	TITLE
STORMWATER/FLOOD CONTROL	0.05	PUBLIC WORKS SUPERINTENDENT
STORMWATER/FLOOD CONTROL	0.30	SR ENGINEER
STORMWATER/FLOOD CONTROL	1.60	ENVIRONMENTAL PROG INSP II
STORMWATER/FLOOD CONTROL	0.90	ASSOCIATE ANALYST
STORMWATER/FLOOD CONTROL	0.10	CONSTRUCTION INSPECTION SUPV
STORMWATER/FLOOD CONTROL	0.10	RESOURCE DIVISION MANAGER
STORMWATER/FLOOD CONTROL	0.10	ENVIRONMENTAL PROG COORD
STORMWATER/FLOOD CONTROL	0.05	ASSISTANT PUBLIC WORKS SUPT
TOTAL STORMWATER/FLOOD CONTROL	**3.20**	

POSITION SUMMARY BY FUND

REDEVELOPMENT AGENCY FUNDS

PROGRAM	POSITIONS	TITLE
THOUSAND OAKS BLVD.	1.40	SR PLANNER
THOUSAND OAKS BLVD.	0.05	SR ANALYST
THOUSAND OAKS BLVD.	0.20	ASSISTANT ANALYST
THOUSAND OAKS BLVD.	0.15	COMMUNITY DEVEL DIRECTOR
THOUSAND OAKS BLVD.	0.40	ADMINISTRATIVE SECRETARY
THOUSAND OAKS BLVD.	0.40	PLANNING DIVISION MANAGER
TOTAL THOUSAND OAKS BLVD.	**2.60**	
NEWBURY ROAD	0.10	ADMINISTRATIVE SECRETARY
NEWBURY ROAD	0.10	PLANNING DIVISION MANAGER
NEWBURY ROAD	0.10	SR PLANNER
TOTAL NEWBURY ROAD	**0.30**	
LOW/MODERATE INCOME HOUSING	1.20	SR PLANNER
LOW/MODERATE INCOME HOUSING	0.70	ASSISTANT ANALYST
LOW/MODERATE INCOME HOUSING	0.05	COMMUNITY DEVEL DIRECTOR
LOW/MODERATE INCOME HOUSING	0.40	ADMINISTRATIVE SECRETARY
LOW/MODERATE INCOME HOUSING	0.20	COMBINATION BLDG INSPECTOR II
LOW/MODERATE INCOME HOUSING	0.05	SR ANALYST
LOW/MODERATE INCOME HOUSING	0.50	PLANNING DIVISION MANAGER
TOTAL LOW/MODERATE INCOME HOUSING	**3.10**	
TOTAL REDEVELOPMENT AGENCY SUPPORT	**6.00**	

FISCAL POLICIES

Budget Policy
Budget Appropriation/Transfer Policy
Capital Improvement Program (CIP) Policy
User Fee Policy
Fund Balance Reserve Policy
Accounting Policies
Audit Policy
Fixed Asset Replacement Policy
Investment Policy
Debt Policy

City of Thousand Oaks
Administrative Policies and Procedures

SUBJECT: Budget Policies	APP NO.: 14.004 Submission Date: 8/26/05 Revision Dates:	AUTHORITY: City Manager Adoption/Approval Date: Revision Dates:
DEPARTMENT: FIN		

PURPOSE:
To provide basic instructional guidelines for all City departments in the preparation of budget requests, to assist Council in making informed choices about the provision of services and capital assets, and to involve and promote effective communication with the community during the process.

GENERAL POLICY:
As an effective and useful management guide, the development of the City's two-year budget process is the result of careful preparation and active participation of all levels of City personnel. The budget becomes the centerpiece of a thoughtful and ongoing decision-making process for allocating resources and setting priorities and direction for our City.

Good budgeting is a broadly defined process that has policy, managerial, planning, communication and financial dimensions. A good budget process is characterized by several essential features such as a long-term perspective linked to broad organizational goals, budget decisions that focus on results and outcomes, promotion of effective communication with residents and the provision of incentives to City staff. Study Sessions or workshops on all phases of the budget are held with City Council for this purpose, including fees, capital improvement programs and the maintenance and operations budget proposals. Additionally, a good budget process helps decision-makers make informed policy choices about the provision of services and capital assets and promotes resident participation in the process.

The budgeting process is necessary for maintaining financial control over the City's operations and provides the basis for program planning. The process does not end with appropriations, but continues to operate throughout the year as funds are obligated and disbursed. A series of on-going decision-making, actions and adjustments are often required to achieve established goals. Additionally, decisions made in one year are meant to bring a desired result in subsequent years. In this way, each budget program is a one-year installment in the implementation of the City's long-range financial plan.

Proposed Budget
A proposed budget will be prepared by the Finance Department under the direction of the City Manager.

The budget will include four basic segments for review and evaluation. These segments are:
- Revenues
- Personnel costs
- Operations and Maintenance costs
- Capital and other (non-capital) project costs

The budget review process will include City Council participation in the development of each of the four segments of the proposed budget and Public Hearings to allow for citizen participation in the budget preparation.

The budget process will span sufficient time to address policy and fiscal issues by City Council.

Adoption: Once the City Manager presents the proposed budget document to City Council, a public hearing will be called and publicized. The City Council will subsequently adopt such budget, as it may have been amended, as the City's Annual Budget effective for fiscal year beginning July 1.

Balanced Budget: The Operating Budget will be balanced with current revenues, which may include beginning

fund balances less required reserves as established by City Council, greater than or equal to current expenditures/expenses.

Planning: The budget process will be coordinated so as to identify major policy issues for City Council consideration several months prior to budget approval. This will allow adequate time for appropriate decisions and analysis of financial impacts.

Reporting: Periodic financial reports will be prepared by the Finance Director to enable Department Managers to manage budgets and enable the Finance Director to monitor and control the budget as authorized by the City Manager. Summary financial and budgetary reports will be presented monthly to the City Council. Financial reports will be in a format appropriate to enable the City Council to understand overall budget and financial status.

City's Budget Process Overview
The process by which the budget will be compiled and finally adopted by the City Council is one that requires the combined effort and cooperation of all departments.

The budget development process includes five steps:

- Council establishes major goals and objectives for the two-year period. Departmental objectives are also refined at that time.
- Based on the above directions from Council, departments prepare budget estimates for each of the next two fiscal years.
- Budget estimates and final departmental objectives are reviewed by the City Manager, followed by any necessary revisions.
- Proposed budget is submitted to Council for review.
- Following a public hearing, the two-year budget is adopted by Council.

It is important to keep in mind that the budget adopted by Council is not "final" in nature. Rather, the budget is intended to establish a framework for what is actually a dynamic financial process. As work plans and issues develop over the two-year period, Council may adjust resources accordingly. In other words, the budget reflects Council's on-going direction, properly responding to the fiscal environment and the needs of the community.

Budget Documents Overview
The ***Operating Budget*** document will be organized as follows:

Section 1: City Manager's Budget Message – Provides an overview of community and Council priority issues, budget highlights, community profile, future trends and the budget process.

Sections II and III: Budget Summaries & Graphs – Provides revenue and expenditure/appropriation summaries for all funds as well as detail of revenue and expenditures for the General Fund. Graphics include pie charts and community information with pictures.

3. *Department Budget Sections* – Each department budget section includes an organizational chart, program budgets and program trends and objectives.

4. *Position Summary by Fund Section* – Summary of budgeted positions by Fund.

5. *Supplementary Section* – Includes active bond issues, appropriations limit (GANN) resolution and Glossary.

The Community Budget Task Force (City Committee) recommended City of Thousand Oaks Minimum Community Standards also be included in the Operating Budget document.

The ***Capital Improvement Program (CIP) Budget*** document will be organized as follows:

Section I – City Manager's Budget Message – Provides highlights of budgeted Capital Improvement projects.

Sections II and III – Exhibits and Summary by Category – Provides graphs and summarizes budgeted project by category (i.e., streets, signals).

Capital Improvement Projects by Category Sections – Includes detail of each budgeted project by category. Detail includes description, project and fund number, project manager, justification, comments, expected start and completion date, impact and cost and funding summary.

Capital Improvement Projects by Fund Section – Provides project summary information by fund.

Glossary of Budget Terms Section

Budget Carryover Policy
As per the City's financial policies, operating program appropriations not spent during the first year may be carried over for specific purposes into the second year with the approval of the City Manager. Allowing for the carryover of unexpended operating appropriations from the first year of the Budget into the second year assists in achieving three key financial management goals:

Mitigating against the "use it or lose it" mentality that can exist under one-year budget practices when all unspent appropriations lapse at year-end.

Providing departments with incentives for effectively using their operating budget.

Ensuring resource continuity in accomplishing multi-year objectives. Linking resources with what we want to accomplish, and establishing reasonable time frames for doing so, are underlying principles of our two-year financial planning approach. Because of this, ensuring full funding for multi-year program objectives and projects is the highest priority use of carryover balances.

Capital Asset Maintenance and Replacement
The City's facilities repair/replacement schedule is developed in three steps. First, the Facilities Division of the Finance Department reviews the condition of each building in the inventory and develops a prioritized list of capital needs. Second, the Facilities Manager develops a ten-year program based on inventory capital needs and projected funds available. Third, the ten-year repair/replacement schedule is presented to the City Council for review and adoption. Capital needs are evaluated for inclusion in the repair/replacement schedule according to four criteria:

- Improvements to the structural integrity of a facility that bring the facility up to good condition;
- Improvements that keep HVAC, electrical and plumbing systems in good mechanical condition;
- Energy-efficient improvements with a payback of less than five years; and
- Modifications to enhance function and use.

The repair/replacement schedule guarantees that City facilities are maintained in good condition. Major improvements to facilities are considered, as funds are available.

CCO:100-20

City of Thousand Oaks
Administrative Policies and Procedures

SUBJECT: Budget Appropriations/Transfers	**APP NO.:** 14.003 **Submission Date:** 7/13/05 **Revision Dates:**	**AUTHORITY:** City Manager **Adoption/Approval Date:** **Revision Dates:**
DEPARTMENT: FIN		

PURPOSE:
To establish budget control guidelines and procedures for obtaining City Council approval authorizing additional expenditures not contemplated in the original adopted budget.

GENERAL POLICY:
Managers are expected to control the budget by program level within each fund. Managers also have discretion to exceed the budget of individual accounts within a program as long as the program budget is not exceeded. Flexibility is granted to facilitate management's ability to fulfill a department's operational mission and reduce the number of budget adjustments that would be required to control by individual account number.

Within the framework of the above policy, there are a number of additional restrictions on certain expenditure classifications and specific accounts. These restrictions are as follows:

1. All budget appropriations must be approved by City Council before expenditures are incurred. Transfer requests must be approved by City Manager's Office before expenditures are incurred. The only exception is a bonafide emergency, as approved by the City Manager.
2. Salaries and fringe benefits budget savings cannot be used to augment any other type of expenditure classification (e.g. capital outlay).
3. Maintenance and operations savings may not be used to fund capital outlay or capital improvements.
4. Individual capital improvement projects, which are accounted for by capital project number, must remain within the project budget and cannot be offset by another capital project number.
5. Total Maintenance and Operations Budget in any program may not be over budget. (Travel and training budgets are reviewed as part of the total maintenance and operations budget.)
6. Transfer requests between programs can be approved by City Manager's Office. Transfer requests between programs must contain adequate justification and must be submitted similar to other budget adjustments (except for the need to schedule on City Council agenda).

Definitions

Additional Budget Appropriation: Denotes any increase or decrease to the overall original formally adopted two-year City Council approved budget.

Transfer Request: An increase matched by an equal decrease of spending authority authorized by City Manager's Office that does not alter the overall expenditure authority of the original formally adopted two-year City Council budget.

Budget Appropriation Request: The official form used for either a "Budget Appropriation" or "Transfer Request."

Reporting Level and Program: Both terms have the same meaning and represent a particular department and division/function.

cco:100-20

City of Thousand Oaks
Administrative Policies and Procedures

SUBJECT: Capital Improvement Program	**APP NO.:** 14.006 **Submission Date:** 7/13/05 **Revision Dates:**	**AUTHORITY:** City Manager **Adoption/Approval Date:** **Revision Dates:**
DEPARTMENT: FIN		

PURPOSE:
Capital project planning is necessary to give adequate consideration to longer-range needs and goals, evaluate funding requirements and options, and achieve consensus on the physical development of Thousand Oaks. An evaluation of alternative mechanisms helps ensure the best approach for providing use of a capital asset or facility is chosen based on our policies and goals. Policies and plans for acquisition, maintenance, replacement and retirement of capital assets help ensure that needed capital assets or improvements receive appropriate consideration in the budget process and that older capital assets are considered for retirement or replacement. These policies and plans are necessary to plan for large expenditures and to minimize deferred maintenance.

GENERAL POLICY:
Plans for acquiring capital assets should be part of or consistent with land use, transportation, or other long-range plans of the City. Capital projects are always funded from capital improvement reserves available in respective fund's fund balance.

As part of a long-term capital budget plan, the following should be evaluated and considered:

- Costs, including both capital and operating costs, impact on rates and charges, and impact on costs of other government services;
- Effects on service, including technical and financial capabilities of the entity that owns the asset, ability to control the use of the asset (including expanding or contracting the facility), ability to maintain the asset, and risk of contractual non-performance and default;
- Management issues, including maintaining oversight of the asset and related services and operations, impact on economic growth and development, impact on service coordination, and public access to information;
- Financial issues, including availability of cash, budgetary impacts, impact on outstanding debt, and grant eligibility;
- Impact on government employees, customers, and taxpayers;
- Statutory and regulatory issues, including impact on federal and state legal and regulatory requirements, and liability.

Funding for capital projects typically relates to the function the asset will perform. For example, streets and roads projects are funded from Gas Tax or Developer Fees; City Hall, Library or recreation projects from the General Fund; water or wastewater projects are funded from their respective funds.

The first two years of the Capital Improvement Plan (CIP) are typically adopted as the current capital budget. Capital improvements typically include new street improvements, construction of public facilities and major maintenance/repair projects such as street resurfacing or modifications to public facilities. The remaining three years schedule planned projects and all five years look to potential funding sources. Collectively, departments responsible for capital project planning maintain a 10-year plan of projects.

Long-Range Facilities Planning Policy Objectives
Facilities maintains a 15-year capital facilities replacement plan with the following objectives.

1. To provide facilities which are accessible, convenient, flexible and responsive to the changing needs of our customers.
2. To provide facilities which demonstrate excellence in quality and value.

3. To provide adequate, sufficient, and flexible facilities which enable City departments and staff to carry out their required functions and to effectively serve their customers in a professional manner.
4. To provide a healthy, safe, secure, productive and equitable working environment for our employees in order to promote productive service to our customers.
5. To pursue efficient, effective and cost-conscious solutions for the provision of public facilities and services.
6. To maintain a strong financial position balanced with the need to serve the public effectively and promote quality of life.

The recommendations in this Long Range Facilities Plan are based on the following strategies:

- Make the best use of available space before implementing a capital solution. Reserve limited capital funds for the highest priority projects.
- Encourage non-capital solutions.
- Focus on customer service and convenience.
- Invite creative use of technology and public/private partnerships where it can improve services.

Capital Outlay vs. Capital Improvements Projects

In conjunction with the budgeting process, questions are often raised concerning the distinction between capital outlay and capital improvement programs. The following guidelines have been developed in an attempt to clarify this issue. Despite these guidelines, there may be situations that do not fit clearly into either category. In these instances, please consult with the Finance Department before attempting to categorize the budget item or expenditure in question.

Capital Outlay

This category represents expenditures made within a department's operating budget for fixed assets. Expenditures charged to capital outlay should reflect either initial investment in a fixed asset or improvements, which extend the useful life or increase the capacity of an existing asset. Items designated as capital outlay are generally of a "stand-alone" nature, ready for immediate installation and use, as opposed to an item that will be constructed or completed over a period of time.

Capital outlay expenditures are so designated through account coding into element accounts 84 or 89.

Capital Improvements

Capital improvements include major projects, infrastructure additions and improvements, land, buildings and improvements other than buildings.

Capital improvement expenditures are so designated through account coding into element accounts 81, 82, 83 or 85.

Element Account	Title
81	Land
82	Buildings
83	Improvements Other Than Buildings
84	Equipment (Over $5,000, effective July 1, 2005)
89	Use of Asset Replacement

It is important to note that, in addition to the purchase price of the respective categories of assets, the recorded asset cost should include transportation charges, installation costs, taxes and any other expenditures required to place the asset in its intended state of operation.

cco:100-20

City of Thousand Oaks
Administrative Policies and Procedures

SUBJECT: User Fee Policy	APP NO.: 14.016 Submission Date: 7/13/05 Revision Dates:	AUTHORITY: City Manager Adoption/Approval Date: Revision Dates:
DEPARTMENT: FIN		

PURPOSE:
The purpose of this policy is to define and clarify: 1) Factors to consider when setting fees and charges; 2) Cost Allocation Plan; 3) When charges and fees should be reviewed; 4) Other.

POLICY:
The City of Thousand Oaks imposes fees and charges to users for City services, goods, and permits. These fees and charges can be set at 100 percent of full cost or subsidized by City funds. In adoption of fees, it must be found that fees and charges do not excess the City's costs in providing the service or processing work. User fees and charges will be adjusted biannually to recover the full cost of services provided unless the City Council determines that a subsidy from the General Fund is in the public interest.

Factors to be Considered When Setting Fees and Charges, and Cost Recovery Levels

1. Whether fees and charges are set at full cost recovery considers community-wide versus special service nature of the program or activity. The use of general purpose (tax) revenue is appropriate for community-wide services, while user fees at full cost are appropriate for services which are of special benefit to easily identified individuals or groups.

2. The full cost of providing a service should be calculated to provide a basis for setting the charge or fee. Full costs shall include the following elements: direct labor, fringe benefits, equipment, materials, contract services, utilities, and cost allocation of indirect expenses including legislative, central services, and capital assets with a useful life of 15 years or less (CBTF recommendation 03/16/99).

3. Building recovery costs will not be reflected in the cost allocation plan or fees for service (CBTF recommendation 03/1/99).

4. Fees and charges, in the absence of a specific public policy exception, should be set at full cost recovery (CBTF recommendation 03/16/99).

5. Public policy exceptions can occur due to the nature of the program or activity such as ham radio, special events, farm animals, landmark trees and Library fees. For example, the General Fund supports the Library Fund for the shortfall in revenues due to the reduced fees.

6. In place of increasing some Theatre rental rates in Fiscal Year 1999-00, City Council granted a specific public policy exception requiring a General Fund subsidy to the Theatres Fund of $255,000. This excludes patron and some pass-through charges (Council action 05/25/99; CBTF recommendation 03/16/99, up to $200,000).

Cost Allocation Plan
The annual Citywide Cost Allocation Plan (Plan) identifies the costs of administrative support for all City departments and special funds. Uses of the Plan include:

1. Ensuring all direct and indirect costs associated with providing services are included in the calculation of user fees and charges. For example, the Plan is the basis for the indirect cost component of the fully burdened hourly rate used to calculate the cost of City staff providing fee services;

2. To develop the Federally-approved Z-87 overhead rate, and;

3. To charge administrative support costs to the enterprise, Redevelopment Agency, lighting and landscape zones, flood control zones, Mello-Roos assessment districts and Community Development Block Grant funds.

Fee Review

1. City Staff should review fees and charges at least every two years in a manner similar to 1999 Fee Study to determine the cost of services (CBTF recommendation 03/16/99).

2. This policy and the schedule of charges and fees, current and proposed, should be made available to the public.

Other

A list of City-owned buildings should be prepared and maintained, which includes original building costs, remaining useful life, and the amount of a fixed annual (depreciation) cost. This list shall be presented to the City Council annually on a supplemental financial schedule (CBTF recommendation 03/16/99).

Definitions

Charges: Voluntary payments used to finance services such as water, sewage, mass transit, recreational activities, and libraries.

Fees: Imposed as a result of a public need to regulate activities, related to health, safety, or other protective purposes, i.e., building permits and marriage licenses.

CCO:100-20

City of Thousand Oaks
Administrative Policies and Procedures

SUBJECT: General Fund Reserve	APP NO.: 14.011 Submission Date: 8/26/05 Revision Dates:	AUTHORITY: City Manager Adoption/Approval Date: Revision Dates:
DEPARTMENT: FIN		

PURPOSE:
To establish guidelines for maintaining the General Fund Undesignated Fund Balance.

GENERAL POLICY

General Fund Undesignated Fund Balance
The City will strive to maintain the General Fund undesignated fund balance at 15% of current year General Fund and Library Fund (most support is from the General Fund) budgeted expenditures and a 5% contingency reserve. After completion of the annual audit, if the undesignated fund balance exceeds 20%, the excess must be specifically designated for subsequent year expenditures. Ten percent of undesignated excess is transferred to the Community Recreation and Open Space Endowment Fund.

Per Council policy, one-time General Fund capital improvement projects will be funded with non-recurring reserves.

Retained Earnings of Other Operating Funds
Fund Balance/Retained Earnings will be used only for emergencies, non-recurring expenditures, or major capital purchases that cannot be accommodated through current year savings. Should such use reduce the balance below the appropriate level set as the objective for that fund, restoration recommendations will accompany the decision to utilize said balance.

Retained Earnings of Internal Service Funds
The City will maintain positive retained earnings in internal service funds. When an internal service fund builds up retained earnings greater than the actuarially required level, the City may transfer it to other operating funds.

Debt Service Funds
The City will maintain sufficient reserves in its debt service funds that will equal or exceed the reserve fund balances required by bond covenants.

CCO:100-20

City of Thousand Oaks
Administrative Policies and Procedures

SUBJECT:	APP NO.:	AUTHORITY:
City Accounting Policies	14.001 **Submission Date:** 7/13/05 **Revision Dates:** 12/15/2005	City Manager **Adoption/Approval Date:** **Revision Dates:**
DEPARTMENT: FIN		

PURPOSE:
To establish guidelines for maintenance of City Accounting Records.

DIRECTIVE:
The City's accounting records are maintained in full accordance with Generally Accepted Accounting Principles (GAAP), as established by the Government Accounting Standards Board (GASB). Government fund types (General Fund, Special Revenue Funds, Capital Project Funds and Debt Service Funds), agency funds and expendable trust funds are maintained via a modified accrual basis* of accounting. Proprietary fund types (Enterprise Funds and Internal Service Funds) and nonexpendable trust funds are maintained via an accrual basis** of accounting.

***Modified Accrual:** An adaptation of the accrual basis of accounting for governmental fund types. Revenues and other financing resources are recognized when they become available to finance expenditures of the current period. Expenditures are recognized when the fund liability is incurred.

****Accrual Basis:** Sometimes called "full accrual" basis. A basis of accounting in which revenues are recognized when earned regardless of when they are received and expenses are recorded at the time the liability is incurred, regardless of when it is paid.

Cost Allocation Plan
The annual Citywide Cost Allocation Plan (Plan) identifies the cost of administrative support for all City departments and special funds. Uses of the plan include:

1. To ensure all direct and indirect costs associated with providing services are included in the calculation of user fees and charges. For example, the Plan is the basis for the indirect cost component of the fully burdened hourly rate used to calculate the cost of City staff providing fee services.

2. To develop the Federally-approved A-87 overhead rate.

3. To charge administrative support costs to the enterprise, Redevelopment Agency, lighting and landscape zones, flood control zones, Mello-Roos assessment districts and Community Development Block Grant funds.

BUDGET APPROPRIATION/TRANSFER POLICY
PURPOSE: To establish budget control guidelines and procedures for obtaining approval from City Council authorizing additional expenditures not contemplated in the original adopted budget.

GENERAL POLICY: Department Executive Managers are expected to control the budget by program level within each fund. They also have the discretion to exceed the budget of individual accounts within a program as long as they do not exceed the program budget. This flexibility is granted to facilitate management's ability to fulfill a departments' operational mission and reduce the number of budget adjustments that would be required to control by individual account number.

However, within the framework of the above policy, there are a number of additional restrictions on certain expenditure classifications and specific accounts. These restrictions are as follows:

1. All budget appropriations must be approved by City Council before expenditures are incurred. Transfer requests must be approved by City Manager's Office before expenditures are incurred. The only exception is a bonafide emergency, as approved by the City Manager.

2. Salaries and fringe benefits budget savings cannot be used to augment any other type of expenditure classification (e.g. capital outlay).

3. Maintenance and operations savings may not be used to fund capital outlay or capital improvements.

4. Individual capital improvement projects, which are accounted for by capital project number, must remain within the project budget and cannot be offset by another capital project number.

5. Total Maintenance and Operations Budget in any program may not be over budget. (Travel and training budgets are reviewed as part of the total maintenance and operations budget.)

6. Transfer requests between programs can be approved by City Manager's Office. Transfer requests between programs must contain adequate justification and must be submitted similar to other budget adjustments (except for the need to place them on City Council agenda).

Definitions

Additional Budget Appropriation: Denotes any increase or decrease to the overall original formally adopted two-year City Council approved.

Transfer Request: An increase matched by an equal decrease of spending authority authorized by City Manager's Office that does not alter the overall expenditure authority of the original formally adopted two-year City Council budget.

Budget Appropriation Request: The official form used for either a "budget Appropriation" or "Transfer Request."

Reporting Level and Program: Both terms have the same meaning and represent a particular department and division/function.

FIXED ASSET REPLACEMENT POLICY
PURPOSE: To establish Guidelines by which funds are set aside for future purchases of costly equipment, spreading the cost out over the life of the asset being replaced, so that large purchases do not impact a department's expense account all in one year.

POLICY: Asset replacement funds for large purchases are calculated at the cost of the equipment, plus 25% for inflation and divided by the standardized useful life of the equipment.

