



Community Attitude Survey  
Final Report

# THOUSAND OAKS

Report prepared for the  
City of Thousand Oaks  
October 9, 2009







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## INTRODUCTION

Nestled against the Santa Monica Mountains in beautiful Ventura County, the City of Thousand Oaks is often referred to as a model master planned community. Incorporated in 1964 and currently home to an estimated 128,564 residents,<sup>1</sup> the City provides a full suite of services through nine departments<sup>2</sup>—City Manager, City Clerk, Community & Cultural Services, Community Development, Finance, Human Resources, Library Services, Police, and Public Works. In addition to the administrative, safety, and other services offered by most cities, Thousand Oaks provides additional services and amenities to its citizens that are designed to enhance the quality of life and sense of community in the city, including world-class cultural arts and entertainment, a teen center, senior center, 18 hole golf course and banquet facility, equestrian center, childcare center, and thousands of acres of natural open space for outdoor recreation.

As part of its commitment to provide high quality services and responsive local governance, the City of Thousand Oaks engages its residents on a daily basis and receives regular feedback on issue, policy and performance matters. Although these informal feedback mechanisms are a valuable source of information for the City in that they provide timely and accurate information about the opinions of specific residents, they do not necessarily provide an accurate picture of the community as a whole. Informal feedback mechanisms typically rely on the resident to initiate the feedback, which creates a self-selection bias. The City receives feedback only from those residents who are motivated enough to initiate the feedback process. Because these residents tend to be those who are either *very* pleased or *very* displeased regarding a particular topic, their collective opinions are not necessarily representative of the City's resident population as a whole.

**PURPOSE OF STUDY** The motivation for the current study was to design and employ a methodology that would avoid the self-selection bias noted above and thereby provide the City with a statistically reliable understanding of its residents' satisfaction, priorities and concerns as they relate to services and facilities provided by the City. Ultimately, the survey results and analyses presented in this report will provide Council and staff with information that can be used to make sound, strategic decisions in a variety of areas, including service improvements and enhancements, measuring and tracking internal performance, budgeting, policy, and planning.

To assist in this effort, the City selected True North Research to design the research plan and conduct the study. Broadly defined, the study was designed to:

- Identify key issues of concern for residents, as well as their perceptions of the City.
- Measure residents' overall satisfaction with the City's efforts to provide municipal services, and their satisfaction with a variety of specific services.
- Gather opinions on local matters such as the Civic Arts Plaza, redevelopment, economic development, and parks and recreation.
- Determine the effectiveness of the City's communication with residents.

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1. *Source:* California Department of Finance.

2. Fire prevention services are provided by the Ventura County Fire Protection District.



- Collect additional background and demographic data that is relevant to understanding residents' perceptions, needs, and interests.

**OVERVIEW OF METHODOLOGY** Although a full description of the methodology used for this study is included later in this report (see *Methodology* on page 45), it is important at the outset to note that the study proceeded in two phases.

In the first phase, households were selected at random from the City using a random digit dial (RDD) sampling methodology. This method ensured that both listed and unlisted households had an equal probability of being chosen. It also ensured that new residents and new developments had an equal opportunity to participate in the study, which would not be true if the sample were based on a listed telephone directory. Once selected, residents were provided with the opportunity to participate in the survey over the telephone or online at a secure website hosted by True North. As designed, a total of 400 interviews were completed in the first phase between July 9 and 13, 2009. These interviews constitute the *Main* sample as they represent a statistically reliable, representative cross-section of the adult population in Thousand Oaks. The results discussed in the body of this report and the crosstabulations in Appendix A are based on the Main sample.

To accommodate the City's interest in allowing all residents the opportunity to participate in the study—not just those who were selected at random for the Main sample—the second phase of the study made an identical (but separate) survey available to interested residents between August 27 and September 25, 2009. All households in the City were mailed a postcard inviting them to participate in the survey online at a secure web site. The postcards included two unique PINs for each household, thereby preventing non-residents from accessing the online survey and preventing resident households from participating more than twice. A total of 2,785 residents participated in this second phase of the study, which constitutes the *Supplemental* sample.

The Supplemental sample represents a self-selected, non-random group of interested residents and is *not* representative of the City's adult population. For this reason, the results for the Supplemental sample were analyzed separately and are presented in the crosstabulations in Appendix B. The question-by-question analysis, key findings and conclusions of this report are based on the Main sample findings only—not the Supplemental sample.

**ORGANIZATION OF REPORT** This report is designed to meet the needs of readers who prefer a summary of the findings as well as those who are interested in the details of the results. For those who seek an overview of the findings, the sections titled *Just the Facts* and *Conclusions* are for you. They provide a summary of the most important factual findings of the survey in bullet-point format and a discussion of their implications. For the interested reader, this section is followed by a more detailed question-by-question discussion of the results from the survey by topic area (see *Table of Contents*), as well as a description of the methodology employed for collecting and analyzing the data. And, for the truly ambitious reader, the questionnaire used for the interviews is contained at the back of this report, a complete set of crosstabulations for the Main survey results is contained in Appendix A, and crosstabulations for the Supplemental sample are contained in Appendix B. Both appendices are bound separately.

**ACKNOWLEDGEMENTS** True North thanks the City Council for having the foresight and interest in conducting the survey, as well as staff at the City of Thousand Oaks who contributed their valuable input during the design stage of this study including Scott Mitnick (City Manager), Candis Hong (Assistant City Manager), and Andrew Powers (Public Information Officer). Their collective experience, local knowledge, and insight improved the overall quality of the research presented here.

**DISCLAIMER** The statements and conclusions in this report are those of the authors (Dr. Timothy McLarney and Richard Sarles) at True North Research, Inc. and not necessarily those of the City of Thousand Oaks. Any errors and omissions are the responsibility of the authors.

**ABOUT TRUE NORTH** True North is a full-service survey research firm that is dedicated to providing public agencies with a clear understanding of the opinions, perceptions, priorities and concerns of their residents and customers. Through designing and implementing scientific surveys, focus groups and one-on-one interviews, as well as expert interpretation of the findings, True North helps its clients to move with confidence when making strategic decisions in a variety of areas—such as planning, policy evaluation, performance management, organizational development, establishing fiscal priorities, and developing effective public information campaigns. During their careers, Dr. McLarney (President) and Mr. Sarles (Principal Researcher) have designed and conducted over 500 survey research studies for public agencies, including more than 250 studies for California municipalities and special districts.



## JUST THE FACTS

The following is an outline of the main factual findings from the survey. For the reader's convenience, we have organized the findings according to the section titles used in the body of this report. Thus, if you would like to learn more about a particular finding, simply turn to the appropriate report section.

### QUALITY OF LIFE

- Nearly all residents (97%) shared favorable opinions of the quality of life in Thousand Oaks, with two-thirds (66%) reporting it is excellent and 31% stating it is good. Less than 3% of respondents used fair, poor, or very poor to describe the quality of life in the city.
- When asked what changes the city government could make to improve the quality of life in Thousand Oaks, the most common responses were nothing/everything is OK (16%) or 'not sure' (16%), both of which are indicative of a respondent who does not perceive any pressing issues or problems in the city that can be addressed by local government. Among specific changes that were mentioned, the most common were limiting growth/preserving open space (14%), redeveloping downtown areas (5%), reducing traffic congestion (5%), improving education (4%), and improving public transit (4%).

### CITY SERVICES

- The overwhelming majority of Thousand Oaks residents (93%) indicated that they were satisfied with the City's efforts to provide municipal services, with 53% stating that they were *very* satisfied. Overall, just 2% of respondents indicated that they were dissatisfied with the City's overall performance, and an additional 5% indicated that they were unsure or unwilling to share their opinion.
- Residents were asked to rate the importance of 16 specific services provided by the City of Thousand Oaks. Overall, Thousand Oaks residents rated public safety services as the most important, including providing fire protection services (96% extremely or very important), providing emergency medical services (90%), and providing police services (86%). At the other end of the spectrum, providing cultural and performing arts (37%), maintaining public landscapes (53%), and providing recreation programs for all ages (59%) were viewed as comparatively less important.
- The survey also asked about satisfaction with the City's efforts to provide the same 16 services. Although residents were generally satisfied with all of the services tested, they were most satisfied with the City's efforts to provide fire protection services (99%), maintain parks and recreation areas (98%), provide library services (98%), and provide police services (97%).

### CIVIC ARTS PLAZA

- More than half (56%) of those who participated in the survey indicated that at least one member of their household had purchased tickets and attended a show or event at the Thousand Oaks Civic Arts Plaza during the preceding 12 month period.
- Among *all* respondents, 72% rated the quality of events and shows at the Plaza as excellent or good, 67% rated the variety of events and shows as excellent or good, and 68% used excellent or good to describe the overall entertainment value for a show. The comparable figures among those whose household had attended a show or event at the Plaza in the past year were considerably higher at 90%, 83%, and 89%, respectively.