Asset replacement is to be used only to replace an asset that the department no longer has in service. The asset may have been traded in, transferred to a City storage facility awaiting disposal, stolen or scrapped.

The cost of equipment eligible under the asset replacement program must exceed $5,000.

Use Of Available Funds: New equipment can be purchased using Fixed Asset Replacement (FAR) "retired equipment reserve", if available. This reserve occurs when an item is deleted from inventory upon being surplused or salvaged and is not replaced.

When equipment is to be removed from inventory, the following action should be taken:

1. **Surplused Equipment (no longer in use/storage)** – complete a Surplus Property Form and forward to the Finance Department's Purchasing Division.

2. **Scrapped or Stolen Equipment** – Prepare a memo and forward to the Finance Department's Purchasing Division, identifying the equipment scrapped or stolen by equipment number.
3. **Salvaged Equipment** – Submit the check for monies received to the Finance Department's Accounting Division with a memo identifying the salvaged equipment by number.
4. **Traded-In Equipment** – Will be identified by the Finance Department through Accounts Payable processing at the time the new equipment is acquired.

USER FEES POLICY

GENERAL POLICY: The City of Thousand Oaks imposes fees and charges users for City services, goods and permits. These fees and charges can be set at 100% of full cost or subsidized by City funds. In adoption of fees, it must be found that fees and charges do not exceed the City's costs in providing the service or processing work. User fees and charges will be adjusted biannually to recover the full cost of services provided, unless the City Council determines that a subsidy from the General Fund is in the public interest.

Finance Department staff is responsible for coordinating the updates related to the User Fees Manual. The update process includes updating fees for salary, benefits and other cost-related changes.

cco:100-20

City of Thousand Oaks
Administrative Policies and Procedures

SUBJECT: Audit Policy	APP NO.: 14.002 Submission Date: 7/13/05 Revision Dates:	AUTHORITY: City Manager Adoption/Approval Date: Revision Dates:
DEPARTMENT: FIN		

PURPOSE:
To establish the City of Thousand Oaks' internal audit function located within the Finance Department and to set the foundation and long-term objectives for internal audit functions.

GENERAL POLICY:
It is the policy of the Finance Department to establish and support an internal audit function as an independent appraisal function to examine and evaluate organization activities as a service to management. To perform the internal audit function, internal auditors will follow the Government Auditing Standards issued by the U.S. General Accounting Office and the Standards for Professional Practice of Internal Auditing issued by the Institute of Internal Auditors.

Scope and Specific Activities

- Overall, the internal audit function is accountable for reviewing all functions and activities related to the City of Thousand Oaks. Specific internal audit function activities include:

- Reviewing the reliability and integrity of financial information submitted by an outside entity to the City of Thousand Oaks. This includes an examination of an entity's records used in the calculation of revenue due the City of Thousand Oaks.

- Determining whether City programs achieve desired objectives. This may provide information on the need for changing, deleting, or modifying programs or certain elements through additional legislation.

- Determining the extent to which legislative policies are being implemented. Revision of legislative policies may be necessary if they are found to be inappropriate or inadequate.

- Providing support to City management in the development and ongoing evaluation of internal control systems.

- Performing operational audits to ensure the City is maintaining proper internal controls, at a reasonable cost, and is in compliance with established policies/procedures.

- Performing operational audits to evaluate the efficiency, effectiveness and economy of City activities and functions.

- Performing special audits, as time permits, at the request of City management.

- Submitting timely reports at the conclusion of each internal audit to the Finance Director (copies sent to City Manager and Deputy Finance Director).

- Following-up on previously issued audit reports with findings within three to six months after corrective action has been taken.

- Submitting an Internal Audit Plan each fiscal year. The audit plan includes audit areas scheduled during the fiscal year and preliminary time requirements to complete an audit area. Although every effort is made to complete the planned audit, delays do occur and may result in an audit area maintaining a

"planned" status in a future year.

- Obtaining technical training or professional assistance needed to maintain/enhance the knowledge, skill and discipline essential to the performance of internal and external audits.

- Monitoring Federal Grant information needed to satisfy single Audit requirements and coordinate with External Auditors on matters related to the Single Audit Act.

- Developing a Fiscal Year Audit Summary Report at the conclusion of each fiscal year that identifies audits performed with the actual time requirements, results of audits, and a summarization of audit findings. The summary report will also identify audit-related concerns or problems encountered during the fiscal year that may require management discussion.

Authority/Restrictions Statement

Authorization is granted for full and complete access to documents (either manual or electronic), personnel and physical properties relevant to any subject under review. Documents and information given to internal auditors during a periodic review will be handled in the same prudent manner as by those employees normally accountable for them. Note that internal auditors have no operating responsibilities or authority over any activities reviewed. Auditors should not develop and install procedures, prepare records or engage in activities that would normally be reviewed by internal auditors.

Independence Statement

The internal audit function will be organizationally included in the Finance Department. Although this organization structure is not completely independent, the following considerations promote an independent internal appraisal audit function:

1. A solid line to the Finance Director (executive management) to assure consideration of audit findings and recommendations;
2. Copies of audit reports submitted to the City Manager;
3. Compliance with Government Auditing Standards promulgated by the United States General Accounting Office and Standards for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors;
4. Objectivity by the auditor (an independent mental attitude essential in the performance of audits).

Reporting/Follow-Up Statement

A written report will be prepared by the internal auditor, reviewed by the Finance Director and Deputy Finance Director, and issued by the Finance Director with copies sent to the Deputy Finance Director and City Manager. If the audit is related to an internal activity, the management will respond within 30 days and forward a copy to those included in the distribution list. Responses will indicate what actions were taken in regard to specific findings and recommendations in the internal audit reports. If appropriate, a timetable for the anticipated completion of these actions will be included. If the audit report is related to an outside organization (i.e., Franchise Tax Audit), the internal auditor should follow up to ascertain that appropriate action is taken on reported audit findings.

Relationship with External Auditors

The objectives of internal auditing are different from those of an external auditor; however, certain audit work done by the two groups is similar in nature. Therefore, internal audit activities will be coordinated with the city's external auditors to ensure that optimum audit coverage is obtained at a minimum cost.

CCO:100-20

City of Thousand Oaks
Administrative Policies and Procedures

SUBJECT:	APP NO.:	AUTHORITY:
Fixed Asset Replacement	14.008 **Submission Date:** 7/13/05 **Revision Dates:** 11/17/06	City Manager **Adoption/Approval Date:** **Revision Dates:**
DEPARTMENT: FIN		

PURPOSE:
To establish Guidelines by which funds are set aside for future purchases of costly equipment, spreading the cost out over the life of the asset being replaced, so that large purchases do not impact a department's expense account all in one year.

PROCEDURE:
Asset replacement funds for large purchases are calculated at the cost of the equipment, plus 25% for inflation and divided by the standardized useful life of the equipment.

Asset replacement is to be used only to replace an asset that the department no longer has in service. The asset may have been traded in, transferred to a City storage facility awaiting disposal, stolen or scrapped.

The cost of equipment eligible under the asset replacement program must exceed $5,000.

Use of Available Funds
New equipment can be purchased using Fixed Asset Replacement (FAR) "retired equipment reserve", if available. This reserve occurs when an item is deleted from inventory upon being surplused or salvaged and is not replaced.

When equipment is to be removed from inventory, the following action should be taken:

1. **Surplus Equipment (no longer in use/storage)** – complete a Surplus Property Form and forward to the Finance Department's Purchasing Division.
2. **Scrapped or Stolen Equipment** – Prepare a memo and forward to the Finance Department's Purchasing Division, identifying the equipment scrapped or stolen by equipment number.
3. **Salvaged Equipment** – Submit the check for monies received to the Finance Department's Accounting Division with a memo identifying the salvaged equipment by number.
4. **Traded-In Equipment** – Will be identified by the Finance Department through Accounts Payable processing at the time the new equipment is acquired.

CCO:100-20

City of Thousand Oaks
Administrative Policies and Procedures

SUBJECT:	APP NO.:	AUTHORITY:
Investment Policy	14.012 **Submission Date:** 7/13/05 **Revision Dates:** 6/5/07	City Manager **Adoption/Approval Date:** **Revision Dates:**
DEPARTMENT: FIN		

PURPOSE:
To invest public funds in a manner which will provide the highest investment return with the maximum security while meeting the daily cash flow demands of the City and while complying with State Law and Investment Policy governing the investment of public funds.

INVESTMENT POLICY:
I. Mission Statement
It is the policy of the City of Thousand Oaks to invest public funds in a manner which will provide the highest investment return with the maximum security while meeting the daily cash flow demands of the City and complying with State Law and Investment Policy governing the investment of public funds.

II. Scope
This investment policy applies to all financial assets of the City which are included in the City's Comprehensive Annual Financial Report (CAFR). Proceeds of City Bond issues are invested in accordance with the applicable Trust Indenture or Fiscal Agent Agreement.

The City Funds subject to this investment policy are: General Fund, Water Fund, Wastewater Fund, Solid Waste Fund, Transportation Fund, Theatres Fund, Los Robles Golf Course Fund, Library Fund, Lighting and Landscaping Fund, Stormwater Fund, Street Improvement Funds, Capital Project Funds, Childcare Fund, Community Development Block Grant Fund, Internal Service Funds, Redevelopment Agency Funds, and any other Fund authorized by the City Council.

III. Prudence
Investments shall be made with judgment and care, under circumstances then prevailing, which "persons of prudence", discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.

The standard of prudence to be used by City investment officers shall be applied in the context of managing the overall portfolio. Investment officers acting in accordance with written procedures and this Investment Policy and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes. City investment officers are to ensure that deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments.

IV. Objectives
The primary objectives, in priority order, of the City's investment activities shall be:

SAFETY: Preserving and protecting capital is the foremost objective of the investment program. Investment activities shall be undertaken in a manner that seeks to ensure the preservation of capital. Investment officers shall seek to avoid capital loses due to credit risk and market risk. Diversification of the portfolio will help insure that portfolio risk is spread over a variety of authorized investment types.

LIQUIDITY: The City's investment portfolio will remain sufficiently liquid to enable the City to meet all operating requirements which can be reasonably anticipated.

YIELD: (Return on investment) The City's investment strategy shall be designed with the objective of obtaining a market rate of return over budgetary and economic cycles while complying with the list of authorized

investments.

V. Delegation of Authority

Authority to manage the City's investment program is derived from State of California Government Code Section 53607 and City of Thousand Oaks Ordinance 899-NS. Management responsibility for the investment of City funds is delegated to the City Treasurer who shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate investment officers.

The Treasurer shall establish written investment procedures for the operation of the investment program consistent with this policy. The procedure should describe custody/safekeeping agreements, repurchase agreements, wire transfer agreements, banking services agreements, cash flow forecasting and collateral/depository agreements. Such procedures shall include explicit delegation of authority to persons responsible for investment transactions. No person may engage in an investment transaction except as provided under the terms of this Investment Policy and the procedures established by the Treasurer.

VI. Ethics and Conflicts of Interest

Investment officers and employees involved in the investment program shall refrain from personal business activity that could conflict with the proper execution of the investment program activities, or which could impair the employees' ability to make impartial investment decisions. Investment officers and employees shall disclose to the City Manager and on the annual Statement of Economic Interest Form any material financial interests in financial institutions that conduct business with the City, and they shall disclose any material personal financial/investment positions that could be related to the City's investment performance.

VII. Authorized Investment Broker/Dealers and Institutions

The Treasurer shall maintain a list of financial institutions formally authorized to provide investment services. The City shall enter into formal contracts for banking services, custody services and investment advisory services. The Treasurer shall formally authorize investment brokers to provide investment services to the City. Investment Brokers may be Primary Dealers or Regional Brokers who have a branch office in the State of California. Brokers must complete a broker questionnaire and execute a certification that the Broker's employees and supervisory personnel have read and understand the City's Investment Policy. The Treasurer may conduct periodic reviews of the approved list of investment brokers.

VIII. Authorized Investments

California Government Code Section 53601 authorized eligible investment securities for the investment of surplus funds by local agencies. The City investment portfolio shall be invested in accordance with Section 53601. Except as stated below the maximum maturity on any security is limited to five years and there is no limitation of the percentage of a particular security that can be included in the investment portfolio.

1. U.S. Treasury Bills, Notes and Bonds.
2. U.S. Agencies: US Government Sponsored Enterprises.
3. Bankers Acceptances: Maturity limited to 180 days; portfolio limit is 40%, portfolio limit of one commercial bank is 30%; rated at least "A1/P1".
4. Commercial Paper: Maturity limited to 270 days; a domestic corporation with assets of $500 million and an "A" rating on its long term debt; rated at least "A1/P1"; limit of 10% from any issuer and 25% of the portfolio.
5. Negotiable Certificate of Deposit: Issued by a nationally or state charted bank or a state or federal association or by a state licensed branch of a foreign bank; portfolio limit is 30%; rated at least "Aa3/AA-".
6. Certificate of Deposit: Amounts invested up to $100,000 are insured by an Agency of the US Government. Amounts over $100,000 must be placed with financial institutions that participate in the State of California Local Agency Security Program which provides for the collateralization of public funds deposits. Eligible financial institutions must have a satisfactory rating from a national bank rating service and the Community Reinvestment Act.
7. Repurchase Agreements: Subject to a Master Repurchase Agreement with a Primary Dealer; maturity is limited to 30 days. Prior to the Treasurer entering into a repurchase agreement, the City Council must approve a Master Repurchase Agreement with the financial institution or primary dealer.
8. Medium Term Notes: Securities issued by domestic corporation rated "A".

9. Mutual Funds: Diversified Management Companies complying with California Government Code Sections 53600, 53630 and 53601(k); limited to 15% of the portfolio.
10. Local Agency Investment Fund: LAIF was established by the State Treasurer for the benefit of local agencies. The City may invest the maximum as permitted by LAIF.
11. Ineligible Investments: Investments not described herein including but not limited to common stock and financial futures and options. Investments with maturities exceeding five years require authorization by the City Council prior to purchase.

IX. Investment Pools/Mutual Funds

This Investment Policy allows the Treasurer to invest in the Local Agency Investment Fund (LAIF) which is maintained by the California State Treasurer for investment by local government.

Authorized investments include Mutual Funds which comply with the following provisions of Government Code Section 53601(k) including: (1) Registered with the Security and Exchange Commission under the Investment Company Act of 1940; (2) Maintains the highest credit rating from two nationally recognized statistical rating organizations.

X. Collateralization

Certificates of Deposits in amounts in excess of $100,000 (Public Funds Deposits) may only be invested with California financial institutions which participate in the Local Agency Security Program (LASP) administered by the California Department of Financial Institutions. The LASP provides for collateral requirements, oversight and monitoring and reporting by financial institutions.

XI. Custody and Safekeeping

To safeguard against financial losses due to the insolvency of individual securities dealers, all securities owned by the City, including collateral on repurchase agreements shall be held in safekeeping by a third party bank trust department acting as an agent for the City under the terms of a custody agreement. All securities will be settled using Delivery versus Payment procedures (DVP).

XII. Diversification

The Treasurer shall diversify the investment portfolio by security type, institution and maturity. The restriction on concentration in a single security type or institution is detailed in the section on Authorized Investments.

XIII. Maturities

Individual investments within the Investment portfolio are limited to a maximum of 5 years except where further limited by State Law and this Investment Policy. The City is a "buy and hold" investor whereby securities are purchased with the intent of being held until maturity. Maturities will be matched with the City's cash flow requirements. After cash flow requirements are met, investment considerations will include seeking additional yield that may be available in the market.

XIV. Internal Controls

The City Treasurer shall maintain a system of internal controls designed to prevent losses due to fraud, employee error, imprudent actions by employees, misrepresentation by third parties or unanticipated changes in financial markets.

The City Manager's Office, at least quarterly, will randomly select line items from the investment report and send custodian or investment provider an independent confirmation letter to verify information about the investment.

Annually, the City's independent auditor will conduct an independent review of investment records to verify the investments have been made in accordance with the Investment Policy.

XV. Performance Standards

The investment portfolio shall be managed to obtain a market rate of return while preserving capital and meeting cash flow needs. The market rate of return, 'the Benchmark" is the average quarterly yield of three month Treasury Bills.

XVI. Reporting

Within 30 days of the end of each month, the Treasurer will submit the Monthly Investment Report to the City Manager and City Council. At the end of each quarter, the report will be reviewed by the Investment Review Committee at their regularly scheduled quarterly meeting.

The report shall list each investment by investment category and include: (1) Purchase and maturity dates (2) Yield (3) Original Cost (4) Par Value (5) Market Value. The Report will include a weighted average yield and the weighted average maturity for the portfolio.

Pursuant to State Law, the second and fourth quarterly reports are sent to the California Debt and Investment Advisory Commission.

XVII. Policy Adoption

The City of Thousand Oaks Investment Policy shall be annually adopted by Resolution of the City Council.

Glossary:

Banker's Acceptance (BA): Time draft drawn on and accepted by a bank for a specified amount payable on a specified date. Generally drawn for effecting payment for merchandise sold in import-export transactions. The BA is collateralized by commodity products.

Bond Discount: When a bond is sold at a price below its par value.

Bond Rating: Letter classification of a bond's investment quality provided by nationally recognized rating agencies.

Bond: Interest-bearing security issued by a corporation, government, government sponsored enterprise, which can be executed through a bank or trust company. The issuer covenants through an indenture or offering memorandum to pay to the bond holder periodic interest payments and principal at maturity. The bond may be secured by specific assets of the issuer or the general credit of the issuer.

Broker/Dealer: Individual or firm which acts as a principal in security transactions. The City only conducts transactions with approved broker/dealers who meet the requirements of the Investment Policy.

Callable Bond or Note: Embedded option allowing the issuer to redeem the bond or note prior to its stated maturity.

Certificate of Deposit: Debt instrument issued by a bank or other financial institution that pays interest over a fixed term to maturity.

Collateral: Securities which a borrower pledges for the repayment of a loan or securities lending transaction. Also refers to securities pledged by a bank to secure deposits of public monies.

Commercial Paper: Short term, unsecured, negotiable promissory notes issued by domestic corporations.

Comprehensive Annual Financial Report (CAFR): The official annual financial report for the City of Thousand Oaks.

Credit Risk: The risk that an issuer will default in the payment of interest or principal due on a security.

Debenture: Bond or note secured by the general credit of an issuer.

Delivery vs. Payment (DVP): Method of delivering securities. The purchased securities and the related payment are delivered by the buyer and seller to a third party custodian who settles the transaction and maintains custody of the security on behalf of the purchaser.

Discount: When securities are sold below its par value. Some new issue securities such as Agency discount notes and U.S. Treasury Bills are sold at a discount to the par value and the purchaser receives the par value at maturity.

Diversification: Process of investing assets among a range of security types by sector and maturity.

FannieMae: Federal National Mortgage Association.

Federal Deposit Insurance Corporation: Federal Agency that guarantees funds on deposit in member banks typically deposits up to $100,000.

FHLB: Federal Home Loan Bank.

FreddieMac: Federal Home Loan Mortgage Association.

GinnieMae: Government National Mortgage Association.

Government Bonds ("Governments"): Securities issued by the U.S. Treasury backed by the "full faith and credit' of the U.S. Government.

Indenture or Fiscal Agent Agreement: Contract between an issuer, trustee or fiscal agent for the holders of an issuer's securities.

Interest Rate: The annual rate of interest received by an investor from the issuer for a security. Also know as "coupon rate".

Investment Portfolio: Collection of securities held by the City for investment purposes.

Investment Review Committee (IRC): Five member committee appointed by the City Council. The IRC meets quarterly and reviews reports prepared by the City Treasurer.

Liquidity: The ability of the City Treasurer to meet the City's cash flow and expenditure requirement by liquidating securities in the Investment Portfolio.

Local Agency Investment Fund (LAIF): Investment pool maintained by the California State Treasurer for investment by local agencies.

Local Agency Security Program (LASP): California financial institutions must participate in the LASP in order to receive invested public funds from local governments. The program provides for collateralization of deposits and reporting requirements.

Market Risk: The risk that the value of a security will rise or decline as a result of change in market conditions.

Market Value: The price at which a security is currently being sold in the market.

Master Repurchase Agreement: Agreement under which a buyer and seller execute Repurchase Agreements. The agreement covers ownership of securities, custody and remedies from default.

Maturity: The date that the principal of a security is due and payable.

Money Market Instruments: Corporate and government obligations of one year or less. These include U.S. Treasury Bills, Agency Discount Notes, Commercial Paper, Banker's Acceptances and Mutual Funds.

Mutual Funds: Investment company that pools money and can invest in a variety of securities. Mutual Funds are regulated by the Investment Company Act of 1940.

Non Callable: Security that does not have an embedded option allowing the issuer to redeem or call the security prior to its stated maturity date. Sometimes referred to as bullets.

Options: Provision of a security allowing the issuer or holder to exercise the option at their discretion.

Original Cost: The price paid for a security.

Par Value: The face value of a security expressed as a dollar amount. This is the amount due at maturity.

Premium: The amount by which the price paid for a security exceeds its par value.

Principal: The face or par value of a security. It does not include interest.

Prospectus: Document prepared by an issuer prior to the sale of new securities. The prospectus discloses facts and information about the issuer and the underlying security for the bonds or notes being issued.

Prudent Person Rule: States that a trustee who is investing for another should behave in the same way as a prudent individual of discretion and intelligence who is investing for personal investment income and preservation of capital.

Rating: The designation used by investors' services to rate the quality of a security's creditworthiness.

Redemption: Liquidation of debt securities on the maturity date or at the issuer's option the exercise of the embedded call feature.

Reinvestment Risk: The risk that an investor will be unable to reinvest income proceeds from a security holding at the same rate of return.

Repurchase Agreement: Agreement between buyer and seller of U.S. Treasury securities whereby the seller agrees to repurchase the securities at a specified price on a specified date. Such transactions are subject to a Master Repurchase Agreement between the buyer and seller.

Safekeeping: Service banks offer to customers where securities are held in the bank's vaults for safekeeping.

Structured Notes: Issued by Government Sponsored Enterprises and corporations which have embedded options including call features, step up coupons, floating rate coupons and derivative based returns.

Trustee: Bank designated as the custodian of funds and the official representative for bond holders. The trustee is responsible for enforcing the provisions of the Indenture.

U.S. Agencies: Federal Agencies whose debt securities is backed by the "full faith and credit" of the U.S. Government such as the Government National Mortgage Association (GinnieMae). Government Sponsored Enterprises (GSE) whose debt securities are backed by the credit of the issuer such as FannieMae, FreddieMac and Federal Home Loan Bank.

U.S. Treasury Bills; Notes and Bonds: Bills are non-interest bearing securities with maturities up to one year. Bills are sold at a discount to their par value. Notes are intermediate securities with maturities of one to ten years. Bonds are long term securities with maturities of ten years or longer.

Yield: The annual rate of return on an investment, expressed as a percentage of the investment.

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City of Thousand Oaks
Administrative Policies and Procedures

SUBJECT: Debt Policy	APP NO.: 14.007 Submission Date: 7/13/05 Revision Dates:	AUTHORITY: City Manager Adoption/Approval Date: Revision Dates:
DEPARTMENT: FIN		

PURPOSE:
To ensure the proper and orderly issuance of debt for the purpose of achieving the City Council's goals and objectives.

POLICY:
The City Council of the City of Thousand Oaks adopts the following Debt Policy to ensure the proper and orderly issuance of Debt for the purpose of achieving the City Council's Goals and Objectives.

Preamble
The purpose of this Debt Policy is to ensure that the City's bonded indebtedness is incurred and administered in a prudent financial manner. A decision by the City Council to incur bonded indebtedness is one of its most important decisions. Bond investors are going to purchase the City's bonds with the absolute expectation that the City will honor its promise to pay the annual debt service without exception for the 25-to-30 year life of the bonds. Conduit bonds, for which the City has no financial responsibility, will require the same level of scrutiny prior to bond issuance. A decision to incur bonded indebtedness, also incurs the ongoing annual responsibility for the payment of debt service, annual State and Federal reporting requirements and the obligation to address any problems which may arise for as long as the bonds are still in existence.

Although this policy addresses bonded indebtedness, these same policy concerns can be directed to a bank loan or an internal inter-fund loan.

Policy Elements
1. Budget Integration: The decision to incur bonded indebtedness is to be integrated with the City Council approved biennial Operating Budget and Capital Improvement Program Budget. A bond issue can be utilized to implement the financing of a Capital Project. Provision for the annual principal and interest payments (debt service) is provided for in the Operating Budget. In addition, the need for bond financing can be incorporated into a capital facilities financing plan relating to the General Fund or an Enterprise Fund. Bond proceeds are not to be used to fund operating expenses.

2. Required Bond Analysis: The Finance Director is to prepare an analysis of each proposed bond issue. This analysis should include (a) determine that the capital project is eligible for bond financing, (b) identify the sources of financing for the project other than bond financing. (c) identify the total cost of the capital project including its construction cost, cost of furnishings fixtures and equipment, and source of revenue to fund the annual debt service. (d) analysis of the municipal bond market, including economic and interest rate trends. (e) Identify alternative bond structures, option to use bond insurance and the information needed by rating agencies and the disclosure requirements of the Official Statement. (f) The timing of when the City should enter the bond market.

3. Types of Bond Issues: The City Council will authorize the issuance of bonds by adopting a bond resolution on behalf of the City of Thousand Oaks, Thousand Oaks Redevelopment Agency and Thousand Oaks Public Financing Authority. The type of Bonds that the City will issue include General Obligation Bonds, Certificates of Participation, Lease Revenue Bonds, Tax Allocation Bonds, Mortgage Revenue Bonds Assessment District Bonds, Special Tax Bonds and any other bonds which are allowed under State Law and Federal Tax Law. Special Tax Bonds that are issued on behalf of Community Facilities Districts are subject to additional policy provisions as set out in City Council Resolution 94-107.

4. Limitations on Debt Service: Bond issues supported by the General Fund are restricted to an annual debt

service of Five Percent of General Fund Revenue. Bond issues supported by a Redevelopment Project Area Fund can have a higher percentage of revenue allocated to debt service because Redevelopment Project activity is limited to the funding of Capital Projects and has limited administrative expenses. Bond issues supported by Enterprise Funds should ensure that there is sufficient debt service coverage. The ratio of net operating income to annual debt service should be 1.25 to 1.

5. General Provision: The term of a bond issue is not-to-exceed the useful life of the capital project that is being financed. The bonds are to be sold at Competitive Sale, however, the City reserves the option of pursuing a Negotiated Sale if the proposed financing or the Capital Project is unusual or complex. The overall objective is to obtain the lowest possible interest cost. The City is to remain cognizant of fluctuations in interest rates for the purpose of identifying Refunding opportunities. Refund of existing bonds should be undertaken to reduce overall debt service expense or to remove restrictive covenants in the existing Indenture.

6. Financing Consultants: The City is to retain professional consultants including Bond Counsel, Underwriter, Financial Advisor, Trustee, and arbitrage analyst. The City will consider the professional qualifications and experience of these consultants as it relates to the particular bond issue under consideration. In certain instances, the City will conduct an request for proposal/qualification process to select such consultants.

GLOSSARY

Arbitrage: The difference between interest cost and interest earnings. The proceeds of tax-exempt municipal bonds can be invested in higher yielding taxable investments. The investment of bond proceeds is regulated by the Internal Revenue Service. Generally, any investment Aprofit@ must be rebated to the U.S. Treasury. An Arbitrage Rebate Analyst will prepare an annual calculation of Aexcess investment earnings@.

Assessment District Bonds: Bonds issued for public improvements benefiting property within assessment districts created pursuant to the Improvement Act of 1911 and the Municipal Act of 1913.

Bonds: Bonds refers to the following types of debt: General Obligation Bonds, Certificates of Participation (COP), Lease Revenue Bonds, Assessment District Bonds, Special Tax Bonds for Community Facilities Districts, Tax Allocation Bonds and Notes for Redevelopment Project Areas, Conduit Bonds including Single Family Mortgage Revenue Bonds and Multifamily Mortgage Revenue Bonds.

Bond Counsel: Legal Counsel hired by the City to ensure that the bond issuance complies with State Law and Federal Tax Law.

Bond Insurance: An optional policy purchased by the City that ensures timely payment of principal and interest to bondholders. Bond insurance usually results in an issue being rated AAA. Insurance is cost effective when present value savings of the insured debt service as compared to the debt service of uninsured bonds is less than the insurance premium.

Bond Resolution: Resolution adopted by the City Council authorizing the issuance of bonds, approving the Notice of Sale and the Official Statement.

Certificates of Participation: Bonds based on a lease or installment sale agreement. Certificates may be secured by the General Fund or by specific revenue from an Enterprise Fund.

Competitive Bid: A sale of Bonds in which an Underwriter or syndicate of Underwriters submit sealed bids to purchase the bonds. This type of sale is in contrast to a Negotiated Sale.

Conduit Bonds: Bonds issued by the City to finance a project to be used by a private or non profit entity. The Bonds are secured and debt service payments are the solely the obligation of the owner of the project. The City has no financial obligation to repay the bonds.

Credit Rating Agency: A company that rates the relative credit quality of a City bond issue and assigns a letter rating. Three rating agencies are Moody's Investors Service, Standard & Poor's Corporation, and Fitch ICBA.
Financial Advisor: A consultant who provides the City with advice on the structure of the bond issue, timing,

terms and related matters for a new bond issue. At the City's discretion, may be allowed to bid in a competitive sale of the bonds.

General Obligation Bond: A bond secured by the City's full faith, credit and taxing power. Requires a two-thirds vote by the City's electorate.

Indenture: Contract between the City and a Trustee. Sets out all the terms of the bond issue and the obligations of the City to the bondholders.

Mortgage Revenue Bonds: Bonds issued for the purpose of providing single-family mortgage financing or acquisition and construction funds for multifamily housing projects. The bonds are secured by the mortgage repayments and project revenue. See Conduit Bonds.

Negotiated Sale: The City selects one underwriter or group of underwriters to purchase the bonds from the City and resell the bonds to investors. The City may elect to use a Financial Advisor or Pricing Consultant to ensure that the price paid for the bonds is a market price.

Official Statement (Prospectus): The official public offering statement prepared by the City disclosing the economic, financial and social characteristics of the City and the proposed bond issue.

Private Placement: A bond issue that is structured specifically for one purchaser.

Refunding: A process by which a bond issue is redeemed (paid off) by a new bond issue. The purpose of refunding is to lower debt service costs or remove restrictive covenants from the prior bond issue.

Special Tax Bonds: Bonds issued to fund eligible public improvements or public services within Mello-Roos Community Facilities Districts. Bonds are secured by a special tax assessment levied on property within the boundaries of the district. The City's policy on Community Facilities Districts and Special Tax Bonds is further outlined in City Council Resolution 94-107.

Tax Allocation Bonds: Bonds issued to fund eligible capital facilities located within a Redevelopment Project Area. Secured by a portion of the property taxes collected within the project area.

Trustee: A bank retained by the City as custodian of bond proceeds and official representative of bondholders. Ensures compliance with the indenture.

Underwriter: A financial institution that purchases bonds for resale either through a negotiated sale with the City or through a competitive sale.

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APPENDIX

Citywide Community Standards
City Debt Obligations
Capital Projects Summary
Capital Projects by Fund
General Government – Revenues by Source
General Government – Expenditures by Function
General Fund – 10-Year Forecast

Community Standards

COMMUNITY STANDARDS

Citywide Standards

Public Services: Telephone Assistance: Provide public information in courteous & efficient manner. Telephones will be answered by third ring. Voice mail messages will be responded to within 24 hours unless staff member is away from work premises on other than City business; in that case, staff will leave instructions on voice mail for calling party to talk to alternate staff member. Full assistance will be available Monday through Friday, 8:00 am to 5:00 pm.

Public Services: Counter Assistance: Provide public information in courteous & efficient manner. Person at counter will be acknowledged cheerfully. Most requests for assistance will be completed at time of visit. Others will be acted upon quickly and response provided in timely manner. On more complicated issues, staff will provide status information to citizen within 3 days and provide completed response within 10 days of receipt of request. Full assistance will be available Monday through Friday, 8:00 am to 5:00 pm.

Public Services: Internet mail: Provide public information. Internet mail will be acknowledged within 2 business days. On more complicated issues, staff will provide completed response within 10 days of receipt of request.

Accounts Payable: Invoices received for payment. To minimize late fees and enable the taking of all discounts, responsible departmental staff person will review and approve or reject bills presented for City payment within 3 days of receipt. Upon receipt of request for payment, the Finance Department will provide accurate and timely disbursement of funds to City vendors.

Complaint Resolution: Staff will be trained to: take time to listen; not be defensive; obtain facts involved in complaint; determine the desired outcome; act quickly; encourage meetings; provide alternatives and encourage participation in the decision-making process; follow-up (handled by most experienced staff member available).

Public Services: Written correspondence: Provide public information. Correspondence will be acknowledged within 3 days. On more complicated issues, staff will provide status information to citizen within 3 days.

Public Services: Referrals: Respond to requests for information. Requests will be acknowledged within 3 days. On more complicated issues, staff will provide status information to citizen within 3 days.

COMMUNITY STANDARDS

Ventura County Fire Protection District

Emergency Response: (Immediate threat to or involvement of Life, Property, or Environment):
Urban Fire Stations (densely populated areas with typical structure mixes including single-family dwellings, multi-family housing, as well as commercial and/or industrial occupancies): Average response time under 5 minutes.
Neighborhood Fire Stations (moderate to low density population areas with typical structure mixes including single family dwellings and some multi-family residences, as well as some light commercial and industrial occupancies): Average response time under 7 minutes.

Non-Emergency Response: (No immediate threat to life, property, or environment):
Urban Fire Stations: Average response time under 12 minutes.
Neighborhood Fire Stations: Average response time under 15 minutes.

Special Operations Response: Urban Search and Rescue Team/Hazardous Materials Response Team. Arrival at scene within 30 minutes of notification.

Wildland Response: Control wildland fires starting within the City limits with no loss to exposed properties.

Command Staff Representation to City: Command staff member (Assistant Chief or Battalion Chief) attend 75% of all City staff and Council meetings.

Community Service and Public Education: Fire Stations: Comply with all requests for community fire safety education instructors and speakers, as well as, facility tours, and other fire department related community service and public education related requests.

Community Service and Public Education:
ASpanner@ School Program: Contract 100% elementary schools, grades 2 and 3.
Juvenile Firesetters: Continue to counsel juveniles as needed and to respond to 100% of requests made by community or company officers.

Fire Prevention: Engine Company Inspection Program: Fire Safety, Life Hazard, and Fire Hazard Reduction Inspections:

- Public Assembly, institutional, and other high-risk occupancies for fire code compliance once per year.
- Low risk occupancies for fire code compliance once per three-year period.
- Public Assembly occupancies spot checks for over crowding and blocked exits once per year.
- Designated properties for Fire Hazard Reduction Program compliance of 100 foot clearance once per year.

COMMUNITY STANDARDS

Ventura County Fire Protection District (continued)

Fire Prevention Bureau:
Plan Check: Review and return within 10 working days.
New construction, tenant improvement, fire prevention systems: Next day inspection, 24 hour turnaround.

Minimum staffing 24 hours per day, 365 days per year:
Engine Companies 30, 31, 32, 33*, 34, 35, 36*, 37, 44*: Captain - Engineer - Fire Fighter
Truck Company 30: Captain - Engineer - 2 Fire Fighters
Command: Battalion Chief, Assistant Chief

* Stations are outside City limits.

Debt Obligations

DEBT OBLIGATIONS

Governmental Activities – Tax Allocation Bonds Payable

2005 Tax Allocation Refunding Bonds

On December 22, 2005, the Agency issued $56,215,000 Thousand Oaks Boulevard Redevelopment Project 2005 Tax Allocation Refunding Bonds, Series A and Series B. The purpose of the bonds is to provide funds to redeem the Agency's 1995 Tax Allocation Refunding Bonds and to finance projects to implement the Thousand Oaks Boulevard Redevelopment Plan. These bonds are special obligations of the Agency and are secured by pledged tax revenues. Commencing on December 1, 2006, the bonds mature annually in amounts ranging from $1,105,000 to $4,885,000 in 2021. Interest on the bonds is payable on June 1 and December 1 of each year, with interest rates ranging from 4 percent to 5.25 percent. These $56,215,000 2005 Bonds provide $11.6 million for new redevelopment Agency projects with the balance used by the trustee to retire the 1995 Bonds and provide reserves for the 2005 Bondholders payments. As of June 30, 2007, the total principal amount outstanding was $55,110,000.

2005 Housing Tax Allocation Bonds

On December 22, 2005, the Agency issued $21,500,000 Low/Moderate Redevelopment Project 2005 Housing Tax Allocation Refunding Bonds, Series A and Series B. The purpose of the bonds is to redeem the Agency's 1998 Housing Tax Allocation Bonds and to fund additional low/moderate income housing projects. These bonds are special obligations of the Agency and are secured by pledged tax revenues. Commencing on December 1, 2007, the bonds mature annually in amounts ranging from $1,035,000 to $1,950,000 in 2021. Interest on the bonds is payable on June 1 and December 1 of each year, with interest rates ranging from 3.5 percent to 5.375 percent. These $21,500,000 2005 Bonds provide $11.2 million for new redevelopment Agency projects with the balance used by the trustee to retire the 1998 Bonds and provide reserves for 2005 Bondholder payments. As of June 30, 2007, the total principal amount outstanding was $21,500,000.

2002 Tax Allocation Refunding Bonds

On February 6, 2002, the Agency issued $4,295,000 Newbury Road Redevelopment Project 2002 Tax Allocation Refunding Bonds. The purpose of the bonds is to provide funds to redeem the Agency's 1992 Tax Allocation Bonds and to finance projects to implement the Newbury Road Redevelopment Plan. These bonds are special obligation of the Agency and are secured by pledged tax revenues. Commencing on April 1, 2003, the bonds mature annually in amounts ranging from $40,000 to $275,000 in 2032. Interest on the bonds is payable on April 1 and October 1 of each year, with interest rates ranging from 2.5 percent to 5.5 percent. As of June 20, 2007, the total principal amount outstanding was $3,955,000.

DEBT OBLIGATIONS

Future Debt Payments – Tax Allocation Bonds

As of June 30, 2007, the total future debt payments for the tax allocation bonds, including interest thereon, are as follows:

Year Ending June 30,	Governmental Activities		
	Principle	Interest	Total
2008	$ 3,805,000	$ 3,483,698	$ 7,288,698
2009	3,965,000	3,319,618	7,284,618
2010	4,135,000	3,148,429	7,283,429
2011	4,320,000	2,969,481	7,289,481
2012	4,505,000	2,782,209	7,287,209
2013 - 2017	25,650,000	10,781,383	36,431,383
2018 - 2022	31,990,000	4,435,007	36,425,007
2023 - 2027	950,000	504,455	1,454,455
2028 - 2032	1,245,000	212,300	1,457,300
Total	$ 80,565,000	$ 31,636,580	$ 112,201,580

Governmental Activities – Certificates of Participation

Thousand Oaks Public Financing Authority – 2002 Refunding Certificates of Participation

On February 6, 2002, the Authority issued $19,655,000 2002 Refunding Certificate of Participation. The purpose of the Certificates is to provide funds to refinance the 1994 Certificates and to make improvements to the Thousand Oaks Library. Each Certificate represents a direct, undivided fractional interest of the registered owner thereof in the lease payments to be made by the City as rent for various capital improvements to be constructed, acquired, furnished, and equipped for the City by the Authority and financed from the sale of the Certificates. Pursuant to the Lease Agreement between the City and the Authority, the Authority has appointed the City as its agent to supervise construction of the improvements.

Lease payments are required to be made by the City on June 1 and December 1 of each year for the use and occupancy of the capital improvement projects. The Certificates are entitled to receive the interest components of the lease payments beginning June 1, 2002, at rates ranging from 3.5 percent to 5.0 percent per annum, payable on each June 1 and December 1. The principle component of the lease payment will mature in amounts ranging from $340,000 to $1,150,000 on June 1 of each year through June 1, 2032. As of June 30, 2007, the total principal amount outstanding was $17,325,000.

DEBT OBLIGATIONS

Future Debt Payments – Certificate of Participation

As of June 30, 2007, the total future debt payments for Certificates of Participation, including interest thereon, are as follows:

Year Ending June 30,	2002 Library Certificates of Participation		
	Principle	Interest	Total
2008	390,000	810,484	1,200,484
2009	415,000	796,054	1,211,054
2010	425,000	780,491	1,205,491
2011	450,000	764,341	1,214,341
2012	460,000	746,791	1,206,791
2013 - 2017	2,610,000	3,427,681	6,037,681
2018 - 2022	3,250,000	2,777,501	6,027,501
2023 - 2027	4,105,000	1,924,369	6,029,369
2028 - 2032	5,220,000	808,750	6,028,750
Total	$ 17,325,000	$12,836,462	$ 30,161,462

Governmental Activities – Notes/loans Payable

CalHFA HELP Loan

On April 20, 2005, the Redevelopment Agency received $1,600,000 million HELP Loan from the State of California, and the funds were loaned to Many Mansions for the acquisition of the Bella Vista Apartments as an affordable housing project. Principal and 3 percent per annum simple interest are due April 20, 2015. Principal amount outstanding as of June 30, 2007 was $1,600,000.

Business-type Activities – Notes/loans Payable

State of California – 1999 State Water Resources Control Board

On March 12, 1999, the State Water Resources Control Board (SWRCB) authorized a State of California loan to the City. The purpose of the loan is for operational improvements to the Hill Canyon Wastewater Treatment Plant in order to meet more stringent future waste discharge requirements and to prepare for the expansion of the Hill Canyon Treatment Plant from 10.8 to 14 million gallons per day. On October 5, 1999, the City borrowed $2,355,514. The interest rate on the loan is 2.4 percent and the loan is to be repaid in twenty equal installments (principle and interest) each June 15 beginning 2000 through 2019, with the exception of 2002. As of June 30, 2007, $1,534,161 was outstanding.

DEBT OBLIGATIONS

State of California – 2000 State Water Resources Control Board

On January 11, 2000, the State Water Resources Control Board (SWRCB) authorized a State of California loan to the City. The purpose of the loan was for operational improvements to the Hill Canyon Treatment Plant in order to meet more stringent future waste discharge requirements and to prepare for the expansion of the Hill Canyon Treatment Plant. During fiscal year 2000-01, the City borrowed $20,100,000. During fiscal year 2001-02, the City borrowed an additional $8,751,032. During fiscal year 2002-03, the City borrowed an additional $976,474 that resulted in a total state loan of $29,827,506. The interest rate on the loan is 2.7 percent. Accrued interest accumulated during construction in the amount of $1,308,946 was transferred to the principle balance. The total amount owed to the State increased to $31,136,452. Interest and principal installments began in fiscal year ending 2003-04 for twenty fiscal years. As of June 30, 2007, $26,159,757 was outstanding.

Future Debt Payments – 1999 and 2000 State Water Resources Loan Payables

As of June 30, 2007, the total future debt payments for the loan payable including interest thereon are as follows:

Year Ending	1999 State Loan		2000 State Loan	
June 30,	Principle	Interest	Principle	Interest
2008	$ 111,837	$ 36,820	$ 1,328,817	$ 706,313
2009	114,521	34,136	1,364,695	670,435
2010	117,270	31,387	1,401,542	633,589
2011	120,084	28,573	1,439,383	595,747
2012	122,966	25,691	1,478,247	556,884
2013 - 2017	660,540	82,743	8,011,917	2,163,733
2018 - 2022	286,943	10,371	9,153,530	1,022,120
2023	-	-	1,981,626	53,504
Total	$ 1,534,161	$ 249,721	$26,159,757	$ 6,402,325

<u>Business-type Activities – General Fund Loan</u>

On February 1, 2005, the Golf Course Enterprise Fund borrowed $4,290,000 from the City to redeem in full all outstanding 1999 Los Robles Golf Course Lease Revenue Bonds. Annual loan payments ranging from $135,000 to $330,000 are due June 30 of each year starting 2006 through 2024. Initial interest rate of 2.9 percent due June 30 of each year starting 2005 will be adjusted on July 1, 2010, and each five years thereafter to ½ of one percent greater than the city's investment portfolio monthly yield. As of June 30, 2007, $4,010,000 was outstanding.

DEBT OBLIGATIONS

Future Debt Payments – General Fund Loan

As of June 30, 2007, the total future debt payments for General Fund Loan including interest thereon are as follows:

Year Ending June 30,	2005 General Fund Loan - Golf Course		
	Principle	Interest	Total
2008	$ 155,000	$ 116,290	$ 271,290
2009	165,000	111,795	276,795
2010	175,000	107,010	282,010
2011	185,000	101,935	286,935
2012	195,000	96,570	291,570
2013 - 2017	1,125,000	392,225	1,517,225
2018 - 2022	1,375,000	214,600	1,589,600
2023 - 2024	635,000	27,985	662,985
Total	$ 4,010,000	$ 1,168,410	$ 5,178,410

Business –type Activities – Certificates of Participation

Thousand Oaks Public Financing Authority – 1998 Wastewater System Certificates of Participation

The Authority executed the sale and delivery of $22,075,000 Certificates of Participation dated November 5, 1998. The Certificates are to provide funds for the purpose of financing certain improvements to the City of Thousand Oaks wastewater system. Each Certificate represents a direct and undivided fractional interest of the registered owner thereof in the lease payments to be made by the City for acquisition of various capital improvements to be constructed, acquired, furnished, and equipped for the City by the Authority and financed from the sale of the Certificates. Pursuant to the Installment Sale Agreement between the City and the Authority, the Authority will sell the improvements to the City, and has appointed the City as its agent to supervise construction of the improvements.

Lease payments are required to be made by the City on April 1 and October 1 of each year. Commencing in 1999, the Certificates mature serially in amounts ranging from $535,000 to $1,430,000 on October 1 of each year through 2023. Interest on the certificates is payable on April 1 and October 1 of each year, with interest rates ranging from 3.4 percent to 4.875 percent per annum. As of June 30, 2007, the total principal amount outstanding was $17,255,000.

DEBT OBLIGATIONS

Future Debt Payments – 1998 Wastewater System Certificates of Participation

As of June 30, 2007, the total future debt payments for Certificates of Participation including interest thereon are as follows:

Year Ending June 30,	1998 Wastewater Certificates of Participation		
	Principle	Interest	Total
2008	$ 705,000	$ 780,178	$ 1,485,178
2009	735,000	751,730	1,486,730
2010	760,000	721,450	1,481,450
2011	795,000	689,175	1,484,175
2012	825,000	654,743	1,479,743
2013 - 2017	4,715,000	2,672,354	7,387,354
2018 - 2022	5,925,000	1,357,559	7,282,559
2023 - 2024	2,795,000	205,969	3,000,969
Total	$ 17,255,000	$ 7,833,158	$ 25,088,158

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Capital Improvement Program Projects Summary

Capital Improvement Program

Five-Year Summary

by Category

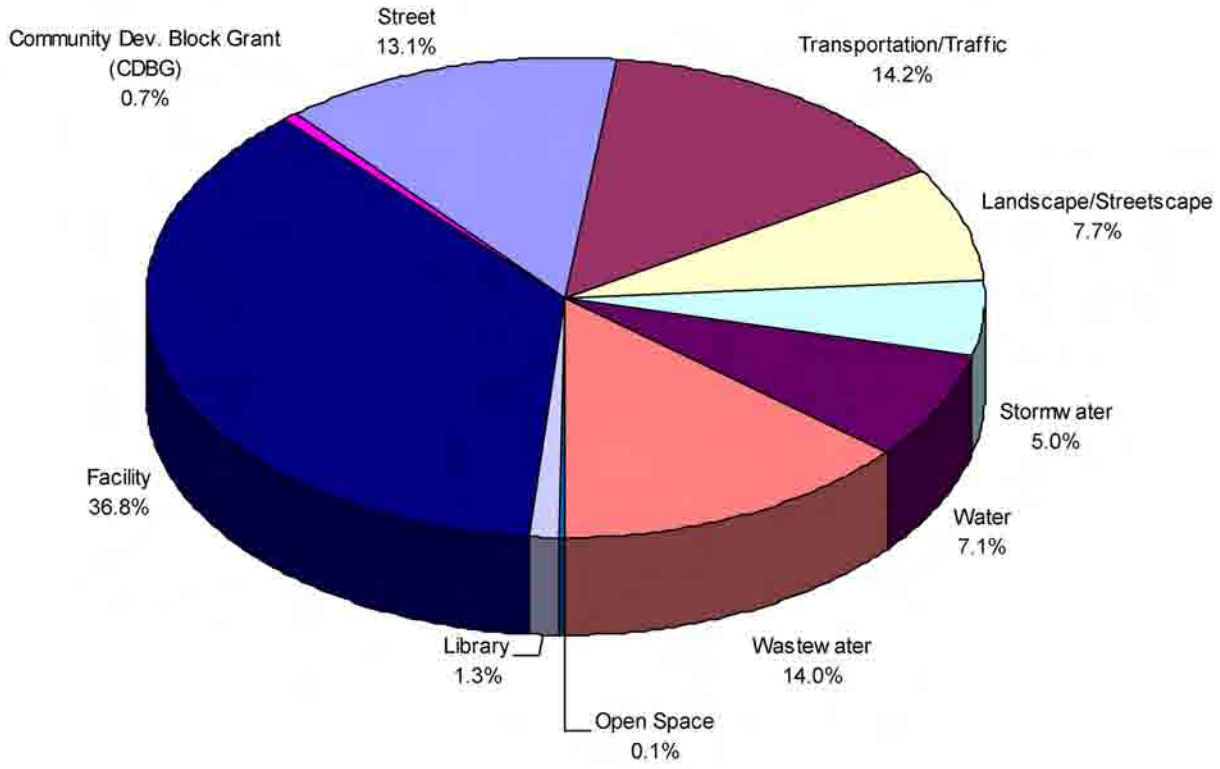
No.	Category	Page	# Projects *	Budget To Date	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	Total
1	Street Projects	7	31 / 57	$5,910,400	$6,984,000	$7,182,000	$16,213,000	$8,250,000	$7,420,000	$51,959,400
2	Undergrounding Projects	51	0 / 2	310,000	0	0	250,000	0	250,000	810,000
3	Transportation/Traffic Projects	54	23 / 31	4,388,944	7,551,000	3,520,000	14,791,000	5,550,000	1,100,000	36,900,944
4	Landscape/Streetscape Projects	79	6 / 8	1,611,000	4,110,000	3,000,000	2,448,000	2,130,000	3,430,000	16,729,000
5	Stormwater Projects	88	6 / 7	4,737,500	2,635,000	1,540,000	1,500,000	4,000,000	500,000	14,912,500
6	Water Projects	96	15 / 21	75,000	3,790,000	3,422,000	4,794,000	2,916,000	6,118,000	21,115,000
7	Wastewater Projects	113	20 / 23	8,594,065	7,415,000	4,840,000	11,570,000	6,590,000	1,120,000	40,129,065
8	Open Space Projects	138	1 / 2	1,800,000	60,000	60,000	60,000	60,000	60,000	2,100,000
9	Library Projects	142	5 / 5	0	670,000	400,000	0	0	0	1,070,000
10	Housing (Redevelopment Agency) Projects	149	0 / 3	15,950,000	0	0	0	0	0	15,950,000
11	Facility Projects	154	32 / 40	14,910,000	19,550,000	6,232,000	1,340,000	100,000	200,000	42,332,000
12	Community Dev. Block Grant (CDBG) Projects	193	2 / 4	1,015,900	360,300	260,300	360,300	360,300	364,300	2,721,400
	Grand Total		141 / 203	$59,302,809	$53,125,300	$30,456,300	$53,326,300	$29,956,300	$20,562,300	$246,729,309

Note: "Budget to Date" refers to budget appropriations approved by City Council prior to June 30, 2007. These appropriations reflect "active" projects and are in addition to those appropriations approved/requested over the next five fiscal years to complete applicable capital improvement projects. "Total" reflects the total of the five fiscal years plus the "Budget to Date" column.

"# Projects" column shows number of projects for proposed fiscal years 2007-2008 & 2008-2009 as well as total number of projects listed within each category.

Capital Improvement Program

Overview of Projects
by Category
FY 2007 - 2008



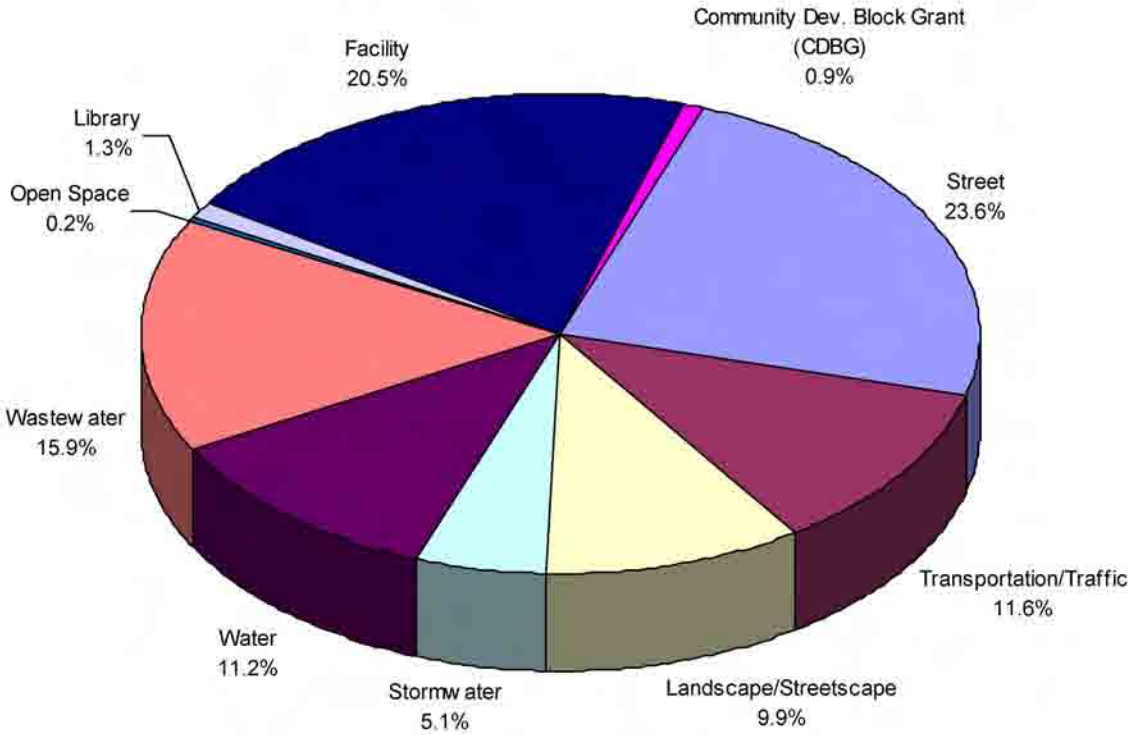
$53,125,300

Capital Improvement Program

Overview of Projects

by Category

FY 2008 - 2009



$30,456,300

Capital Improvement Program

Five-Year Summary

by Fund

No.	Funds	Page	Budget to Date	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	Total
1	General Fund (001)	199	$10,870,500	$12,991,500	$8,639,200	$2,204,800	$1,173,000	$1,263,000	$37,142,000
2	Library (110)	201	0	670,000	400,000	0	0	0	1,070,000
3	Comm. Dev. Block Grant CDBG (120)	202	1,015,900	360,300	360,300	360,300	360,300	364,300	2,821,400
4	Gas Tax 2105 (132)	203	888,544	656,000	925,000	3,818,500	2,407,500	2,275,000	10,970,544
5	Gas Tax 2106 (133)	205	175,000	850,000	430,000	1,050,000	450,000	1,250,000	4,205,000
6	Gas Tax TDA (135)	206	2,694,800	5,143,000	4,430,000	5,136,000	3,675,000	4,700,000	25,778,800
7	SB 821 (Bicycle/Pedestrian) (136)	208	106,000	55,000	57,000	58,000	0	0	276,000
8	City Lighting District (141)	209	15,000	485,000	125,000	135,000	25,000	35,000	820,000
9	AD 79-2 Lighting/Landscape District (142)	210	0	1,442,500	892,800	898,200	612,000	522,000	4,367,500
10	Traffic Congestion (162)	211	0	0	1,300,000	0	1,300,000	0	2,600,000
11	Streets/Transportation Projects (Federal) (183)	212	2,632,000	3,357,000	290,000	14,860,000	5,310,000	1,690,000	28,139,000
12	Thousand Oaks Blvd (RDA) (420)	213	1,100,000	8,950,000	1,200,000	0	0	0	11,250,000
13	Housing Low-Mod Income (RDA) (430)	214	15,950,000	0	0	0	0	0	15,950,000
14	Newbury Road (RDA) (450)	215	3,160,000	100,000	0	1,500,000	3,500,000	0	8,260,000
15	Comm. Recreation Facilities Open Space (512)	216	1,800,000	0	0	0	0	0	1,800,000
16	Dev. Fees - Wendy Dr Interchange (530)	217	0	0	0	4,105,000	0	0	4,105,000
17	Dev. Fees - RD Imprv. (532)	218	2,853,000	2,535,000	100,000	200,000	1,172,500	550,000	7,410,500
18	Dev. Fees - Air Quality (537)	219	1,746,000	816,000	1,550,000	350,000	150,000	150,000	4,762,000
19	Dev. Fees - DPW Misc. - Streets (539)	220	0	263,000	495,000	0	0	0	758,000
20	Dev. Fee - Underground Utility (540)	221	95,000	0	0	120,000	0	120,000	335,000
21	Dev. Fee - Underground Utility CW (541)	222	200,000	0	0	120,000	0	120,000	440,000
22	Dev. Fees - TO RD Imprv. (543)	223	727,000	350,000	150,000	1,591,500	150,000	150,000	3,118,500
23	Dev. Fees - Traffic Safety (551)	224	325,000	245,000	235,000	265,000	265,000	235,000	1,570,000
24	Shapell/MGM Ranch Dev. Agreement (560)	225	1,183,000	0	0	0	0	0	1,183,000
25	Dos Vientos Dev. Agreement (561)	226	3,097,000	0	0	0	0	0	3,097,000
26	Water Cap Programs Dev Fees (612)	227	75,000	1,447,500	625,500	1,083,500	481,500	1,389,500	5,102,500
27	Water Cap Facilities Repair (613)	228	0	2,873,500	2,796,500	3,710,500	2,434,500	4,728,500	16,543,500
28	Wastewater Cap Pgm Dev Fees (622)	229	7,231,835	5,920,500	3,125,000	9,749,000	5,300,000	400,000	31,726,335
29	Wastewater Cap Fac Rep (623)	230	0	871,000	340,000	240,000	240,000	120,000	1,811,000
30	Wastewater Cap Pgm Serv. Chrge (624)	231	1,362,230	1,034,500	1,275,000	1,481,000	950,000	500,000	6,602,730
31	Solid Waste (631)	232	0	940,000	0	0	0	0	940,000
32	Transportation - General Art 8C (651)	233	0	319,000	520,000	50,000	0	0	889,000
33	Golf Course - Los Robles (671)	234	0	0	10,000	0	0	0	10,000
34	Theatre (681)	235	0	450,000	185,000	240,000	0	0	875,000
	Grand Total		$59,302,809	$53,125,300	$30,456,300	$53,326,300	$29,956,300	$20,562,300	$246,729,309

Note: "Budget to Date" refers to budget appropriations approved by City Council prior to June 30, 2007. These appropriations reflect "active" projects and are in addition to those appropriations approved/requested over the next five fiscal years to complete applicable capital improvement projects. "Total" reflects the total of the five fiscal years plus the "Budget to Date" column.

Capital Improvement Program

Five-Year Project Revenue Summary

by Fund

No.	Funds	Page	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	Total	Revenue Source
1	General Fund (001)	199	$0	$0	$0	$0	$0	$0	(a)
2	Library (110)	201	670,000	400,000	0	0	0	1,070,000	(a)
3	Comm. Dev. Block Grant CDBG (120)	202	360,300	360,300	360,300	360,300	364,300	1,805,500	(b)
4	Gas Tax 2105 (132)	203	820,000	820,000	820,000	820,000	820,000	4,100,000	(c)
5	Gas Tax 2106 (133)	205	535,000	535,000	535,000	535,000	535,000	2,675,000	(c)
6	Gas Tax TDA (135)	206	3,180,000	2,980,000	2,980,000	2,980,000	2,980,000	15,100,000	(c)
7	SB 821 (Bicycle/Pedestrian) (136)	208	57,000	57,000	57,000	57,000	57,000	285,000	(c)
8	City Lighting District (141)	209	250,000	250,000	250,000	250,000	250,000	1,250,000	(a)
9	AD 79-2 Lighting/Landscape District (142)	210	0	0	0	0	0	0	
10	Traffic Congestion (162)	211	0	1,300,000	0	1,300,000	0	2,600,000	(c)
11	Streets/Transportation Projects (Federal) (183)	212	3,357,000	290,000	14,860,000	5,310,000	1,690,000	25,507,000	(b)
12	Thousand Oaks Blvd (RDA) (420)	213	750,000	750,000	750,000	750,000	750,000	3,750,000	(d)
13	Housing Low-Mod Income (RDA) (430)	214	0	0	0	0	0	0	
14	Newbury Road (RDA) (450)	215	115,000	115,000	115,000	115,000	115,000	575,000	(d)
15	Comm. Recreation Facilities Open Space (512)	216	100,000	100,000	100,000	0	0	300,000	(e)
16	Dev. Fees - Wendy Dr Interchange (530)	217	300,000	1,000,000	500,000	500,000	500,000	2,800,000	(f)
17	Dev. Fees - RD Imprv. (532)	218	630,000	850,000	850,000	850,000	850,000	4,030,000	(f)
18	Dev. Fees - Air Quality (537)	219	125,000	125,000	125,000	125,000	125,000	625,000	(f)
19	Dev. Fees - DPW Misc. - Streets (539)	220	12,000	12,000	0	0	0	24,000	(f)
20	Dev. Fee - Underground Utility (540)	221	8,000	8,000	8,000	8,000	8,000	40,000	(f)
21	Dev. Fee - Underground Utility CW (541)	222	8,000	8,000	8,000	8,000	8,000	40,000	(f)
22	Dev. Fees - TO RD Imprv. (543)	223	300,000	250,000	250,000	250,000	250,000	1,300,000	(f)
23	Dev. Fees - Traffic Safety (551)	224	175,000	175,000	175,000	175,000	175,000	875,000	(f)
24	Shapell/MGM Ranch Dev. Agreement (560)	225	0	0	0	0	0	0	(f)
25	Dos Vientos Dev. Agreement (561)	226	0	0	0	0	0	0	(f)
26	Water Cap Programs Dev Fees (612)	227	448,000	466,000	484,000	503,000	523,000	2,424,000	(g)
27	Water Cap Facilities Repair (613)	228	2,100,000	2,750,000	2,750,000	2,750,000	2,750,000	13,100,000	(g)
28	Wastewater Cap Pgm Dev Fees (622)	229	3,197,500	2,775,000	2,775,000	2,375,000	1,975,000	13,097,500	(g)
29	Wastewater Cap Fac Rep (623)	230	680,000	680,000	680,000	680,000	680,000	3,400,000	(g)
30	Wastewater Cap Pgm Serv. Chrge (624)	231	4,729,000	4,754,000	4,754,000	4,754,000	4,754,000	23,745,000	(g)
31	Solid Waste (631)	232	0	0	0	0	0	0	(a)
32	Transportation - General Art 8C (651)	233	319,000	520,000	50,000	0	0	889,000	(a)
33	Golf Course - Los Robles (671)	234	0	10,000	0	0	0	10,000	
34	Theatre (681)	235	0	0	0	0	0	0	(a)
	Grand Total		$23,225,800	$22,340,300	$34,236,300	$25,455,300	$20,159,300	$125,417,000	

Revenue Source

(a) Fund Reserves
(b) Grant Reimbursements
(c) State Gas Tax Revenues
(d) Redevelopment Debt
(e) Bedroom Tax, General Fund/Golf Course Transfer
(f) Developer Fees/Agreement Funds
(g) Service Fees/Retained Earnings

Capital Improvement Program

Five-Year Summary

General Fund (001)

Street Projects

Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
MI2035	Bench Mark Circuit & Centerline Monumentation Update/GIS	47	$0	$120,000	$120,000	$120,000	$120,000	$120,000	$600,000
	Street Total		$0	$120,000	$120,000	$120,000	$120,000	$120,000	$600,000

Transportation/Traffic Projects

Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
CI4045	Route 101 at Wendy Drive Soundwall	58	$0	$876,000	$0	$0	$0	$0	$876,000
CI4567	Intersection Level of Service Improvements	62	100,000	100,000	100,000	100,000	100,000	100,000	600,000
MI2042	Traffic Calming Enhancements	78	0	250,000	250,000	250,000	250,000	250,000	1,250,000
	Transportation/Traffic Total		$100,000	$1,226,000	$350,000	$350,000	$350,000	$350,000	$2,726,000

Landscape/Streetscape Projects

Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
CI4066	City Entrance/ Gateway Signs	82	$0	$120,000	$700,000	$0	$0	$0	$820,000
CI5115	Landscape Improvements and Upgrades	86	0	58,000	157,200	99,800	68,000	58,000	441,000
MI2502	Citywide Median/Parkway Improvements	87	0	250,000	250,000	250,000	250,000	250,000	1,250,000
	Landscape/Streetscape Total		$0	$428,000	$1,107,200	$349,800	$318,000	$308,000	$2,511,000

Stormwater Projects

Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
CI4215	Replace Existing Corrugated Metal & Other Pipes - Various Locati	90	$0	$125,000	$125,000	$125,000	$125,000	$125,000	$625,000
CI4297	Kelley Road Storm Drain, Phase 2	91	0	0	840,000	0	0	0	840,000
CI8011	Lawrence Drive Storm Drain	94	60,500	0	0	0	0	0	60,500
MI2038	Storm Drain System Master Plan, Phase 2	95	0	100,000	0	0	0	0	100,000
	Stormwater Total		$60,500	$225,000	$965,000	$125,000	$125,000	$125,000	$1,625,500

Wastewater Projects

Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
MI2025	Downstream Resources Program	132	$0	$120,000	$100,000	$100,000	$100,000	$100,000	$520,000
	Wastewater Total		$0	$120,000	$100,000	$100,000	$100,000	$100,000	$520,000

Open Space Projects

Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
CI1170	COSCA Improvements and Renovation - Citywide	140	$0	$60,000	$60,000	$60,000	$60,000	$60,000	$300,000
	Open Space Total		$0	$60,000	$60,000	$60,000	$60,000	$60,000	$300,000

Facility Projects

Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
CI4091	Fiore Teen Center Gym Expansion	156	$3,060,000	$2,000,000	$500,000	$0	$0	$0	$5,560,000
CI4307	Rancho Potrero Equestrian Facility Improvements	157	250,000	0	0	0	0	0	250,000
CI4504	Civic Arts Plaza Rehabilitation Phase III	158	5,000,000	0	0	0	0	0	5,000,000
CI4505	Civic Arts Plaza - Entry Plaza	159	300,000	1,500,000	2,000,000	0	0	0	3,800,000
CI4506	Teen Center & Senior Adult Center Mechanical Upgrades	160	450,000	0	0	0	0	0	450,000
CI5078	Hillcrest Center Roof Deck	162	0	0	200,000	1,000,000	0	0	1,200,000
CI5079	Hillcrest Energy Saving Upgrades	163	0	0	60,000	0	0	0	60,000

Continued...

Capital Improvement Program

Five-Year Summary

General Fund (001)

(Continued)

Facility Projects (Continued)

Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
CI5080	401 Hillcrest Tenant Improvements	164	$0	$0	$300,000	$0	$0	$0	$300,000
CI5084	Senior Center Miscellaneous Improvements	166	0	100,000	100,000	0	0	0	200,000
CI5085	Teen and Senior Center Energy Saving Upgrades	167	0	0	60,000	0	0	0	60,000
CI5086	Civic Arts Plaza Energy Savings Upgrades	168	0	240,000	240,000	0	0	0	480,000
CI5090	Parking Structure Upgrades	169	0	500,000	1,500,000	0	0	0	2,000,000
CI5093	Transportation Center Energy Saving Upgrades	170	0	0	22,000	0	0	0	22,000
CI5109	Fred Kavli Theatre Fine Art Hanging System	173	0	20,000	0	0	0	0	20,000
CI5131	Municipal Service Center (MSC) Expansion	175	0	442,500	0	0	0	0	442,500
CMOCLU	California Lutheran University Joint-Use Community Pool	176	900,000	0	0	0	0	0	900,000
MI2020	Cameron Center Parking Lot	177	0	0	75,000	0	0	0	75,000
MI2022	Citywide Facilities Security Study	178	0	50,000	0	0	0	0	50,000
MI2043	Lawrence Drive RV Storage Site Feasibility Study	179	0	75,000	0	0	0	0	75,000
MI2045	Civic Arts Plaza Miscellaneous Improvements	181	0	175,000	0	0	0	0	175,000
MI2046	City Hall Reconfiguration	182	0	250,000	250,000	0	0	0	500,000
MI2048	Lang Ranch Community Park	184	0	5,000,000	0	0	0	0	5,000,000
MI2050	Scherr Forum Monitors	186	0	30,000	0	0	0	0	30,000
MI2054	Citywide Telephone System	188	0	140,000	540,000	0	0	0	680,000
MI2058	Conejo Players Theater Expansion	189	0	40,000	40,000	0	0	0	80,000
MI2062	Rancho Potrero Specific Plan	190	0	0	50,000	100,000	100,000	200,000	450,000
MI2506	Boys and Girls Club Projects	192	750,000	250,000	0	0	0	0	1,000,000
Facility Total			$10,710,000	$10,812,500	$5,937,000	$1,100,000	$100,000	$200,000	$28,859,500

	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
001 - General Fund Total	$10,870,500	$12,991,500	$8,639,200	$2,204,800	$1,173,000	$1,263,000	$37,142,000

General Fund
Fund Balance Summary

	Budget To Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012
Beginning Fund Balance Available for Capital Improvements	$32,834,500	$21,964,000	$8,972,500	$333,300	($1,871,500)	($3,044,500)
Project Appropriations	($10,870,500)	($12,991,500)	($8,639,200)	($2,204,800)	($1,173,000)	($1,263,000)
Project Revenues	$0	$0	$0	$0	$0	$0
Ending Fund Balance	$21,964,000	$8,972,500	$333,300	($1,871,500)	($3,044,500)	($4,307,500)

Capital Improvement Program

Five-Year Summary

Library Fund (110)

Library Projects

Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
CI5082	Newbury Park Branch Library Carpet Upgrade	144	$0	$0	$150,000	$0	$0	$0	$150,000
CI5092	Grant Brimhall Library Lighting	145	0	275,000	0	0	0	0	275,000
CI5098	Grant R. Brimhall Library Furniture Replacement	146	0	350,000	0	0	0	0	350,000
MI2021	Newbury Park Branch Library Parking Lot	147	0	0	250,000	0	0	0	250,000
MI2052	Interior Paint At Brimhall Library	148	0	45,000	0	0	0	0	45,000
Library Total			$0	$670,000	$400,000	$0	$0	$0	$1,070,000

	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
110 - Library Total	$0	$670,000	$400,000	$0	$0	$0	$1,070,000

Library
Fund Balance Summary

	Budget To Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012
Beginning Fund Balance Available for Capital Improvements	$0	$0	$0	$0	$0	$0
Project Appropriations	$0	($670,000)	($400,000)	$0	$0	$0
Project Revenues	$0	$670,000	$400,000	$0	$0	$0
Ending Fund Balance	$0	$0	$0	$0	$0	$0

Capital Improvement Program

Five-Year Summary

Comm. Dev. Block Grant CDBG Fund (120)

Facility Projects

Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
CI5130	Royal Oaks Drive Improvements	174	$0	$0	$100,000	$0	$0	$0	$100,000
Facility Total			$0	$0	$100,000	$0	$0	$0	$100,000

Community Dev. Block Grant (CDBG) Projects

Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
CI4298	Neighborhood Improvement Program	195	$780,000	$120,000	$120,000	$120,000	$120,000	$120,000	$1,380,000
CI4302	Future Projects	196	0	240,300	140,300	240,300	240,300	244,300	1,105,500
MI2200	Title 24/ADA Parks, Playgrounds	197	76,000	0	0	0	0	0	76,000
MI2201	Commercial Revitalization Program	198	159,900	0	0	0	0	0	159,900
Community Dev. Block Grant (CDBG) Total			$1,015,900	$360,300	$260,300	$360,300	$360,300	$364,300	$2,721,400

	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
120 - Comm. Dev. Block Grant CDBG Total	$1,015,900	$360,300	$360,300	$360,300	$360,300	$364,300	$2,821,400

Comm. Dev. Block Grant CDBG Fund Balance Summary

	Budget To Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012
Beginning Fund Balance Available for Capital Improvements	$1,015,900	$0	$0	$0	$0	$0
Project Appropriations	($1,015,900)	($360,300)	($360,300)	($360,300)	($360,300)	($364,300)
Project Revenues	$0	$360,300	$360,300	$360,300	$360,300	$364,300
Ending Fund Balance	$0	$0	$0	$0	$0	$0

Capital Improvement Program

Five-Year Summary

Gas Tax 2105 Fund (132)

Street Projects

Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
CI4208	ADA Upgrades Citywide (FY 2005-06)	15	$47,000	$0	$0	$0	$0	$0	$47,000
CI4225	Moorpark Road at Hillcrest Drive	17	0	150,000	0	752,500	0	0	902,500
CI4226	Thousand Oaks Boulevard - Moorpark Road to Duesenberg Drive		0	0	0	250,000	0	0	250,000
CI4231	Lynn Road/101 Improvements	19	0	0	200,000	250,000	1,072,500	0	1,522,500
CI4233	Gainsborough Road from Camino Manzanas to Tuolumne Ave	20	0	0	80,000	194,000	0	0	274,000
CI4235	Lynn Road - Wendy to Reino Median Improvements		0	0	0	80,000	100,000	450,000	630,000
CI4239	Ventu Park Road Improvements		0	0	0	0	200,000	150,000	350,000
CI4240	Reino Road, Kimber Drive - Borchard Road		0	0	0	0	50,000	150,000	200,000
CI4246	Lawrence Drive at Teller Road		0	0	0	0	0	50,000	50,000
CI4247	Moorpark Road at Thousand Oaks Boulevard	21	0	0	50,000	200,000	0	0	250,000
CI4520	ADA Upgrades - Citywide (FY 2006-07)	32	80,000	0	0	0	0	0	80,000
CI4523	Sidewalk Construction Citywide (FY 2006-07)	35	119,000	31,000	0	0	0	0	150,000
CI4526	Sidewalk Construction Citywide (FY 2009-10)	38	0	0	20,000	110,000	0	0	130,000
CI4564	Sidewalk Construction Citywide (FY 2010-11)		0	0	0	20,000	110,000	0	130,000
CI4565	ADA Upgrades Citywide (FY 2009-10)		0	0	0	87,000	0	0	87,000
MI2029	Unscheduled Street Repairs and Enhancements	44	0	100,000	100,000	100,000	100,000	100,000	500,000
MI2031	Norwegian Grade Rehabilitation	46	0	0	100,000	1,000,000	0	0	1,100,000
	Street Total		$246,000	$281,000	$550,000	$3,043,500	$1,632,500	$900,000	$6,653,000

Transportation/Traffic Projects

Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
CI4045	Route 101 at Wendy Drive Soundwall	58	$150,000	$0	$0	$0	$0	$0	$150,000
CI4541	Roadside Safety Enhancements	61	392,544	150,000	150,000	150,000	150,000	150,000	1,142,544
MI2041	Pedestrian Safety Enhancement	77	0	100,000	100,000	100,000	100,000	100,000	500,000
	Transportation/Traffic Total		$542,544	$250,000	$250,000	$250,000	$250,000	$250,000	$1,792,544

Landscape/Streetscape Projects

Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
CI4048	Route 101 at Rancho Road Landscaping		$0	$0	$0	$0	$0	$1,000,000	$1,000,000
CI4224	Route 23 Interchange Landscaping	84	100,000	0	0	400,000	400,000	0	900,000
	Landscape/Streetscape Total		$100,000	$0	$0	$400,000	$400,000	$1,000,000	$1,900,000

Stormwater Projects

Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
CI4215	Replace Existing Corrugated Metal & Other Pipes - Various Locati	90	$0	$125,000	$125,000	$125,000	$125,000	$125,000	$625,000
	Stormwater Total		$0	$125,000	$125,000	$125,000	$125,000	$125,000	$625,000

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Capital Improvement Program

Five-Year Summary

Gas Tax 2105 Fund (132)

(Continued)

	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
132 - Gas Tax 2105 Total	$888,544	$656,000	$925,000	$3,818,500	$2,407,500	$2,275,000	$10,970,544

Gas Tax 2105
Fund Balance Summary

	Budget To Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012
Beginning Fund Balance Available for Capital Improvements	$1,313,000	$424,456	$588,456	$483,456	($2,515,044)	($4,102,544)
Project Appropriations	($888,544)	($656,000)	($925,000)	($3,818,500)	($2,407,500)	($2,275,000)
Project Revenues	$0	$820,000	$820,000	$820,000	$820,000	$820,000
Ending Fund Balance	$424,456	$588,456	$483,456	($2,515,044)	($4,102,544)	($5,557,544)

Capital Improvement Program

Five-Year Summary

Gas Tax 2106 Fund (133)

Street Projects

Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
MI2007	Pavement Slurry Seal - Citywide	41	$0	$500,000	$0	$600,000	$0	$800,000	$1,900,000
MI2012	Concrete Replacement and Sidewalk Repair - Citywide	42	0	350,000	430,000	450,000	450,000	450,000	2,130,000
Street Total			$0	$850,000	$430,000	$1,050,000	$450,000	$1,250,000	$4,030,000

Stormwater Projects

Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
CI8011	Lawrence Drive Storm Drain	94	$175,000	$0	$0	$0	$0	$0	$175,000
Stormwater Total			$175,000	$0	$0	$0	$0	$0	$175,000

	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
133 - Gas Tax 2106 Total	$175,000	$850,000	$430,000	$1,050,000	$450,000	$1,250,000	$4,205,000

Gas Tax 2106
Fund Balance Summary

	Budget To Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012
Beginning Fund Balance Available for Capital Improvements	$491,000	$316,000	$1,000	$106,000	($409,000)	($324,000)
Project Appropriations	($175,000)	($850,000)	($430,000)	($1,050,000)	($450,000)	($1,250,000)
Project Revenues	$0	$535,000	$535,000	$535,000	$535,000	$535,000
Ending Fund Balance	$316,000	$1,000	$106,000	($409,000)	($324,000)	($1,039,000)

Capital Improvement Program

Five-Year Summary

Gas Tax TDA Fund (135)

Street Projects

Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
CI1236	Erbes Road Improvements	10	$156,000	$0	$1,500,000	$0	$0	$0	$1,656,000
CI4203	Moorpark Road Repaving/Sidewalk Project	13	510,000	390,000	0	850,000	0	0	1,750,000
CI4205	Curb Ramps with Overlays Citywide (FY 2006-07)	14	240,000	0	0	0	0	0	240,000
CI4510	Pavement Overlay Citywide (FY 2006-07)	23	500,000	0	0	0	0	0	500,000
CI4511	Pavement Overlay Citywide (FY 2007-08)	24	0	3,100,000	0	0	0	0	3,100,000
CI4512	Pavement Overlay Citywide (FY 2008-09)	25	0	0	2,500,000	0	0	0	2,500,000
CI4514	Traffic Signal Video Retrofit (FY 2006-07)	26	150,000	0	0	0	0	0	150,000
CI4515	Traffic Signal Video Retrofit (FY 2007-08)	27	0	110,000	0	0	0	0	110,000
CI4516	Traffic Signal Video Retrofit (FY 2008-09)	28	0	0	115,000	0	0	0	115,000
CI4517	Curb Ramps with Overlays Citywide (FY 2006-07)	29	247,800	0	0	0	0	0	247,800
CI4518	Curb Ramps with Overlays Citywide (FY 2007-08)	30	0	300,000	0	0	0	0	300,000
CI4519	Curb Ramps with Overlays Citywide (FY 2008-09)	31	0	0	315,000	0	0	0	315,000
CI4528	Bridge Evaluations	39	0	150,000	0	0	0	0	150,000
CI4562	Curb Ramps with Overlays Citywide (FY 2009-10)		0	0	0	330,000	0	0	330,000
CI4563	Traffic Signal Video Retrofit (FY 2009-10)		0	0	0	120,000	0	0	120,000
CI4566	Pavement Overlay Citywide (FY 2009-10)		0	0	0	3,500,000	0	0	3,500,000
CI5121	Curb Ramps with Overlays Citywide (FY 2010-11)		0	0	0	0	350,000	0	350,000
CI5122	Pavement Overlay Citywide (FY 2010-11)		0	0	0	0	3,200,000	0	3,200,000
CI5123	Traffic Signal Video Retrofit (FY 2010-11)		0	0	0	0	125,000	0	125,000
CI5124	Curb Ramps with Overlays Citywide (FY 2011-12)		0	0	0	0	0	370,000	370,000
CI5125	Pavement Overlay Citywide (FY 2011-12)		0	0	0	0	0	4,200,000	4,200,000
CI5126	Traffic Signal Video Retrofit (FY 2011-12)		0	0	0	0	0	130,000	130,000
MI2028	Pavement Management Program	43	0	250,000	0	0	0	0	250,000
MI2053	Traffic Sign Inventory	48	0	90,000	0	0	0	0	90,000
	Street Total		$1,803,800	$4,390,000	$4,430,000	$4,800,000	$3,675,000	$4,700,000	$23,798,800

Transportation/Traffic Projects

Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
CI4045	Route 101 at Wendy Drive Soundwall	58	$12,000	$568,000	$0	$0	$0	$0	$580,000
CI4046	Route 101 at Lynn Road Soundwall		0	0	0	132,000	0	0	132,000
CI4047	Route 101 at Ventu Park Road Soundwall		0	0	0	204,000	0	0	204,000
CI5050	Route 101 at Wendy Drive Interchange Improvements	64	759,000	0	0	0	0	0	759,000
	Transportation/Traffic Total		$771,000	$568,000	$0	$336,000	$0	$0	$1,675,000

Stormwater Projects

Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
MI2038	Storm Drain System Master Plan, Phase 2	95	$0	$185,000	$0	$0	$0	$0	$185,000
	Stormwater Total		$0	$185,000	$0	$0	$0	$0	$185,000

Facility Projects

Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
CI4307	Rancho Potrero Equestrian Facility Improvements	157	$120,000	$0	$0	$0	$0	$0	$120,000
	Facility Total		$120,000	$0	$0	$0	$0	$0	$120,000

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Capital Improvement Program

Five-Year Summary

Gas Tax TDA Fund (135)

(Continued)

	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
135 - Gas Tax TDA Total	$2,694,800	$5,143,000	$4,430,000	$5,136,000	$3,675,000	$4,700,000	$25,778,800

Gas Tax TDA
Fund Balance Summary

	Budget To Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012
Beginning Fund Balance Available for Capital Improvements	$6,191,000	$3,496,200	$1,533,200	$83,200	($2,072,800)	($2,767,800)
Project Appropriations	($2,694,800)	($5,143,000)	($4,430,000)	($5,136,000)	($3,675,000)	($4,700,000)
Project Revenues	$0	$3,180,000	$2,980,000	$2,980,000	$2,980,000	$2,980,000
Ending Fund Balance	$3,496,200	$1,533,200	$83,200	($2,072,800)	($2,767,800)	($4,487,800)

Capital Improvement Program

Five-Year Summary

SB 821 (Bicycle/Pedestrian) Fund (136)

Street Projects									
Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
CI4208	ADA Upgrades Citywide (FY 2005-06)	15	$52,000	$0	$0	$0	$0	$0	$52,000
CI4520	ADA Upgrades - Citywide (FY 2006-07)	32	54,000	0	0	0	0	0	54,000
CI4521	ADA Upgrades Citywide (FY 2007-08)	33	0	55,000	0	0	0	0	55,000
CI4522	ADA Upgrades Citywide (FY 2008-09)	34	0	0	57,000	0	0	0	57,000
CI4565	ADA Upgrades Citywide (FY 2009-10)		0	0	0	58,000	0	0	58,000
Street Total			$106,000	$55,000	$57,000	$58,000	$0	$0	$276,000

	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
136 - SB 821 (Bicycle/Pedestrian) Total	$106,000	$55,000	$57,000	$58,000	$0	$0	$276,000

SB 821 (Bicycle/Pedestrian)
Fund Balance Summary

	Budget To Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012
Beginning Fund Balance Available for Capital Improvements	$115,000	$9,000	$11,000	$11,000	$10,000	$67,000
Project Appropriations	($106,000)	($55,000)	($57,000)	($58,000)	$0	$0
Project Revenues	$0	$57,000	$57,000	$57,000	$57,000	$57,000
Ending Fund Balance	$9,000	$11,000	$11,000	$10,000	$67,000	$124,000

Capital Improvement Program

Five-Year Summary

City Lighting District Fund (141)

Street Projects

Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
CI5114	Street Lights at Intersections	40	$0	$100,000	$100,000	$100,000	$0	$0	$300,000
	Street Total		$0	$100,000	$100,000	$100,000	$0	$0	$300,000

Undergrounding Projects

Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
CI4568	Hillcrest Drive Undergrounding	53	$15,000	$0	$0	$0	$0	$0	$15,000
CI5117	Undergrounding Citywide with Development Projects		0	0	0	10,000	0	10,000	20,000
	Undergrounding Total		$15,000	$0	$0	$10,000	$0	$10,000	$35,000

Transportation/Traffic Projects

Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
CI1225	Signal Equipment Replacement - Citywide	56	$0	$25,000	$25,000	$25,000	$25,000	$25,000	$125,000
CI4569	Expand Traffic Signal Coordination	63	0	80,000	0	0	0	0	80,000
	Transportation/Traffic Total		$0	$105,000	$25,000	$25,000	$25,000	$25,000	$205,000

Facility Projects

Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
CI5131	Municipal Service Center (MSC) Expansion	175	$0	$280,000	$0	$0	$0	$0	$280,000
	Facility Total		$0	$280,000	$0	$0	$0	$0	$280,000

	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
141 - City Lighting District Total	$15,000	$485,000	$125,000	$135,000	$25,000	$35,000	$820,000

City Lighting District Fund Balance Summary

	Budget To Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012
Beginning Fund Balance Available for Capital Improvements	$1,170,000	$1,155,000	$920,000	$1,045,000	$1,160,000	$1,385,000
Project Appropriations	($15,000)	($485,000)	($125,000)	($135,000)	($25,000)	($35,000)
Project Revenues	$0	$250,000	$250,000	$250,000	$250,000	$250,000
Ending Fund Balance	$1,155,000	$920,000	$1,045,000	$1,160,000	$1,385,000	$1,600,000

Capital Improvement Program

Five-Year Summary

AD 79-2 Lighting/Landscape District Fund (142)

Landscape/Streetscape Projects

Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
CI1307	Borchard Road Median	81	$0	$500,000	$0	$0	$0	$0	$500,000
CI5115	Landscape Improvements and Upgrades	86	0	522,000	892,800	898,200	612,000	522,000	3,447,000
Landscape/Streetscape Total			$0	$1,022,000	$892,800	$898,200	$612,000	$522,000	$3,947,000

Facility Projects

Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
CI5131	Municipal Service Center (MSC) Expansion	175	$0	$420,500	$0	$0	$0	$0	$420,500
Facility Total			$0	$420,500	$0	$0	$0	$0	$420,500

	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
142 - AD 79-2 Lighting/Landscape District Total	$0	$1,442,500	$892,800	$898,200	$612,000	$522,000	$4,367,500

AD 79-2 Lighting/Landscape District Fund Balance Summary

	Budget To Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012
Beginning Fund Balance Available for Capital Improvements	$4,210,000	$4,210,000	$2,767,500	$1,874,700	$976,500	$364,500
Project Appropriations	$0	($1,442,500)	($892,800)	($898,200)	($612,000)	($522,000)
Project Revenues	$0	$0	$0	$0	$0	$0
Ending Fund Balance	$4,210,000	$2,767,500	$1,874,700	$976,500	$364,500	($157,500)

Capital Improvement Program

Five-Year Summary

Traffic Congestion Fund (162)

Street Projects

Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
CI4512	Pavement Overlay Citywide (FY 2008-09)	25	$0	$0	$800,000	$0	$0	$0	$800,000
CI5122	Pavement Overlay Citywide (FY 2010-11)		0	0	0	0	600,000	0	600,000
MI2007	Pavement Slurry Seal - Citywide	41	0	0	500,000	0	700,000	0	1,200,000
Street Total			$0	$0	$1,300,000	$0	$1,300,000	$0	$2,600,000

	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
162 - Traffic Congestion Total	$0	$0	$1,300,000	$0	$1,300,000	$0	$2,600,000

Traffic Congestion Fund Balance Summary

	Budget To Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012
Beginning Fund Balance Available for Capital Improvements	$0	$0	$0	$0	$0	$0
Project Appropriations	$0	$0	($1,300,000)	$0	($1,300,000)	$0
Project Revenues	$0	$0	$1,300,000	$0	$1,300,000	$0
Ending Fund Balance	$0	$0	$0	$0	$0	$0

Capital Improvement Program

Five-Year Summary

Streets/Transportation Projects (Federal) Fund (183)

Street Projects

Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
CI1236	Erbes Road Improvements		$0	$0	$0	$5,000,000	$0	$0	$5,000,000
CI4202	Pavement Overlay - Arterial (FY 2006-07)	12	1,600,000	0	0	0	0	0	1,600,000
Street Total			$1,600,000	$0	$0	$5,000,000	$0	$0	$6,600,000

Transportation/Traffic Projects

Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
CI1010	Arroyo Conejo Bikeway/Greenbelt		$0	$0	$0	$500,000	$1,500,000	$0	$2,000,000
CI4045	Route 101 at Wendy Drive Soundwall	58	0	1,192,000	0	0	0	0	1,192,000
CI4046	Route 101 at Lynn Road Soundwall		0	0	0	968,000	0	0	968,000
CI4047	Route 101 at Ventu Park Road Soundwall		0	0	0	1,496,000	0	0	1,496,000
CI4222	Community Transportation Center Building	59	561,100	0	0	0	0	0	561,100
CI4245	Lynn Road Bike Lanes - Hillcrest to Arboles		0	0	0	300,000	1,300,000	0	1,600,000
CI4569	Expand Traffic Signal Coordination	63	240,000	0	0	0	0	0	240,000
CI5050	Route 101 at Wendy Drive Interchange Improvements	64	0	550,000	0	5,086,000	0	0	5,636,000
CI5074	Safe Routes to School Grants	66	0	80,000	40,000	40,000	40,000	40,000	240,000
CI5075	School Site Student Safety		0	0	0	120,000	120,000	0	240,000
CI5132	Lynn Road Bicycle Lanes		0	0	0	500,000	1,500,000	0	2,000,000
CI8007	Willow Lane Bike Path	72	230,900	0	0	0	0	0	230,900
MI2039	BTA Grant Request Bike Projects	75	0	150,000	250,000	50,000	50,000	50,000	550,000
Transportation/Traffic Total			$1,032,000	$1,972,000	$290,000	$9,060,000	$4,510,000	$90,000	$16,954,000

Landscape/Streetscape Projects

Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
CI1307	Borchard Road Median	81	$0	$800,000	$0	$0	$0	$0	$800,000
CI4224	Route 23 Interchange Landscaping		0	0	0	800,000	800,000	1,600,000	3,200,000
Landscape/Streetscape Total			$0	$800,000	$0	$800,000	$800,000	$1,600,000	$4,000,000

Facility Projects

Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
CI5131	Municipal Service Center (MSC) Expansion	175	$0	$585,000	$0	$0	$0	$0	$585,000
Facility Total			$0	$585,000	$0	$0	$0	$0	$585,000

	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
183 - Streets/Transportation Projects (Federal) Total	$2,632,000	$3,357,000	$290,000	$14,860,000	$5,310,000	$1,690,000	$28,139,000

Streets/Transportation Projects (Federal) Fund Balance Summary

	Budget To Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012
Beginning Fund Balance Available for Capital Improvements	$2,632,000	$0	$0	$0	$0	$0
Project Appropriations	($2,632,000)	($3,357,000)	($290,000)	($14,860,000)	($5,310,000)	($1,690,000)
Project Revenues	$0	$3,357,000	$290,000	$14,860,000	$5,310,000	$1,690,000
Ending Fund Balance	$0	$0	$0	$0	$0	$0

Capital Improvement Program

Five-Year Summary

Thousand Oaks Blvd (RDA) Fund (420)

Street Projects

Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
CI4014	Civic Arts Plaza "The Lakes" Public Improvements	11	$100,000	$0	$0	$0	$0	$0	$100,000
CI4202	Pavement Overlay - Arterial (FY 2006-07)	12	0	400,000	0	0	0	0	400,000
Street Total			$100,000	$400,000	$0	$0	$0	$0	$500,000

Transportation/Traffic Projects

Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
CI5118	Auto Mall Street Parking Modifications	67	$0	$2,000,000	$0	$0	$0	$0	$2,000,000
Transportation/Traffic Total			$0	$2,000,000	$0	$0	$0	$0	$2,000,000

Landscape/Streetscape Projects

Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
CI4068	Thousand Oaks Boulevard Improvements - Phase II	83	$1,000,000	$1,500,000	$0	$0	$0	$0	$2,500,000
CI4299	Thousand Oaks Boulevard Improvements, Phase III	85	0	0	1,000,000	0	0	0	1,000,000
Landscape/Streetscape Total			$1,000,000	$1,500,000	$1,000,000	$0	$0	$0	$3,500,000

Stormwater Projects

Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
CI5133	Thousand Oaks Boulevard Drainage Improvement	93	$0	$50,000	$200,000	$0	$0	$0	$250,000
Stormwater Total			$0	$50,000	$200,000	$0	$0	$0	$250,000

Facility Projects

Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
MI2047	Discovery Center - Holding Account	183	$0	$5,000,000	$0	$0	$0	$0	$5,000,000
Facility Total			$0	$5,000,000	$0	$0	$0	$0	$5,000,000

	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
420 - Thousand Oaks Blvd (RDA) Total	$1,100,000	$8,950,000	$1,200,000	$0	$0	$0	$11,250,000

Thousand Oaks Blvd (RDA) Fund Balance Summary

	Budget To Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012
Beginning Fund Balance Available for Capital Improvements	$9,750,000	$8,650,000	$450,000	$0	$750,000	$1,500,000
Project Appropriations	($1,100,000)	($8,950,000)	($1,200,000)	$0	$0	$0
Project Revenues	$0	$750,000	$750,000	$750,000	$750,000	$750,000
Ending Fund Balance	$8,650,000	$450,000	$0	$750,000	$1,500,000	$2,250,000

Capital Improvement Program

Five-Year Summary

Housing Low-Mod Income (RDA) Fund (430)

Housing (Redevelopment Agency) Projects

Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
HS9928	Los Feliz Parcels	151	$5,950,000	$0	$0	$0	$0	$0	$5,950,000
HS9931	Shadows Apartments	152	6,900,000	0	0	0	0	0	6,900,000
HS9932	Hillcrest Parcels (Many Mansions)	153	3,100,000	0	0	0	0	0	3,100,000
Housing (Redevelopment Agency) Total			$15,950,000	$0	$0	$0	$0	$0	$15,950,000

	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
430 - Housing Low-Mod Income (RDA) Total	$15,950,000	$0	$0	$0	$0	$0	$15,950,000

Housing Low-Mod Income (RDA)
Fund Balance Summary

	Budget To Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012
Beginning Fund Balance Available for Capital Improvements	$18,300,000	$2,350,000	$2,350,000	$2,350,000	$2,350,000	$2,350,000
Project Appropriations	($15,950,000)	$0	$0	$0	$0	$0
Project Revenues	$0	$0	$0	$0	$0	$0
Ending Fund Balance	$2,350,000	$2,350,000	$2,350,000	$2,350,000	$2,350,000	$2,350,000

Capital Improvement Program

Five-Year Summary

Newbury Road (RDA) Fund (450)

Street Projects

Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
CI4500	Newbury Road/Borchard Road Improvements	22	$0	$100,000	$0	$0	$0	$0	$100,000
CI4501	Newbury Road Improvements East of Ventu Park Road		0	0	0	500,000	0	0	500,000
Street Total			$0	$100,000	$0	$500,000	$0	$0	$600,000

Stormwater Projects

Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
CI4297	Kelley Road Storm Drain, Phase 2	91	$2,160,000	$0	$0	$0	$0	$0	$2,160,000
CI5140	Kelley Road Storm Drain, Phase 3		0	0	0	1,000,000	3,500,000	0	4,500,000
Stormwater Total			$2,160,000	$0	$0	$1,000,000	$3,500,000	$0	$6,660,000

Facility Projects

Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
MI2500	Timber School Historic Preservation	191	$1,000,000	$0	$0	$0	$0	$0	$1,000,000
Facility Total			$1,000,000	$0	$0	$0	$0	$0	$1,000,000

	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
450 - Newbury Road (RDA) Total	$3,160,000	$100,000	$0	$1,500,000	$3,500,000	$0	$8,260,000

Newbury Road (RDA)
Fund Balance Summary

	Budget To Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012
Beginning Fund Balance Available for Capital Improvements	$3,200,000	$40,000	$55,000	$170,000	($1,215,000)	($4,600,000)
Project Appropriations	($3,160,000)	($100,000)	$0	($1,500,000)	($3,500,000)	$0
Project Revenues	$0	$115,000	$115,000	$115,000	$115,000	$115,000
Ending Fund Balance	$40,000	$55,000	$170,000	($1,215,000)	($4,600,000)	($4,485,000)

Capital Improvement Program

Five-Year Summary

Comm. Recreation Facilities Open Space Fund (512)

Open Space Projects									
Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
CI1227	Open Space Acquisition - Citywide	141	$1,800,000	$0	$0	$0	$0	$0	$1,800,000
Open Space Total			$1,800,000	$0	$0	$0	$0	$0	$1,800,000

	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
512 - Comm. Recreation Facilities Open Space Total	$1,800,000	$0	$0	$0	$0	$0	$1,800,000

Comm. Recreation Facilities Open Space Fund Balance Summary						
	Budget To Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012
Beginning Fund Balance Available for Capital Improvements	$1,800,000	$0	$100,000	$200,000	$300,000	$300,000
Project Appropriations	($1,800,000)	$0	$0	$0	$0	$0
Project Revenues	$0	$100,000	$100,000	$100,000	$0	$0
Ending Fund Balance	$0	$100,000	$200,000	$300,000	$300,000	$300,000

Capital Improvement Program

Five-Year Summary

Dev. Fees - Wendy Dr Interchange Fund (530)

Transportation/Traffic Projects

Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
CI5050	Route 101 at Wendy Drive Interchange Improvements		$0	$0	$0	$4,105,000	$0	$0	$4,105,000
Transportation/Traffic Total			$0	$0	$0	$4,105,000	$0	$0	$4,105,000

	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
530 - Dev. Fees - Wendy Dr Interchange Total	$0	$0	$0	$4,105,000	$0	$0	$4,105,000

Dev. Fees - Wendy Dr Interchange Fund Balance Summary

	Budget To Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012
Beginning Fund Balance Available for Capital Improvements	$100,000	$100,000	$400,000	$1,400,000	($2,205,000)	($1,705,000)
Project Appropriations	$0	$0	$0	($4,105,000)	$0	$0
Project Revenues	$0	$300,000	$1,000,000	$500,000	$500,000	$500,000
Ending Fund Balance	$100,000	$400,000	$1,400,000	($2,205,000)	($1,705,000)	($1,205,000)

Capital Improvement Program

Five-Year Summary

Dev. Fees - RD Imprv. Fund (532)

Street Projects

Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
CI4231	Lynn Road/101 Improvements		$0	$0	$0	$0	$1,072,500	$0	$1,072,500
CI4235	Lynn Road - Wendy to Reino Median Improvements		0	0	0	0	0	450,000	450,000
CI4500	Newbury Road/Borchard Road Improvements	22	0	200,000	0	0	0	0	200,000
MI2030	Old Conejo Road - Reino Road to Wendy Drive	45	0	75,000	0	100,000	0	0	175,000
Street Total			$0	$275,000	$0	$100,000	$1,072,500	$450,000	$1,897,500

Landscape/Streetscape Projects

Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
CI1307	Borchard Road Median	81	$511,000	$360,000	$0	$0	$0	$0	$871,000
Landscape/Streetscape Total			$511,000	$360,000	$0	$0	$0	$0	$871,000

Stormwater Projects

Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
CI5127	High-Maintenance Relief Drainage Improvement	92	$0	$100,000	$100,000	$100,000	$100,000	$100,000	$500,000
CI8011	Lawrence Drive Storm Drain	94	2,342,000	1,800,000	0	0	0	0	4,142,000
Stormwater Total			$2,342,000	$1,900,000	$100,000	$100,000	$100,000	$100,000	$4,642,000

	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
532 - Dev. Fees - RD Imprv. Total	$2,853,000	$2,535,000	$100,000	$200,000	$1,172,500	$550,000	$7,410,500

Dev. Fees - RD Imprv. Fund Balance Summary

	Budget To Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012
Beginning Fund Balance Available for Capital Improvements	$6,156,000	$3,303,000	$1,398,000	$2,148,000	$2,798,000	$2,475,500
Project Appropriations	($2,853,000)	($2,535,000)	($100,000)	($200,000)	($1,172,500)	($550,000)
Project Revenues	$0	$630,000	$850,000	$850,000	$850,000	$850,000
Ending Fund Balance	$3,303,000	$1,398,000	$2,148,000	$2,798,000	$2,475,500	$2,775,500

Capital Improvement Program

Five-Year Summary

Dev. Fees - Air Quality Fund (537)

Street Projects

Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
CI4216	Janss Road/Moorpark Road Street Widening	16	$80,100	$0	$0	$0	$0	$0	$80,100
Street Total			$80,100	$0	$0	$0	$0	$0	$80,100

Transportation/Traffic Projects

Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
CI4001	Traffic Signal Operations Center - City Hall	57	$0	$75,000	$500,000	$0	$0	$0	$575,000
CI4222	Community Transportation Center Building	59	1,512,300	0	0	0	0	0	1,512,300
CI4245	Lynn Road Bike Lanes - Hillcrest to Arboles	60	0	0	200,000	200,000	0	0	400,000
CI4569	Expand Traffic Signal Coordination	63	0	80,000	0	0	0	0	80,000
CI5068	Read Road Bike Path Connector	65	0	50,000	250,000	0	0	0	300,000
CI5134	Traffic Signal (FY 2007-08)	70	0	100,000	0	0	0	0	100,000
CI5135	Traffic Signal (FY 2008-09)	71	0	0	100,000	0	0	0	100,000
CI5136	Traffic Signal (FY 2009-10)		0	0	0	100,000	0	0	100,000
CI5137	Traffic Signal (FY 2010-11)		0	0	0	0	100,000	0	100,000
CI5138	Traffic Signal (FY 2011-12)		0	0	0	0	0	100,000	100,000
CI8007	Willow Lane Bike Path	72	153,600	361,000	400,000	0	0	0	914,600
MI2039	BTA Grant Request Bike Projects	75	0	50,000	50,000	0	0	0	100,000
MI2040	Bicycle Safety Improvements Citywide	76	0	100,000	50,000	50,000	50,000	50,000	300,000
Transportation/Traffic Total			$1,665,900	$816,000	$1,550,000	$350,000	$150,000	$150,000	$4,681,900

	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
537 - Dev. Fees - Air Quality Total	$1,746,000	$816,000	$1,550,000	$350,000	$150,000	$150,000	$4,762,000

Dev. Fees - Air Quality Fund Balance Summary

	Budget To Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012
Beginning Fund Balance Available for Capital Improvements	$4,151,600	$2,405,600	$1,714,600	$289,600	$64,600	$39,600
Project Appropriations	($1,746,000)	($816,000)	($1,550,000)	($350,000)	($150,000)	($150,000)
Project Revenues	$0	$125,000	$125,000	$125,000	$125,000	$125,000
Ending Fund Balance	$2,405,600	$1,714,600	$289,600	$64,600	$39,600	$14,600

Capital Improvement Program

Five-Year Summary

Dev. Fees - DPW Misc. - Streets Fund (539)

Street Projects

Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
CI4521	ADA Upgrades Citywide (FY 2007-08)	33	$0	$83,000	$0	$0	$0	$0	$83,000
CI4522	ADA Upgrades Citywide (FY 2008-09)	34	0	0	85,000	0	0	0	85,000
CI4524	Sidewalk Construction Citywide (FY 2007-08)	36	0	110,000	0	0	0	0	110,000
CI4525	Sidewalk Construction Citywide (FY 2008-09)	37	0	20,000	110,000	0	0	0	130,000
Street Total			$0	$213,000	$195,000	$0	$0	$0	$408,000

Transportation/Traffic Projects

Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
MI2034	YMCA Driveway Left Turn Lane	74	$0	$50,000	$300,000	$0	$0	$0	$350,000
Transportation/Traffic Total			$0	$50,000	$300,000	$0	$0	$0	$350,000

	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
539 - Dev. Fees - DPW Misc. - Streets Total	$0	$263,000	$495,000	$0	$0	$0	$758,000

Dev. Fees - DPW Misc. - Streets
Fund Balance Summary

	Budget To Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012
Beginning Fund Balance Available for Capital Improvements	$749,000	$749,000	$498,000	$15,000	$15,000	$15,000
Project Appropriations	$0	($263,000)	($495,000)	$0	$0	$0
Project Revenues	$0	$12,000	$12,000	$0	$0	$0
Ending Fund Balance	$749,000	$498,000	$15,000	$15,000	$15,000	$15,000

Capital Improvement Program

Five-Year Summary

Dev. Fee - Underground Utility Fund (540)

Undergrounding Projects

Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
CI4568	Hillcrest Drive Undergrounding	53	$95,000	$0	$0	$0	$0	$0	$95,000
CI5117	Undergrounding Citywide with Development Projects		0	0	0	120,000	0	120,000	240,000
Undergrounding Total			$95,000	$0	$0	$120,000	$0	$120,000	$335,000

	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
540 - Dev. Fee - Underground Utility Total	$95,000	$0	$0	$120,000	$0	$120,000	$335,000

Dev. Fee - Underground Utility Fund Balance Summary

	Budget To Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012
Beginning Fund Balance Available for Capital Improvements	$532,000	$437,000	$445,000	$453,000	$341,000	$349,000
Project Appropriations	($95,000)	$0	$0	($120,000)	$0	($120,000)
Project Revenues	$0	$8,000	$8,000	$8,000	$8,000	$8,000
Ending Fund Balance	$437,000	$445,000	$453,000	$341,000	$349,000	$237,000

Capital Improvement Program

Five-Year Summary

Dev. Fee - Underground Utility CW Fund (541)

Undergrounding Projects

Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
CI4568	Hillcrest Drive Undergrounding	53	$200,000	$0	$0	$0	$0	$0	$200,000
CI5117	Undergrounding Citywide with Development Projects		0	0	0	120,000	0	120,000	240,000
Undergrounding Total			$200,000	$0	$0	$120,000	$0	$120,000	$440,000

	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
541 - Dev. Fee - Underground Utility CW Total	$200,000	$0	$0	$120,000	$0	$120,000	$440,000

Dev. Fee - Underground Utility CW
Fund Balance Summary

	Budget To Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012
Beginning Fund Balance Available for Capital Improvements	$499,000	$299,000	$307,000	$315,000	$203,000	$211,000
Project Appropriations	($200,000)	$0	$0	($120,000)	$0	($120,000)
Project Revenues	$0	$8,000	$8,000	$8,000	$8,000	$8,000
Ending Fund Balance	$299,000	$307,000	$315,000	$203,000	$211,000	$99,000

Capital Improvement Program

Five-Year Summary

Dev. Fees - TO RD Imprv. Fund (543)

Street Projects

Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
CI4203	Moorpark Road Repaving/Sidewalk Project	13	$300,000	$0	$0	$0	$0	$0	$300,000
CI4216	Janss Road/Moorpark Road Street Widening	16	427,000	0	0	0	0	0	427,000
CI4225	Moorpark Road at Hillcrest Drive		0	0	0	35,000	0	0	35,000
CI4226	Thousand Oaks Boulevard - Moorpark Road to Duesenberg Drive	18	0	200,000	0	1,062,500	0	0	1,262,500
CI4233	Gainsborough Road from Camino Manzanas to Tuolumne Ave		0	0	0	194,000	0	0	194,000
CI4247	Moorpark Road at Thousand Oaks Boulevard		0	0	0	150,000	0	0	150,000
Street Total			$727,000	$200,000	$0	$1,441,500	$0	$0	$2,368,500

Stormwater Projects

Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
CI5127	High-Maintenance Relief Drainage Improvement	92	$0	$150,000	$150,000	$150,000	$150,000	$150,000	$750,000
Stormwater Total			$0	$150,000	$150,000	$150,000	$150,000	$150,000	$750,000

	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
543 - Dev. Fees - TO RD Imprv. Total	$727,000	$350,000	$150,000	$1,591,500	$150,000	$150,000	$3,118,500

Dev. Fees - TO RD Imprv.
Fund Balance Summary

	Budget To Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012
Beginning Fund Balance Available for Capital Improvements	$2,565,000	$1,838,000	$1,788,000	$1,888,000	$546,500	$646,500
Project Appropriations	($727,000)	($350,000)	($150,000)	($1,591,500)	($150,000)	($150,000)
Project Revenues	$0	$300,000	$250,000	$250,000	$250,000	$250,000
Ending Fund Balance	$1,838,000	$1,788,000	$1,888,000	$546,500	$646,500	$746,500

Capital Improvement Program

Five-Year Summary

Dev. Fees - Traffic Safety Fund (551)

Street Projects

Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
CI4216	Janss Road/Moorpark Road Street Widening	16	$47,500	$0	$0	$0	$0	$0	$47,500
Street Total			$47,500	$0	$0	$0	$0	$0	$47,500

Transportation/Traffic Projects

Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
CI1225	Signal Equipment Replacement - Citywide	56	$27,500	$75,000	$75,000	$75,000	$75,000	$75,000	$402,500
CI5074	Safe Routes to School Grants	66	0	20,000	10,000	10,000	10,000	10,000	60,000
CI5075	School Site Student Safety		0	0	0	30,000	30,000	0	60,000
CI5134	Traffic Signal (FY 2007-08)	70	0	100,000	0	0	0	0	100,000
CI5135	Traffic Signal (FY 2008-09)	71	0	0	100,000	0	0	0	100,000
CI5136	Traffic Signal (FY 2009-10)		0	0	0	100,000	0	0	100,000
CI5137	Traffic Signal (FY 2010-11)		0	0	0	0	100,000	0	100,000
CI5138	Traffic Signal (FY 2011-12)		0	0	0	0	0	100,000	100,000
MI2033	Intersection Safety Improvements	73	250,000	50,000	50,000	50,000	50,000	50,000	500,000
Transportation/Traffic Total			$277,500	$245,000	$235,000	$265,000	$265,000	$235,000	$1,522,500

	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
551 - Dev. Fees - Traffic Safety Total	$325,000	$245,000	$235,000	$265,000	$265,000	$235,000	$1,570,000

Dev. Fees - Traffic Safety Fund Balance Summary

	Budget To Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012
Beginning Fund Balance Available for Capital Improvements	$500,000	$175,000	$105,000	$45,000	($45,000)	($135,000)
Project Appropriations	($325,000)	($245,000)	($235,000)	($265,000)	($265,000)	($235,000)
Project Revenues	$0	$175,000	$175,000	$175,000	$175,000	$175,000
Ending Fund Balance	$175,000	$105,000	$45,000	($45,000)	($135,000)	($195,000)

Capital Improvement Program

Five-Year Summary

Shapell/MGM Ranch Dev. Agreement Fund (560)

Facility Projects

Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
CI4307	Rancho Potrero Equestrian Facility Improvements	157	$683,000	$0	$0	$0	$0	$0	$683,000
CMOCLU	California Lutheran University Joint-Use Community Pool	176	500,000	0	0	0	0	0	500,000
Facility Total			$1,183,000	$0	$0	$0	$0	$0	$1,183,000

	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
560 - Shapell/MGM Ranch Dev. Agreement Total	$1,183,000	$0	$0	$0	$0	$0	$1,183,000

Shapell/MGM Ranch Dev. Agreement Fund Balance Summary

	Budget To Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012
Beginning Fund Balance Available for Capital Improvements	$1,183,000	$0	$0	$0	$0	$0
Project Appropriations	($1,183,000)	$0	$0	$0	$0	$0
Project Revenues	$0	$0	$0	$0	$0	$0
Ending Fund Balance	$0	$0	$0	$0	$0	$0

Capital Improvement Program

Five-Year Summary

Dos Vientos Dev. Agreement Fund (561)

Street Projects

Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
MI2215	Lynn Road Sound Wall Phase I	49	$200,000	$0	$0	$0	$0	$0	$200,000
MI2216	Lynn Road Soundwall Phase I Construction - Holding Account	50	1,000,000	0	0	0	0	0	1,000,000
Street Total			$1,200,000	$0	$0	$0	$0	$0	$1,200,000

Facility Projects

Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
CI4307	Rancho Potrero Equestrian Facility Improvements	157	$1,897,000	$0	$0	$0	$0	$0	$1,897,000
Facility Total			$1,897,000	$0	$0	$0	$0	$0	$1,897,000

	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
561 - Dos Vientos Dev. Agreement Total	$3,097,000	$0	$0	$0	$0	$0	$3,097,000

Dos Vientos Dev. Agreement Fund Balance Summary

	Budget To Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012
Beginning Fund Balance Available for Capital Improvements	$3,097,000	$0	$0	$0	$0	$0
Project Appropriations	($3,097,000)	$0	$0	$0	$0	$0
Project Revenues	$0	$0	$0	$0	$0	$0
Ending Fund Balance	$0	$0	$0	$0	$0	$0

Capital Improvement Program

Five-Year Summary

Water Cap Programs Dev Fees Fund (612)

Water Projects									
Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
CI1164	Ventu Park Hydro Line Replacement	99	$0	$255,000	$0	$0	$0	$0	$255,000
CI1167	Wilder No. 2 Reservoir and Pump Station		0	0	0	0	200,000	775,000	975,000
CI4030	Water System Unscheduled Repair/Replacement/Upgrades	100	0	112,500	115,500	118,500	121,500	124,500	592,500
CI4267	Reservoir Security Enhancement	101	0	45,000	45,000	45,000	45,000	45,000	225,000
CI4290	Automated Chlorine Analyzer		0	0	0	0	0	90,000	90,000
CI4311	Reservoir Seismic Valve Improvements		0	0	0	225,000	0	0	225,000
CI4549	Reservoir Seismic Evaluation/Structural Retrofit	102	0	75,000	200,000	0	0	0	275,000
CI4555	SCADA Master Plan Implementation	104	0	75,000	0	0	0	0	75,000
CI4557	Cal-Am System Integration Improvements	105	0	750,000	0	0	0	0	750,000
CI4558	Well Abandonment Program		0	0	0	40,000	0	0	40,000
CI4571	Facilities Misc. Repair/Replacement Program	106	0	45,000	45,000	45,000	45,000	45,000	225,000
CI5041	Water System Looping Program - Various Locations	107	0	0	70,000	0	70,000	0	140,000
CI5044	Calleguas Municipal Water District Turnout Improvements	108	0	25,000	0	0	0	0	25,000
CI5053	Sunset No. 2 Pump Station Improvements	109	0	0	75,000	0	0	0	75,000
CI5054	Erbes Road Pump Station Improvements		0	0	0	75,000	0	0	75,000
MI2010	Reservoir Coating and Painting Program - Various Locations		0	0	0	310,000	0	310,000	620,000
MI2023	Reservoir Site Development - Ventu Park	110	0	40,000	0	0	0	0	40,000
MI2036	Reservoir Mixing Improvements	111	0	0	75,000	225,000	0	0	300,000
MI2504	Implementation of Computerized Maintenance Mngmt. System	112	75,000	25,000	0	0	0	0	100,000
Water Total			$75,000	$1,447,500	$625,500	$1,083,500	$481,500	$1,389,500	$5,102,500

	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
612 - Water Cap Programs Dev Fees Total	$75,000	$1,447,500	$625,500	$1,083,500	$481,500	$1,389,500	$5,102,500

Water Cap Programs Dev Fees
Fund Balance Summary

	Budget To Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012
Beginning Fund Balance Available for Capital Improvements	$3,530,000	$3,455,000	$2,455,500	$2,296,000	$1,696,500	$1,718,000
Project Appropriations	($75,000)	($1,447,500)	($625,500)	($1,083,500)	($481,500)	($1,389,500)
Project Revenues	$0	$448,000	$466,000	$484,000	$503,000	$523,000
Ending Fund Balance	$3,455,000	$2,455,500	$2,296,000	$1,696,500	$1,718,000	$851,500

Capital Improvement Program

Five-Year Summary

Water Cap Facilities Repair Fund (613)

Water Projects

Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
CI1162	Water Service Line Upgrade	98	$0	$540,000	$560,000	$580,000	$600,000	$620,000	$2,900,000
CI1164	Ventu Park Hydro Line Replacement	99	0	595,000	0	0	0	0	595,000
CI1167	Wilder No. 2 Reservoir and Pump Station		0	0	0	0	600,000	2,325,000	2,925,000
CI4030	Water System Unscheduled Repair/Replacement/Upgrades	100	0	337,500	346,500	355,500	364,500	373,500	1,777,500
CI4267	Reservoir Security Enhancement	101	0	135,000	135,000	135,000	135,000	135,000	675,000
CI4290	Automated Chlorine Analyzer		0	0	0	0	0	210,000	210,000
CI4311	Reservoir Seismic Valve Improvements		0	0	0	675,000	0	0	675,000
CI4549	Reservoir Seismic Evaluation/Structural Retrofit	102	0	225,000	600,000	0	0	0	825,000
CI4551	Automatic Meter Reading (AMR) Program	103	0	0	360,000	0	390,000	0	750,000
CI4555	SCADA Master Plan Implementation	104	0	225,000	0	0	0	0	225,000
CI4571	Facilities Misc. Repair/Replacement Program	106	0	135,000	135,000	135,000	135,000	135,000	675,000
CI5041	Water System Looping Program - Various Locations	107	0	0	210,000	0	210,000	0	420,000
CI5044	Calleguas Municipal Water District Turnout Improvements	108	0	75,000	0	0	0	0	75,000
CI5053	Sunset No. 2 Pump Station Improvements	109	0	0	225,000	0	0	0	225,000
CI5054	Erbes Road Pump Station Improvements		0	0	0	225,000	0	0	225,000
MI2010	Reservoir Coating and Painting Program - Various Locations		0	0	0	930,000	0	930,000	1,860,000
MI2036	Reservoir Mixing Improvements	111	0	0	225,000	675,000	0	0	900,000
MI2504	Implementation of Computerized Maintenance Mngmt. System	112	0	75,000	0	0	0	0	75,000
	Water Total		$0	$2,342,500	$2,796,500	$3,710,500	$2,434,500	$4,728,500	$16,012,500

Facility Projects

Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
CI5131	Municipal Service Center (MSC) Expansion	175	$0	$531,000	$0	$0	$0	$0	$531,000
	Facility Total		$0	$531,000	$0	$0	$0	$0	$531,000

	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
613 - Water Cap Facilities Repair Total	$0	$2,873,500	$2,796,500	$3,710,500	$2,434,500	$4,728,500	$16,543,500

Water Cap Facilities Repair Fund Balance Summary

	Budget To Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012
Beginning Fund Balance Available for Capital Improvements	$834,000	$834,000	$60,500	$14,000	($946,500)	($631,000)
Project Appropriations	$0	($2,873,500)	($2,796,500)	($3,710,500)	($2,434,500)	($4,728,500)
Project Revenues	$0	$2,100,000	$2,750,000	$2,750,000	$2,750,000	$2,750,000
Ending Fund Balance	$834,000	$60,500	$14,000	($946,500)	($631,000)	($2,609,500)

Capital Improvement Program

Five-Year Summary

Wastewater Cap Pgm Dev Fees Fund (622)

Wastewater Projects									
Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
CI4269	Interceptor CIP Phase II	115	$2,458,020	$2,800,000	$0	$0	$0	$0	$5,258,020
CI4270	Interceptor CIP Phase III	116	0	0	600,000	3,800,000	700,000	0	5,100,000
CI4287	Wastewater Asset Management	117	60,000	0	0	0	0	0	60,000
CI4533	HCTP Upgrade Phase 4	118	1,513,673	0	0	550,000	550,000	0	2,613,673
CI5058	HCTP Biosolids Management	119	0	82,500	385,000	110,000	0	0	577,500
CI5060	HCTP Cogen Facility Expansion/Buyout	120	0	192,500	110,000	429,000	0	0	731,500
CI5061	HCTP North and South Headworks	121	0	165,000	275,000	110,000	0	0	550,000
CI5062	TMDL Implementation	122	0	0	500,000	2,100,000	3,500,000	0	6,100,000
CI5063	HCTP Sodium Hypochlorite System	123	0	137,500	55,000	0	0	0	192,500
CI5064	Interceptor CIP Phase IV	124	0	0	200,000	2,000,000	0	0	2,200,000
CI5066	Olsen Road Lift Station Upgrades	125	0	75,000	350,000	0	0	0	425,000
CI8027	Interceptor Improvements Phase I D	128	1,908,115	1,700,000	0	0	0	0	3,608,115
CI8030	Inflow/Infiltration Program - Manhole Rehabilitation	130	0	250,000	250,000	250,000	150,000	0	900,000
MI2024	Wastewater Unscheduled Repairs - Wastewater Lines	131	0	150,000	150,000	150,000	150,000	150,000	750,000
MI2025	Downstream Resources Program	132	986,635	120,000	100,000	100,000	100,000	100,000	1,506,635
MI2026	Hill Canyon Treatment Plant Phase 3	133	225,606	0	0	0	0	0	225,606
MI2027	Unit W Wastewater Interceptor	134	79,786	98,000	0	0	0	0	177,786
MI2037	Lateral Assistance Program (LAP)	135	0	30,000	30,000	30,000	30,000	30,000	150,000
MI2055	HCTP - Unscheduled Repairs & Replacement	136	0	120,000	120,000	120,000	120,000	120,000	600,000
Wastewater Total			$7,231,835	$5,920,500	$3,125,000	$9,749,000	$5,300,000	$400,000	$31,726,335

	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
622 - Wastewater Cap Pgm Dev Fees Total	$7,231,835	$5,920,500	$3,125,000	$9,749,000	$5,300,000	$400,000	$31,726,335

Wastewater Cap Pgm Dev Fees Fund Balance Summary						
	Budget To Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012
Beginning Fund Balance Available for Capital Improvements	$10,310,365	$3,078,530	$355,530	$5,530	($6,968,470)	($9,893,470)
Project Appropriations	($7,231,835)	($5,920,500)	($3,125,000)	($9,749,000)	($5,300,000)	($400,000)
Project Revenues	$0	$3,197,500	$2,775,000	$2,775,000	$2,375,000	$1,975,000
Ending Fund Balance	$3,078,530	$355,530	$5,530	($6,968,470)	($9,893,470)	($8,318,470)

Capital Improvement Program

Five-Year Summary

Wastewater Cap Fac Rep Fund (623)

Wastewater Projects

Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
CI5076	Upgrade of Square Manholes	127	$0	$100,000	$100,000	$0	$0	$0	$200,000
MI2055	HCTP - Unscheduled Repairs & Replacement	136	0	120,000	120,000	120,000	120,000	120,000	600,000
MI2056	HCTP Equipment Replacement	137	0	120,000	120,000	120,000	120,000	0	480,000
Wastewater Total			$0	$340,000	$340,000	$240,000	$240,000	$120,000	$1,280,000

Facility Projects

Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
CI5131	Municipal Service Center (MSC) Expansion	175	$0	$531,000	$0	$0	$0	$0	$531,000
Facility Total			$0	$531,000	$0	$0	$0	$0	$531,000

	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
623 - Wastewater Cap Fac Rep Total	$0	$871,000	$340,000	$240,000	$240,000	$120,000	$1,811,000

Wastewater Cap Fac Rep Fund Balance Summary

	Budget To Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012
Beginning Fund Balance Available for Capital Improvements	$1,071,000	$1,071,000	$880,000	$1,220,000	$1,660,000	$2,100,000
Project Appropriations	$0	($871,000)	($340,000)	($240,000)	($240,000)	($120,000)
Project Revenues	$0	$680,000	$680,000	$680,000	$680,000	$680,000
Ending Fund Balance	$1,071,000	$880,000	$1,220,000	$1,660,000	$2,100,000	$2,660,000

Capital Improvement Program

Five-Year Summary

Wastewater Cap Pgm Serv. Chrge Fund (624)

Wastewater Projects									
Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
CI4287	Wastewater Asset Management	117	$40,000	$0	$0	$0	$0	$0	$40,000
CI4533	HCTP Upgrade Phase 4	118	1,238,600	0	0	450,000	450,000	0	2,138,600
CI5058	HCTP Biosolids Management	119	0	67,500	315,000	90,000	0	0	472,500
CI5060	HCTP Cogen Facility Expansion/Buyout	120	0	157,500	90,000	351,000	0	0	598,500
CI5061	HCTP North and South Headworks	121	0	135,000	225,000	90,000	0	0	450,000
CI5063	HCTP Sodium Hypochlorite System	123	0	112,500	45,000	0	0	0	157,500
CI5067	Waste Processing Facility	126	0	20,000	100,000	0	0	0	120,000
CI8028	Wastewater Line Relining Program	129	0	500,000	500,000	500,000	500,000	500,000	2,500,000
MI2026	Hill Canyon Treatment Plant Phase 3	133	49,435	0	0	0	0	0	49,435
MI2027	Unit W Wastewater Interceptor	134	34,195	42,000	0	0	0	0	76,195
Wastewater Total			$1,362,230	$1,034,500	$1,275,000	$1,481,000	$950,000	$500,000	$6,602,730

	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
624 - Wastewater Cap Pgm Serv. Chrge Total	$1,362,230	$1,034,500	$1,275,000	$1,481,000	$950,000	$500,000	$6,602,730

Wastewater Cap Pgm Serv. Chrge Fund Balance Summary						
	Budget To Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012
Beginning Fund Balance Available for Capital Improvements	$11,254,000	$9,891,770	$13,586,270	$17,065,270	$20,338,270	$24,142,270
Project Appropriations	($1,362,230)	($1,034,500)	($1,275,000)	($1,481,000)	($950,000)	($500,000)
Project Revenues	$0	$4,729,000	$4,754,000	$4,754,000	$4,754,000	$4,754,000
Ending Fund Balance	$9,891,770	$13,586,270	$17,065,270	$20,338,270	$24,142,270	$28,396,270

Capital Improvement Program

Five-Year Summary

Solid Waste Fund (631)

Facility Projects									
Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
CI5131	Municipal Service Center (MSC) Expansion	175	$0	$940,000	$0	$0	$0	$0	$940,000
Facility Total			$0	$940,000	$0	$0	$0	$0	$940,000

	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
631 - Solid Waste Total	$0	$940,000	$0	$0	$0	$0	$940,000

Solid Waste Fund Balance Summary						
	Budget To Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012
Beginning Fund Balance Available for Capital Improvements	$1,000,000	$1,000,000	$60,000	$60,000	$60,000	$60,000
Project Appropriations	$0	($940,000)	$0	$0	$0	$0
Project Revenues	$0	$0	$0	$0	$0	$0
Ending Fund Balance	$1,000,000	$60,000	$60,000	$60,000	$60,000	$60,000

Capital Improvement Program

Five-Year Summary

Transportation - General Art 8C Fund (651)

Transportation/Traffic Projects									
Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
CI4222	Community Transportation Center Building	59	$0	$319,000	$200,000	$50,000	$0	$0	$569,000
CI5119	Purchase Bus Wash System	68	0	0	200,000	0	0	0	200,000
CI5120	Purchase Bus Lift	69	0	0	120,000	0	0	0	120,000
Transportation/Traffic Total			$0	$319,000	$520,000	$50,000	$0	$0	$889,000

	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
651 - Transportation - General Art 8C Total	$0	$319,000	$520,000	$50,000	$0	$0	$889,000

Transportation - General Art 8C Fund Balance Summary						
	Budget To Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012
Beginning Fund Balance Available for Capital Improvements	$0	$0	$0	$0	$0	$0
Project Appropriations	$0	($319,000)	($520,000)	($50,000)	$0	$0
Project Revenues	$0	$319,000	$520,000	$50,000	$0	$0
Ending Fund Balance	$0	$0	$0	$0	$0	$0

Capital Improvement Program

Five-Year Summary

Golf Course - Los Robles Fund (671)

Facility Projects									
Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
CI5081	Los Robles Greens Golf Course Energy Savings Upgrades	165	$0	$0	$10,000	$0	$0	$0	$10,000
Facility Total			$0	$0	$10,000	$0	$0	$0	$10,000

	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
671 - Golf Course - Los Robles Total	$0	$0	$10,000	$0	$0	$0	$10,000

Golf Course - Los Robles Fund Balance Summary						
	Budget To Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012
Beginning Fund Balance Available for Capital Improvements	$0	$0	$0	$0	$0	$0
Project Appropriations	$0	$0	($10,000)	$0	$0	$0
Project Revenues	$0	$0	$10,000	$0	$0	$0
Ending Fund Balance	$0	$0	$0	$0	$0	$0

Capital Improvement Program

Five-Year Summary

Theatre Fund (681)

Facility Projects

Proj. No.	Project Title	Page	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
CI5057	Marquee Replacement	161	$0	$0	$150,000	$0	$0	$0	$150,000
CI5102	Curtain Replacement - Theatres	171	0	75,000	0	0	0	0	75,000
CI5106	Fred Kavli Theatre Interior Wall Lighting		0	0	0	30,000	0	0	30,000
CI5107	Fred Kavli Theatre Backstage Restrooms		0	0	0	60,000	0	0	60,000
CI5108	Scherr Forum Theatre Seat Wagons	172	0	200,000	0	0	0	0	200,000
CI5129	Kavli Theatre Lobby Lighting Upgrade		0	0	0	150,000	0	0	150,000
MI2044	Founder's Room Upgrades	180	0	100,000	0	0	0	0	100,000
MI2049	Kavli Theatre Light Booth Upgrade	185	0	0	35,000	0	0	0	35,000
MI2051	Kavli & Scherr Forum Theatre Green Room Renovations	187	0	75,000	0	0	0	0	75,000
Facility Total			$0	$450,000	$185,000	$240,000	$0	$0	$875,000

	Budget to Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012	Total
681 - Theatre Total	$0	$450,000	$185,000	$240,000	$0	$0	$875,000

Theatre
Fund Balance Summary

	Budget To Date	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012
Beginning Fund Balance Available for Capital Improvements	$1,570,000	$1,570,000	$1,120,000	$935,000	$695,000	$695,000
Project Appropriations	$0	($450,000)	($185,000)	($240,000)	$0	$0
Project Revenues	$0	$0	$0	$0	$0	$0
Ending Fund Balance	$1,570,000	$1,120,000	$935,000	$695,000	$695,000	$695,000

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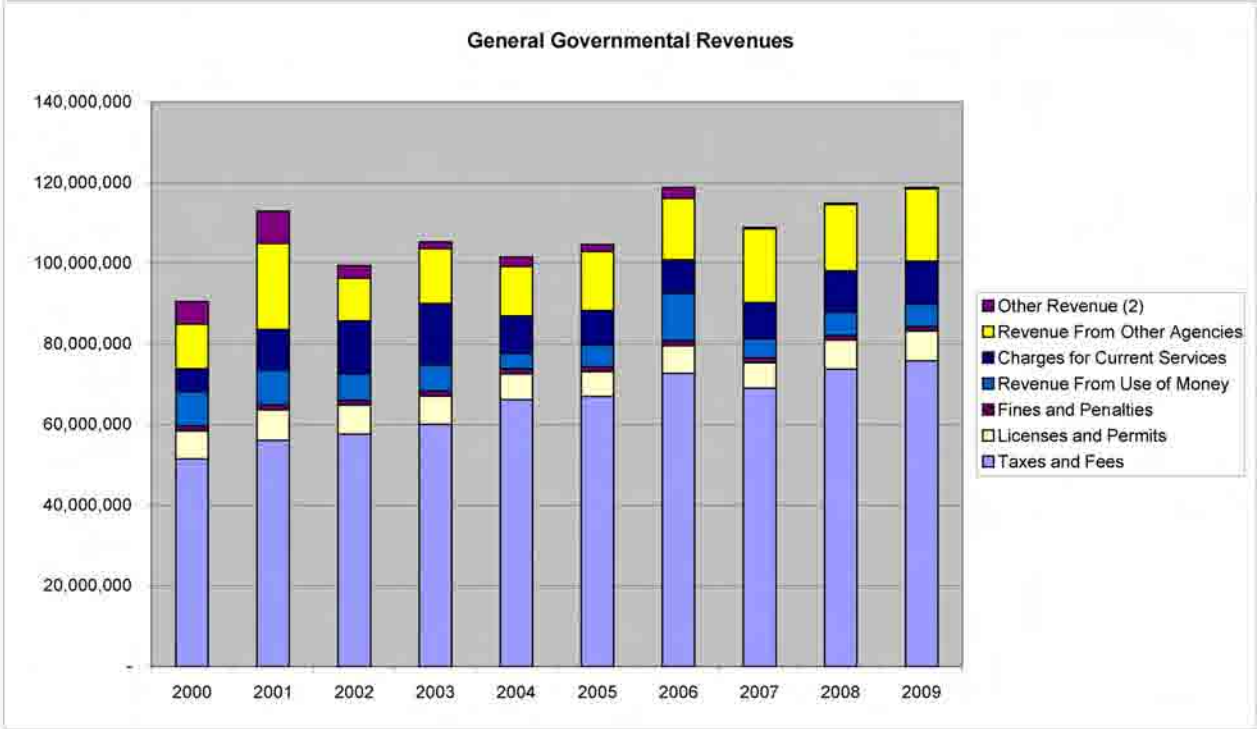
General Government Revenues by Source
General Government Expenditures by Function
General Fund – 10-Year Forecast

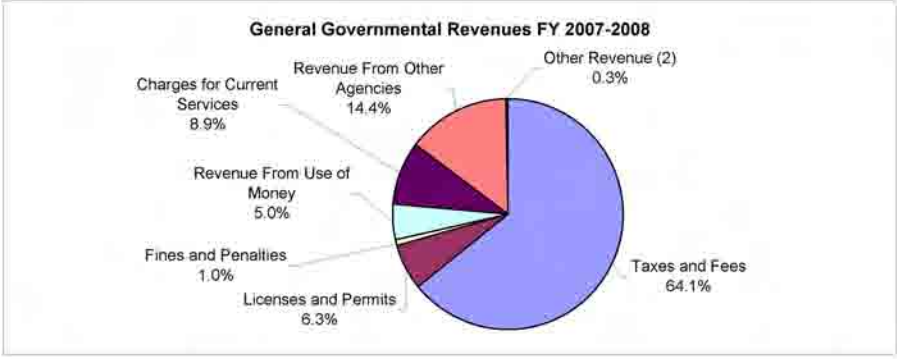
BUDGET SUMMARY
GENERAL GOVERNMENTAL REVENUES BY SOURCE

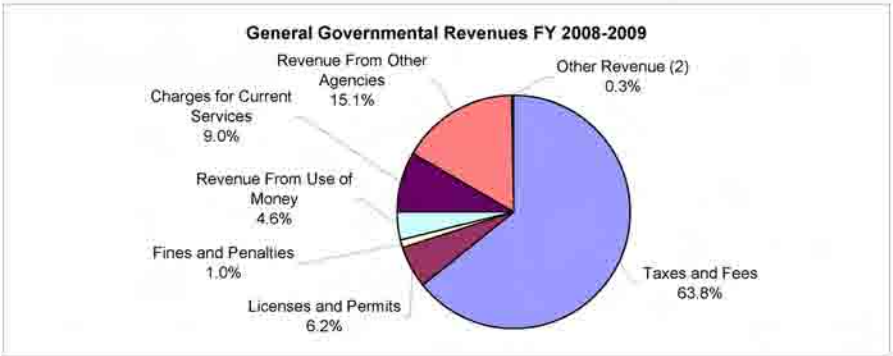
Fiscal Year Ended June 30,		Actual 1999-2000	Actual 2000-2001	Actual 2001-2002	Actual 2002-2003	Actual 2003-2004
Population		**120,744**	**119,411**	**120,975**	**123,986**	**126,081**
Revenue						
Taxes and Fees	$	51,467,079	56,062,708	57,562,562	60,006,178	66,138,570
Licenses and Permits		6,878,124	7,515,344	7,239,208	6,982,590	6,333,498
Fines and Penalties		1,277,751	1,319,105	1,167,411	1,321,663	1,332,619
Revenue From Use of Money		8,482,379	8,537,594	6,497,769	6,463,226	3,757,861
Charges for Current Services		5,674,693	10,085,526	13,247,498	15,183,181	9,364,412
Revenue From Other Agencies		11,105,858	21,327,593	10,597,982	13,649,835	12,189,331
Other Revenue (2)		5,589,864	8,032,396	3,047,646	1,652,397	2,414,649
Total Revenue		90,475,748	112,880,266	99,360,076	105,259,070	101,530,940
Revenue Per Capita						
Taxes and Fees	$	426.25	469.49	475.82	483.98	524.57
Licenses and Permits		56.96	62.94	59.84	56.32	50.23
Fines and Penalties		10.58	11.05	9.65	10.66	10.57
Revenue From Use of Money		70.25	71.50	53.71	52.13	29.81
Charges for Current Services		47.00	84.46	109.51	122.46	74.27
Revenue From Other Agencies		91.98	178.61	87.60	110.09	96.68
Other Revenue		46.30	67.27	25.19	13.33	19.15
Total Revenue		749.32	945.31	821.33	848.96	805.28

(1) Includes General Fund, Special Revenue Funds, Debt Service Funds, and Capital Projects Funds.
(2) Reimbursements included in Other Revenue.



Actual 2004-2005	Actual 2005-2006	Revised Budget 2006-2007	Budget 2007-2008	Budget 2008-2009
127,112	**127,644**	**127,739**	**127,739**	**127,739**
66,968,618	72,644,232	69,003,000	73,660,000	75,781,300
6,069,507	6,828,237	6,298,500	7,239,900	7,339,900
1,271,982	1,315,310	1,191,100	1,169,600	1,179,600
5,374,862	11,767,522	4,728,600	5,770,100	5,480,400
8,589,077	8,262,238	9,007,100	10,238,800	10,742,000
14,623,435	15,264,763	18,275,400	16,475,100	17,929,500
1,719,365	2,701,602	353,700	324,000	327,000
104,616,846	118,783,904	108,857,400	114,877,500	118,779,700
526.85	569.12	540.19	576.64	593.25
47.75	53.49	49.31	56.68	57.46
10.01	10.30	9.32	9.16	9.23
42.28	92.19	37.02	45.17	42.90
67.57	64.73	70.51	80.15	84.09
115.04	119.59	143.07	128.97	140.36
13.53	21.17	2.77	2.54	2.56
823.03	930.59	852.19	899.31	929.86

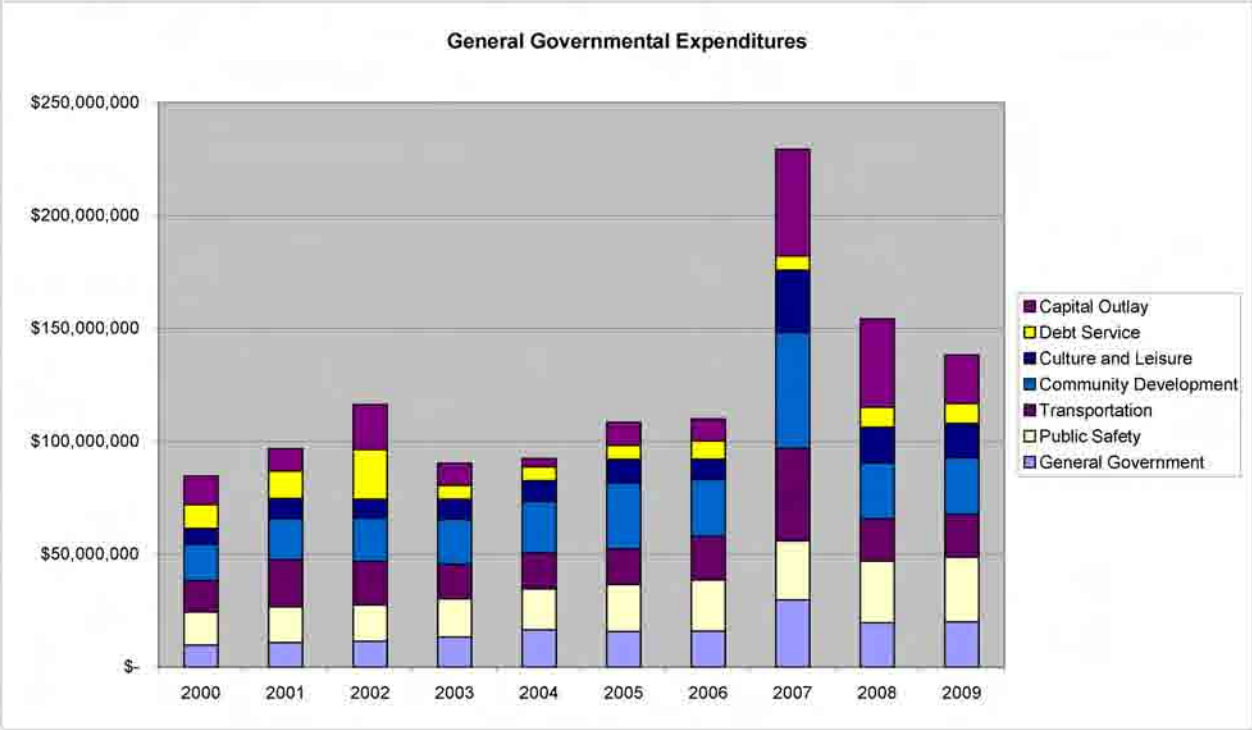




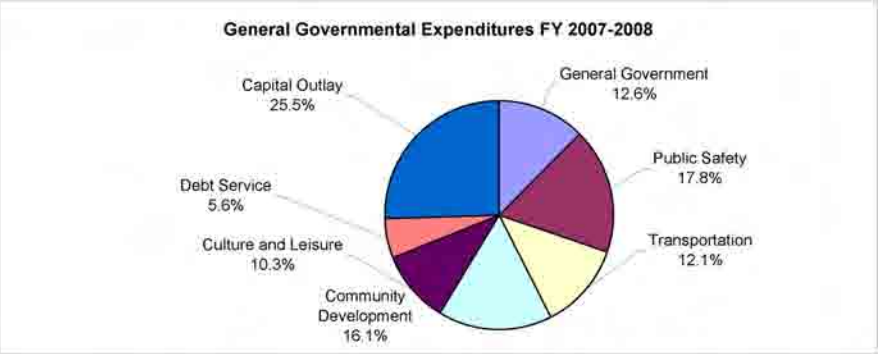
BUDGET SUMMARY
GENERAL GOVERNMENTAL EXPENDITURES BY FUNCTION

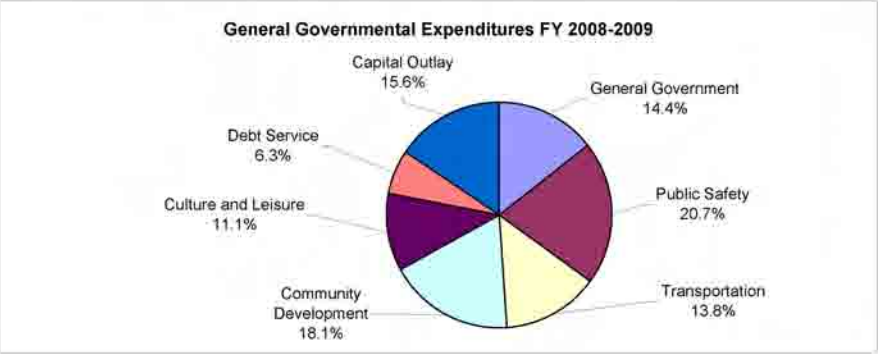
Fiscal Year Ended June 30,		Actual 1999-2000	Actual 2000-2001	Actual 2001-2002	Actual 2002-2003	Actual 2003-2004
Population		**120,744**	**119,411**	**120,975**	**123,986**	**126,081**
Expenditures						
General Government	$	9,625,851	10,860,273	11,319,112	13,208,695	16,283,067
Public Safety		14,632,050	15,707,644	16,073,327	16,931,218	18,153,673
Transportation		13,965,453	21,056,091	19,286,208	15,336,249	16,170,952
Community Development		16,182,572	17,935,198	19,134,039	19,803,419	22,587,027
Culture and Leisure		6,931,441	8,902,895	8,447,716	8,957,013	9,346,445
Debt Service		10,450,659	12,336,062	21,966,621	6,053,846	6,032,602
Capital Outlay		12,751,163	9,855,868	19,893,683	9,827,731	3,674,055
Total Expenditures		84,539,189	96,654,031	116,120,706	90,118,171	92,247,821
Expenditures Per Capita						
General Government	$	79.72	90.95	93.57	106.53	129.15
Public Safety		121.18	131.54	132.86	136.56	143.98
Transportation		115.66	176.33	159.42	123.69	128.26
Community Development		134.02	150.20	158.17	159.72	179.15
Culture and Leisure		57.41	74.56	69.83	72.24	74.13
Debt Service		86.55	103.31	181.58	48.83	47.85
Capital Outlay		105.60	82.54	164.44	79.26	29.14
Total Expenditures		700.15	809.42	959.87	726.84	731.66

(1) Includes General Fund, Special Revenue Funds, Debt Service Funds, and Capital Projects Funds.



Actual 2004-2005	Actual 2005-2006	Revised Budget 2006-2007	Budget 2007-2008	Budget 2008-2009
127,112	**127,644**	**127,739**	**127,739**	**127,739**
15,621,138	15,766,855	29,715,125	19,430,102	19,910,484
20,810,401	22,695,988	26,051,317	27,454,241	28,576,284
15,743,581	19,517,689	41,003,272	18,660,295	19,103,183
29,297,954	24,898,340	51,413,323	24,765,470	24,964,682
10,559,066	9,155,333	27,621,407	15,899,878	15,326,682
6,054,449	8,037,135	6,220,600	8,718,300	8,715,800
10,187,907	9,789,053	47,181,808	39,269,300	21,579,300
108,274,496	109,860,393	229,206,852	154,197,586	138,176,415
122.89	123.52	232.62	152.11	155.87
163.72	177.81	203.94	214.92	223.71
123.86	152.91	320.99	146.08	149.55
230.49	195.06	402.49	193.88	195.44
83.07	71.73	216.23	124.47	119.98
47.63	62.97	48.70	68.25	68.23
80.15	76.69	369.36	307.42	168.93
851.80	860.68	1,794.34	1,207.13	1,081.71





BUDGET SUMMARY
GENERAL FUND - 10-YEAR FORECAST

Fiscal Year Ended June 30,		Actual 2005-2006	Revised Budget 2006-2007	Adopted Budget 2007-2008	Adopted Budget 2008-2009
Estimated Revenue					
Taxes and Fees	$	43,564,174	43,396,000	44,574,000	46,048,300
Licenses and Permits		6,828,237	6,298,500	7,239,900	7,339,900
Fines and Penalties		346,615	361,100	339,600	349,600
Revenue From Use of Money		3,037,740	2,931,000	3,202,600	3,078,900
Charge for Current Service		4,374,767	4,725,600	5,251,400	5,422,000
Revenue From Other Agencies		9,972,118	9,556,700	9,979,500	10,133,900
Reimbursements		244,285	229,200	163,000	164,000
Other Revenue		1,003,642	93,100	123,500	125,500
Total Estimated Revenue		69,371,578	67,591,200	70,873,500	72,662,100
Transfers From Other Funds					
Gas Tax Fund		1,237,238	1,255,000	1,230,000	1,230,000
Traffic Safety Fund		741,698	703,000	750,000	775,000
Other Funds		539,451	400,000	450,000	450,000
Total Transfers From Other Funds		2,518,387	2,358,000	2,430,000	2,455,000
Total Revenue Available	$	71,889,965	69,949,200	73,303,500	75,117,100
Estimated Requirements:					
Operating Expenses					
Salaries	$	18,524,909	20,165,850	21,230,431	22,004,467
Fringe Benefits		8,773,004	13,125,417	10,570,493	10,917,498
Maintenance and Operations		30,835,356	36,587,294	36,002,644	36,993,490
Capital Outlay		1,059,716	1,896,832	1,287,750	641,260
Use of Asset Replacement Funds		(850,909)	(1,425,307)	(1,287,750)	(641,260)
Total Operating Expenses		58,342,076	70,350,086	67,803,569	69,915,455
Capital Improvements and Debt Serrvice					
Capital / Facilities Improvements		1,432,345	10,064,883	12,991,500	8,639,200
Debt Service		-	-	-	-
Total Capital Improvements and Debt Service		1,432,345	10,064,883	12,991,500	8,639,200
Transfers to Other Funds					
Library Fund		6,444,847	3,814,169	4,461,763	3,965,614
Transportation Fund		1,505	-	-	-
Childcare Grant Fund		151,005	166,853	145,168	149,931
CRFOSF		100,000	100,000	100,000	100,000
Theatres Fund		387,000	772,600	-	-
Stormwater Fund		-	-	262,500	175,000
PFA Fund		1,199,160	1,206,000	1,200,500	1,211,100
Total Transfers to Other Funds		8,283,517	6,059,622	6,169,931	5,601,645
Total Estimated Requirements		68,057,938	86,474,591	86,965,000	84,156,300
Net Change in Fund Balance		3,832,027	(16,525,391)	(13,661,500)	(9,039,200)
Fund Balance - Beginning		73,320,083	77,152,110	60,626,719	46,965,219
Fund Balance Ending		77,152,110	60,626,719	46,965,219	37,926,019

Source of Information:

-Financial Strategic Plan Model for the City of Thousand Oaks (Initially prepared by The Davis Company - February 2005)

Projections

2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015
47,480,590	48,962,346	50,495,474	51,920,629	53,388,056	54,899,096
7,526,695	7,719,409	7,918,230	8,123,354	8,334,980	8,553,316
356,592	363,724	370,998	382,128	393,592	405,400
3,164,778	3,253,103	3,343,944	3,441,079	3,541,128	3,644,178
5,666,170	5,921,741	6,189,258	6,469,293	6,762,448	7,069,351
10,437,917	10,751,055	11,073,586	11,405,794	11,747,968	12,100,407
168,920	173,988	179,207	184,583	190,121	195,825
129,265	133,143	137,137	141,251	145,489	149,854
74,930,927	77,278,507	79,707,835	82,068,112	84,503,781	87,017,427
1,266,900	1,304,907	1,344,054	1,384,376	1,425,907	1,468,684
798,250	822,198	846,863	872,269	898,437	925,391
457,500	465,225	473,182	481,377	489,819	498,513
2,522,650	2,592,330	2,664,099	2,738,022	2,814,163	2,892,588
77,453,577	79,870,837	82,371,934	84,806,135	87,317,944	89,910,015
22,906,279	23,846,073	24,825,538	25,846,448	26,910,662	28,020,131
11,354,199	11,808,367	12,280,701	12,771,930	13,282,807	13,814,119
39,563,705	42,325,398	45,293,454	48,483,948	51,914,236	55,603,061
666,910	693,587	721,330	750,184	780,191	811,398
(666,910)	(693,587)	(721,330)	(750,184)	(780,191)	(811,398)
73,824,183	77,979,837	82,399,694	87,102,325	92,107,704	97,437,312
2,204,800	1,173,000	1,263,000	1,200,000	1,200,000	1,200,000
-	-	-	-	-	-
2,204,800	1,173,000	1,263,000	1,200,000	1,200,000	1,200,000
4,084,582	4,207,120	4,333,333	4,463,333	4,597,233	4,735,151
-	-	-	-	-	-
154,429	159,062	163,834	168,749	173,811	179,025
100,000	100,000	100,000	100,000	100,000	100,000
-	-	-	-	-	-
180,250	185,658	191,227	196,964	202,873	208,959
1,205,500	1,214,500	1,206,800	1,208,400	1,208,600	1,207,400
5,724,761	5,866,339	5,995,194	6,137,446	6,282,518	6,430,535
81,753,745	85,019,176	89,657,888	94,439,771	99,590,222	105,067,847
(4,300,168)	(5,148,340)	(7,285,954)	(9,633,636)	(12,272,278)	(15,157,832)
37,926,019	33,625,851	28,477,512	21,191,558	11,557,922	(714,356)
33,625,851	28,477,512	21,191,558	11,557,922	(714,356)	(15,872,188)

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RESOLUTIONS

City of Thousand Oaks Operating and Capital Improvement Program Budget Resolution

Redevelopment Agency Operating and Capital Improvement Program Budget Resolution

Planning Commission Reporting on the Consistency of the Capital Improvement Program Budget with the Thousand Oaks General Plan Resolution

City of Thousand Oaks Establishing the Appropriations (GANN) Limit Resolution

RESOLUTION NO. 2007-070

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF THOUSAND OAKS ADOPTING THE ANNUAL CITY OF THOUSAND OAKS OPERATING AND CAPITAL IMPROVEMENT PROGRAMS BUDGETS FOR FISCAL YEARS 2007-08 AND 2008-09

WHEREAS, in November 2006 the budget process began with a calendar being set for all critical deadlines in order to conclude the budget preparation process with a June 12, 2007 Public Hearing; and

WHEREAS, on April 24, 2007, the City Council held a Study Session to review the Capital Improvement Programs Budget; and

WHEREAS, on May 14, 2007, the Thousand Oaks Planning Commission reviewed the Capital Improvement Programs Budget for General Plan consistency and found it to be consistent; and

WHEREAS, on May 29, 2007, the City Council held a Study Session to review the Operating Budget; and

WHEREAS, the City Manager's recommended budgets were forwarded to the City Council in June 2007; and

WHEREAS, a Public Hearing was noticed and held by the City Council on June 12, 2007.

NOW, THEREFORE BE IT RESOLVED THAT, the City Council of the City of Thousand Oaks does hereby adopt the City of Thousand Oaks Fiscal Year 2007-2008 Operating Budget of $138,856,508, and Capital Improvement Programs Budget of $44,075,300, which totals $182,931,808, and Fiscal Year 2008-2009 Operating Budget of $142,242,028 and Capital Improvement Programs Budget of $29,256,300, which totals $171,498,328.

PASSED AND ADOPTED this 12th day of June, 2007.

Andrew P. Fox, Mayor
City of Thousand Oaks, California

ATTEST:

Linda D. Lawrence, City Clerk

APPROVED AS TO FORM:

Amy Albano, City Attorney

APPROVED AS TO ADMINISTRATION:

Scott Mitnick, City Manager

CERTIFICATION

STATE OF CALIFORNIA)
COUNTY OF VENTURA) SS.
CITY OF THOUSAND OAKS)

I, LINDA D. LAWRENCE, City Clerk of the City of Thousand Oaks, DO HEREBY CERTIFY that the foregoing is a full, true, and correct copy of Resolution No. 2007-070, which was duly and regularly passed and adopted by said City Council at a regular meeting held June 12, 2007, by the following vote:

AYES: Councilmembers Gillette, Glancy, Irwin and Mayor Fox

NOES: Councilmember Bill-de la Peña

ABSENT: None

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the official seal of the City of Thousand Oaks, California.

Linda D. Lawrence, City Clerk
City of Thousand Oaks, California

Res. No. 2007-070

RDA RESOLUTION NO. 262

A RESOLUTION OF THE AGENCY BOARD OF THE THOUSAND OAKS REDEVELOPMENT AGENCY ADOPTING THE ANNUAL REDEVELOPMENT AGENCY OPERATING AND CAPITAL IMPROVEMENT PROGRAMS BUDGETS FOR FISCAL YEARS 2007-08 AND 2008-09

WHEREAS, in November 2006, the budget process began with a calendar being set for all critical deadlines in order to conclude the budget preparation process with a June 12, 2007 Public Hearing; and

WHEREAS, on April 24, 2007, the City Council/Agency Board held a Study Session to review the Capital Improvement Programs Budget, and

WHEREAS, on May 14, 2007, the Thousand Oaks Planning Commission reviewed the Capital Improvement Programs Budget for General Plan consistency and found it to be consistent; and

WHEREAS, on May 29, 2007, the City Council/Agency Board held a Study Session to review the Operating Budget; and

WHEREAS, the Executive Director's recommended budgets were forwarded to the City Council in June 2007, and

WHEREAS, a Public Hearing was noticed and held by the City Council/Agency Board on June 12, 2007.

NOW, THEREFORE BE IT RESOLVED THAT, the Thousand Oaks Redevelopment Agency does hereby adopt the Thousand Oaks Redevelopment Agency Operating and Capital Improvement Budgets for Fiscal Years 2007-2008 and 2008-2009, detailed as follows:

Section 1: The Thousand Oaks Redevelopment Agency does hereby adopt the Thousand Oaks Redevelopment Agency Operating and Capital Improvement Budgets for Fiscal Years 2007-2008 and 2008-2009 as follows:

	Operating	Capital	2007-2008 Total
1. Thousand Oaks Blvd. CRA #2	$15,528,790	$8,950,000	$24,478,790
2. Newbury Road CRA #5	$ 1,649,368	$ 100,000	$ 1,749,368
3. Low/Moderate Housing Fund	$ 3,352,402	$ 0	$ 3,352,402
	$20,530,560	$9,050,000	$29,580,560

	Operating	Capital	2008-2009 Total
1. Thousand Oaks Blvd. CRA #2	$15,420,280	$1,200,000	$16,620,280
2. Newbury Road CRA #5	$ 1,690,492	$ 0	$ 1,690,492
3. Low/Moderate Housing Fund	$ 3,792,415	$ 0	$ 3,792,415
	$20,903,187	$1,200,000	$22,103,187

Section 2: The Low/Moderate Housing Fund has been reviewed and is found to be in compliance with the expenditure schedule relating to excess surplus amounts. The Agency determines that the planning and administrative expenses from the Low/Moderate Housing Fund are necessary for the production, improvement, or preservation of low-and moderate-income housing.

PASSED AND ADOPTED this 12th day of June, 2007.

Andrew P. Fox, Chair
Thousand Oaks Redevelopment Agency

ATTEST:

Linda D. Lawrence, Secretary

APPROVED AS TO FORM:

Amy Albano, General Counsel

APPROVED AS TO ADMINISTRATION:

Scott Mitnick, Executive Director

RDA Res. No. 262

CERTIFICATION

STATE OF CALIFORNIA)
COUNTY OF VENTURA) SS.
CITY OF THOUSAND OAKS)

I, LINDA D. LAWRENCE, Secretary of the City of Thousand Oaks Redevelopment Agency, DO HEREBY CERTIFY that the foregoing is a full, true, and correct copy of RDA Resolution No. 262 which was duly passed and adopted by the Redevelopment Agency at a regular meeting held June 12, 2007, by the following vote:

AYES: Directors Gillette, Glancy, Irwin and Chair Fox

NOES: Director Bill-de la Peña

ABSENT: None

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the official seal of the Redevelopment Agency of the City of Thousand Oaks, California.

Linda Lawrence

Linda D. Lawrence, Secretary
City of Thousand Oaks, California

CITY OF THOUSAND OAKS

PLANNING COMMISSION

RESOLUTION NO. 20-2007 PC

A RESOLUTION OF THE PLANNING COMMISSION OF THE CITY OF THOUSAND OAKS REPORTING ON THE CONSISTENCY OF THE FISCAL YEAR 2007-2008 AND 2008-2009 CITY CAPITAL IMPROVEMENT PROGRAM WITH THE THOUSAND OAKS GENERAL PLAN

WHEREAS, Section 65401 of the California Government Code requires the Planning Commission to review the proposed Capital Improvement Program and report to the City Council as to its conformity with the City's General Plan; and,

WHEREAS, on May 14, 2007, the Planning Commission reviewed the City's proposed Capital Improvement Program for FY's 2007-2008 and 2008-2009.

NOW, THEREFORE, BE IT RESOLVED that the Planning Commission hereby finds that the projects presented in the FY 2007-2008 and 2008-2009 Capital Improvement Program are consistent with the Thousand Oaks General Plan.

I HEREBY CERTIFY, that the foregoing resolution was adopted by the Planning Commission of the City of Thousand Oaks at a regular meeting held on the 14th day of May, 2007, per the following vote:

AYES:	COMMISSIONERS:	Adam, Grumney, Lunn, Reynolds, and Chair Fisher
NOES:	COMMISSIONERS:	None
ABSENT:	COMMISSIONERS:	None
ABSTAIN:	COMMISSIONER:	Lunn on Project 4307

Barry Fisher, Chair
Planning Commission

John C. Prescott, Secretary
Planning Commission

Res. No. 20-2007 PC

RESOLUTION NO. 2007-092

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF THOUSAND OAKS ESTABLISHING THE APPROPRIATIONS LIMIT FOR FISCAL YEAR 2007-2008

WHEREAS, the Gann Spending Limitation Initiative added Article XIII B to the Constitution of the State of California to establish and define annual appropriation limits on state and local government entities; and

WHEREAS, Chapter 120-5 of the Revenue and Taxation Code Section 7910 (California Constitution) provides for the implementation of Article XIII B by defining various terms and prescribing procedures to be used in implementing specific provisions, including the establishment each year by the governing body of each local jurisdiction of its appropriation limit; and

WHEREAS, the required computation to determine the City of Thousand Oaks Appropriation Limit for fiscal year 2007-2008 has been performed by the Finance Department and is on file with the Finance Department, and available for public review; and

WHEREAS, a summary of this computation is provided in Attachment "A" which is herein incorporated by reference and attached hereto.

NOW, THEREFORE, the City Council of the City of Thousand Oaks does hereby resolve that:

1. The City of Thousand Oaks Appropriation Limit for Fiscal Year 2007-2008 is $101,712,202.

2. This Appropriation Limit includes adjustments made pursuant to Section 3 of Article XIII B of the California Constitution and SB 1352, as of the date of this Resolution.

3. This Appropriation Limit is subject to amendments, deletions and additions, which may be provided pursuant to Article XIII B of the California Constitution and legislation in implementation thereof. This limitation may be amended from time to time to reflect new or changed information as such is encountered.

PASSED AND ADOPTED this 26th day of June, 2007.

Andrew P. Fox, Mayor
City of Thousand Oaks, California

ATTEST:

Linda D. Lawrence, City Clerk

APPROVED AS TO FORM:
Office of City Attorney

By: _____
Tim W. Giles
Assistant City Attorney

APPROVED AS TO ADMINISTRATION:

Scott Mitnick, City Manager

Res No. 2007-092

CERTIFICATION

STATE OF CALIFORNIA)
COUNTY OF VENTURA) SS.
CITY OF THOUSAND OAKS)

I, LINDA D. LAWRENCE, City Clerk of the City of Thousand Oaks, DO HEREBY CERTIFY that the foregoing is a full, true, and correct copy of Resolution No. 2007-092, which was duly and regularly passed and adopted by said City Council at a regular meeting held June 26, 2007, by the following vote:

AYES: Councilmembers Gillette, Bill-de la Peña, Glancy, Irwin and Mayor Fox

NOES: None

ABSENT: None

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the official seal of the City of Thousand Oaks, California.

Linda Lawrence

Linda D. Lawrence, City Clerk
City of Thousand Oaks, California

Res. No. 2007-092

Appropriations Limit

Calculation of Limitation

Appropriations Limit for Fiscal Year ended June 30, 2007:		$ 96,432,887
Adjustment Factors:	% Ratio	
Population Factor (County)	1.010100	
Economic Factor	1.044200	
Population Ratio * Economic Ratio		1.054746
Appropriations Limit for Fiscal Year ended June 30, 2008:		$ 101,712,202

Appropriation Limits and Total General Fund Appropriations

The appropriation limitations imposed by Propositions 4 and 111 create restrictions on the amount of revenue that can be budgeted for expenditures in any fiscal year. Not all revenues are restricted by the limit, only those which are referred to as "proceeds of taxes." The purpose of the law is to limit government spending by putting a cap on the total proceeds of taxews that may be appropriated each year. This limit is increased annually through a formula that takes into consideration changes in the Consumer Price Index and California per capita income. The City of Thousand Oaks is not constrained in the current budget by these limits.

Fiscal Year	Appropriations Limit	Subject to Limit	Difference
1999-2000	$ 66,003,417	$ 35,928,346	$ 30,075,071
2000-2001	$ 70,836,801	$ 35,757,212	$ 35,079,589
2001-2002	$ 77,796,837	$ 41,137,929	$ 36,658,908
2002-2003	$ 78,736,719	$ 43,294,257	$ 35,442,462
2003-2004	$ 82,311,648	$ 48,464,561	$ 33,847,087
2004-2005	$ 86,482,132	$ 51,352,920	$ 35,129,212
2005-2006	$ 92,005,140	$ 57,712,131	$ 34,293,009
2006-2007	$ 96,432,887	$ 56,840,880	$ 39,592,007
2007-2008	$ 101,712,202	$ 63,218,463	$ 38,493,739

GLOSSARY
ACRONYMS AND ABBREVIATIONS

GLOSSARY

Accrual Basis – Sometimes called "full accrual" basis. A basis of accounting in which revenues are recognized when earned regardless of when they are received, and expenses are recorded at the time the liability is incurred, regardless of when it is paid.

Adopted Budget – A budget which typically has been reviewed by the public and "Adopted" (approved) by the City Council prior to the start of the fiscal year.

Air Quality Maintenance District – This program was established to reduce air pollution through community based transportation sources.

Allocation – A distribution of funds or an expenditure limit established for an organizational unit.

Appropriation – An authorization made by the City Council that permits officials to incur obligations against and to make expenditures of resources. Appropriations are usually made for fixed amounts and are typically granted for a one-year period.

Assessed Valuation – The value of real property and improvements, as determined by the County Assessor, against which the property tax levy is assessed.

Beginning/Ending Fund Balance – Appropriated resources available in a fund from the prior/current year after payment of the prior/current year's expenses. This is not necessarily cash on hand.

Bond – A city may raise capital by issuing a written promise to pay a specific sum of money, called the face value or principal amount, at a specified date or dates in the future, together with periodic interest at a special rate.

Budget – A plan of financial operation embodying an estimate of proposed appropriations for a given period of time and the proposed means of financing them.

Budget Message – A general discussion of the proposed budget as presented in writing by the City Manager to the City Council. The message contains an explanation of principal budget items and summaries found in the prepared budget relative to the current year adopted budget.

Budgetary Practices – The City of Thousand Oaks is a general law city in the State of California and does not legally require a budget; however, the City Council biennially reviews and adopts the budget that is controlled at the fund levels on a modified accrual basis. Operating appropriations lapse at the end of each fiscal year. Changes to appropriations during the year are submitted by the City Manager for Council review and approval.

Building Permit Fee – Fee required for new construction or for any alteration or addition to a residence or commercial building.

Business License Tax – A tax imposed upon businesses in the community.

GLOSSARY

California Society of Municipal Finance Officers – The purpose of this organization is to promote professional administration of municipal finance and to strive for the attainment of professional status of all those responsible for the conduct of the activities of the field.

Capital Assets – Assets of significant value and having a useful life of several years (the term fixed assets is also used).

Capital Improvement – Typically capital improvements include new street improvements, construction of public facilities, and major maintenance/repair projects such as street resurfacing or modifications to public facilities.

Capital Improvement Budget – A financial plan of authorized expenditures for tangible, long-term construction of, or improvement to, public physical facilities/infrastructure.

Capital Improvement Program (CIP) – A comprehensive 5-year plan of implementing proposed capital projects which identifies priorities as to need, cost and method of financing during the 5 years. The first 2 years of the CIP are typically adopted as the current capital budget.

Capital Outlay – Expenditures for the acquisition of capital assets.

Community Development Block Grant Fund (CDBG) – As required by the grant regulations, this fund was established in order to account for the receipt and expenditure of CDBG funds allocated to the City by the U.S. Department of Housing and Urban Development (HUD).

Community Facilities District – A Community Facilities District (CFD) is established as a funding mechanism for capital improvements for a specific area of development.

Conejo Open Space Conservation Agency (COSCA) – In 1977, the City entered into a Joint Powers Agreement with the Conejo Recreation and Park District to form the Conejo Open Space Conservation Agency (COSCA). The Agency is governed by a five-member board consisting of two City Council members, two Park District members and one private citizen of the City. Expenditures of COSCA are shared equally between the City and the Conejo Recreation and Park District. The City is responsible for the fiscal management of COSCA activities, but does not have primary oversight responsibility for the Agency.

Debt Service – Payment of interest and repayment of principal to holders of the City's debt instruments (bonds).

Deferred Compensation Funds – The City offers a deferred compensation plan to its' employees pursuant to applicable federal and state laws. Employees participating in the program may defer income tax recognition of contributions to the plan, up to specified amounts, and on earnings resulting from the investment of these contributions.

Deficit – An excess of expenditures or expenses over resources or revenues.

GLOSSARY

Encumbrances – An amount of money committed for the payment of goods and services not yet received or paid for. A purchase order is a common encumbrance.

Enterprise Funds – These funds are used to account for City operations that are financed and operated in a manner to private business enterprises. The intent of the City in using this type of fund is to see that the costs (expenses, including depreciation) of providing these services to the general public on a continuing basis are financed or recovered primarily through user charges.

Estimated Economic (Useful) Life – The period over which property is expected to be usable, by one or more users, with normal repairs and maintenance, for the purpose for which it is intended.

Expenditure – The actual payment for goods and services.

External Audit – A view of the City's accounts by an independent auditing firm to substantiate year-end fund balances, salaries, reserves, and cash on hand.

Fiscal Year – A 12-month period of time to which the budget applies. For the City of Thousand Oaks it is July 1 through June 30.

Franchise Fee – A regulatory fee charged to utility companies for the privilege of doing business in the City of Thousand Oaks, i.e. trash, gas, electric, and water franchise fees.

Full-Time Equivalents (FTE) – The amount of time a position has been budgeted for in terms of the amount of time a regular, full-time employee normally works in a year.

Fund – An accounting entity with a set of self-balancing revenue and expenditure accounts used to record the financial affairs of a governmental organization.

Fund Balance – The difference between the assets (revenues and other resources) and liabilities (expenditures incurred or committed to) for a particular fund.

General Fund – The General Fund is the general operating fund of the City. All revenues and receipts that are not allocated by law or contractual agreement to some other fund are accounted for in this fund. Expenditures of this fund include the general operating expenditures and capital improvement costs that are not paid through other funds.

Geographic Information System (GIS) – A computer based system established by the Information Technology Division for the tracking and monitoring of development projects and parcels.

Grant – Contribution or gift of cash or other assets from another governmental entity to be used or expended for a specific purpose, activity, or facility.

GLOSSARY

Golf Course Fund – This fund was established as a separate fund to account for the operations of the Los Robles Golf Course.

Infrastructure – The physical assets of the City, i.e., streets, water, wastewater, public buildings, and the support structures within a development.

Interest – Income resulting from the prudent investment of idle cash. The types of investments are controlled by the City's Investment Policy in accordance with the California Government Code.

Interfund Transfers – Monies moved from one fund to another. The money is transferred to finance the operations of another fund or to reimburse the fund for expenses.

Internal Audit – The review of financial transactions and operations (efficiency/effectiveness) in operating departments for compliance with local policy and Generally Accepted Accounting Principals (GAAP).

Landscape & Lighting Districts – The various Thousand Oaks Maintenance Districts and the Thousand Oaks Citywide Lighting District were established to provide landscape/open space maintenance and street lighting throughout the City of Thousand Oaks. Property taxes and service fees are levied specifically for these purposes.

Library Fund – Property taxes, library assistance from the State of California, and other revenues are restricted for library maintenance and operations expenditures in this fund.

Line Item – The description of an object of expenditure, i.e. salaries, supplies, professional service, and other operational costs.

Maintenance and Operations – The category of line items that describe non-salary and non-capital outlay expenditures.

Maintenance of Effort – Criteria that must be met in street improvements, mandated by the State.

Modified Accrual – An adaptation of the accrual basis of accounting for governmental fund types. Revenues and other financing resources are recognized when they become available to finance expenditures of the current period. Expenditures are recognized when the fund liability is incurred.

Municipal Code – A book that contains City Council approved ordinances currently in effect. The Code defines City policy with respect to areas such as planning, zoning, building, etc.

Objectives – The expected results or achievements of a budget program.

Operating Budget - Day-to-day costs of delivering City services.

GLOSSARY

Operating Expenses - Expenditures for materials, supplies, and services which are ordinarily consumed within a fiscal year and which are not included in program inventories.

Ordinance – A formal legislative enactment by City Council. It is the full force and effect of law within City boundaries unless pre-empted by a higher form of law. An ordinance has a higher legal standing than a resolution.

Program Budget – A budget wherein expenditures are displayed according to division/cost centers within each department budget.

Property Tax – A tax imposed on real property (land and permanently attached improvements) based upon the assessed value of the property.

Reimbursement – Payment of amount remitted on behalf of another party, department, or fund.

Reserve – An account used to indicate that a portion of a fund's balance is legally restricted for a specific purpose and is, therefore, not available for general appropriations.

Resolution – A special order of the City Council, which has a lower legal standing than an ordinance.

Retained Earnings – An equity account reflecting the accumulated earnings of an enterprise or internal service fund.

Revenue – Income received through such sources as taxes, fines, fees, grants, or service charges that can be used to finance operations or capital assets.

Revenue Bonds – A type of bond usually issued to construct facilities. The bonds are repaid from the revenue produced by the operation of these facilities.

Sales Tax – The single largest source of General Fund revenue of the City of Thousand Oaks. Of the 7.25% paid when shopping in Thousand Oaks, 1.0% is returned to the City.

Solid Waste Management Fund – Fund was established to account for the solid waste management activities of the City, which includes recycling, source reduction, hazardous waste disposal, composting, etc.

Special Revenue Funds – Special Revenue Funds are utilized to account for revenues derived from specific sources, which are legally restricted to expenditures for specified purposes.

State Gas Tax Funds – Portions of the tax rate per gallon levied by the State of California on all gasoline purchases are allocated to cities throughout the state. These funds are restricted to expenditures for transit and street-related purposes only.

GLOSSARY

Traffic Signal Fees – Fees required of a developer/builder for purposes of defraying the actual or estimated costs of constructing future traffic signalization improvement in the vicinity of the development/building. These funds may be used only for the construction or reimbursement for construction of traffic signals within the area from which the fees comprising the fund were collected. Interest accruing from these funds can be used anywhere within the City.

Traffic and Bicycle Safety Funds – Traffic and court fines, as well as traffic signal fees, are collected in these funds. Traffic signal fees are restricted to be used for the construction and maintenance of traffic signals.

Transient Occupancy Tax – This is a hotel/motel tax imposed for general purposes. The tax is currently 10% of hotel/motel receipts.

Transportation Fund – This is a separate fund established to account for the expenses of operating the Thousand Oaks Transit (TOT) operations. The fare revenues, as well as operating transfers from the City, are recognized in this fund.

Vehicle License Fees – A share of the revenue derived from registration fees charged by the State.

Wastewater Utility Fund – The establishment of a separate fund to account for the operations of the City's wastewater utility, a self-supporting activity which renders services on a user-charge basis to residents and businesses located in Thousand Oaks.

Water Utility Fund – The establishment of a separate fund to account for the operation of the City's water utility, a self-supporting activity which renders services on a user-charge basis to residents and businesses located in Thousand Oaks.

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ACRONYMS AND ABBREVIATIONS

ADA – Americans with Disabilities Act

AHA – Area Housing Authority

ARHM – Asphalt rubber hot mix pavement

BTA – Bicycle Transportation Account (Grant)

CAP – Civic Arts Plaza

CAFR – Comprehensive Annual Financial Report

CBTF – Community Budget Task Force

CDBG – Federal Community Development Block Grants Program

CEQA or C.E.Q.A. – California Environmental Quality Act

CERT – City Emergency Response Team

CFD – Community Facilities District

CIP – Capital Improvement Program

CMAQ – Congestion Mitigation and Air Quality Program

CMP – Corrugated Metal Pipe

COPPS - Community Oriented Policing and Problem Solving

COSCA - Conejo Open Space Conservation Agency

CSMFO – California Society of Municipal Finance Officers

CRPD – Conejo Recreation and Park District

CSAPA – Conejo Substance Abuse Prevention Authority

CVUSD – Conejo Valley Unified School District

DAR – Dial-A-Ride Service

ACRONYMS AND ABBREVIATIONS

DART or D.A.R.T – Disaster Assistance Response Team

EIR – Environmental Impact Report

EOC – Emergency Operations Center

ERAF – Educational Relief Augmentation Fund

F/C – Foot Candles

FEMA – Federal Emergency Management Agency

FTE - Full-Time Equivalents

FY – Fiscal Year

GFOA – Government Finance Officers Association

GIS – Geographic Information System

HCTP – Hill Canyon Treatment Plant (Wastewater)

HTE – SunGard HTE, City's accounting system

HUD – U.S. Department of Housing and Urban Development

ISTEA – Intermodal Surface Transportation Efficiency Act

IT – Information Technology Department

LAFCO – Local Agency Formation Commission

LAIF – State Treasurer's Local Agency Investment Fund

LED – Light-emitting diode

LEED – Leadership in Energy & Environmental Design

LLAD – Landscaping and Lighting Assessment District

LOS – Level of Service

ACRONYMS AND ABBREVIATIONS

MGD – Million gallons per day

MOU – Memorandum of Understanding

MSC – City of Thousand Oaks Municipal Service Center

NPDES – National Pollutant Discharge Elimination System

OES – California Office of Emergency Services

PERS – California Public Employees Retirement System

PFA – Public Financing Authority

RDA – Redevelopment Agency

RFP – Request for Proposals

SCADA – System Control and Data Acquisition system

SSO – Sanitary Sewer Overflow

STTOP - Stop Teen Tobacco Organizing Project

SWRCB – State Water Resources Control Board

TDA – Transportation Development Act

TMDL – Total Maximum Daily Load

TOT – Thousand Oaks Transit or Transient Occupancy Tax

TOPASS – Thousand Oak's Plan to Assist School Sites

VCAT – Ventura County Combined Agency Task Force

VCOG – Ventura Council of Governments

VCWPD – Ventura County Watershed Protection District

VCTC – Ventura County Transportation Commission

ACRONYMS AND ABBREVIATIONS

VIP – Volunteers in Policing

VRSD – Ventura Regional Sanitation District

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