- Forty-four percent (44%) of respondents indicated that they did not desire additional shows or events at the Plaza, and an additional 11% indicated that although they would like to have more shows and events offered at the Plaza, they could not think of a *specific* show or event of interest. Among the specific suggestions that were offered, the most common was concerts/musical shows in general (14%), followed by plays/theatrical productions (7%), contemporary rock/pop concerts (6%), children’s events (5%), and classical/jazz/folk music concerts (4%).

## SHOPPING & ECONOMIC DEVELOPMENT

- More than three-quarters of households indicated that they spend at least half of their household’s retail shopping dollars<sup>3</sup> in the City of Thousand Oaks, with 41% spending at least 80% of their dollars in the City, and 30% spending between 50% and 79% of their retail dollars in the City.
- Nearly half (49%) of respondents indicated that there are retail stores and restaurants their household currently visits outside of the city that they would like to have available locally in Thousand Oaks.
- The most commonly mentioned type of business that residents would like to have located in the City of Thousand Oaks are additional family restaurant chains such as Olive Garden or Red Lobster (27%), followed by large discount stores such as Costco or Big Lots (17%), department stores such as Target or Wal-Mart (15%), and specialty goods stores including Dick’s Sporting Goods and Babies-R-Us (11%).

## REDEVELOPMENT

- Overall, more than two-thirds (70%) of respondents indicated that—with the information they had at that moment—they favored redeveloping portions of Thousand Oaks Boulevard. Approximately 19% initially opposed redeveloping the area, 8% indicated that it depends on additional details, and 3% were either unsure or unwilling to share their opinion.
- Upon learning of the positive impact that redevelopment would have on the local economy and the City’s tax base, an additional 7% of residents indicated that they would support redeveloping portions of Thousand Oaks Boulevard—bringing total support for redevelopment to 77% of residents at this point in the survey.
- When asked their opinions about several options being considered for Thousand Oaks Boulevard *assuming that it is redeveloped in the future*, support was high for adding off-street parking (85%), improving the appearance of the Boulevard (83%), and adding bike lanes (76%).
- Opinions were mixed regarding the incorporation of mixed-use developments along the Boulevard (47%), as well as allowing buildings with heights up to four stories (47%).
- Just one-third (33%) of respondents indicated that they would support the construction of five story buildings along Thousand Oaks Boulevard.

## PARKS & RECREATION

- An exceptionally high percentage of residents (91%) indicated that they or someone in their household had visited a park or recreation facility in Thousand Oaks in the past year.
- Just over one-third (36%) of respondents indicated that they would like to see improvements to Thousand Oaks’ parks and recreation facilities.

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3. Excluding dollars spent on groceries.

- The most commonly requested improvement was improved or additional landscaping, trees and grassy areas (14%), followed by improvements to children's play areas and equipment (10%), restroom facilities (9%), the maintenance of parks and recreation facilities in general (6%), and recreation paths or trails (5%).

## SPENDING PRIORITIES

- When asked to prioritize among a series of projects and programs that could be funded by the City of Thousand Oaks in the future, providing programs to improve the local economy and attract new employers and jobs to Thousand Oaks was assigned the highest priority (86% high or medium priority), followed by improving fire protection services (82%), improving road maintenance (81%), acquiring and preserving natural open space (80%), and increasing the use of solar power in the City (75%).

## STAFF

- Approximately one-third (32%) of respondents indicated that they had contacted Thousand Oaks staff at least once during the 12 months prior to the interview.
- At least 9 out of 10 respondents with an opinion indicated that Thousand Oaks staff are helpful (94%), professional (96%), and accessible (97%).

## CITY-RESIDENT COMMUNICATION

- Overall, 81% of respondents indicated they were satisfied with City's efforts to communicate with residents through newsletters, the Internet, and other means. The remaining respondents were either dissatisfied with the City's efforts in this respect (13%) or unsure of their opinion (6%).
- The most frequently-cited source for city information was *The Acorn*, mentioned by 41% of residents. The *Ventura County Star* (29%), the Internet in general (26%), the City's website (22%), and the City's newsletter (14%) were also mentioned by at least 10% of respondents.
- More than half (54%) of residents reported that they had visited the City's website during the 12 month period preceding the interview.
- Respondents indicated that newsletters were the most effective method (85%) for the City to communicate with them, followed by information mailed to their home (80%), the City's website (76%), and email (72%). Having information available at public locations (63%) and notices inserted into utility bills (63%) were considered to be somewhat less effective methods of communication.



## C O N C L U S I O N S

As noted in the *Introduction*, this study was designed to provide the City of Thousand Oaks with a statistically reliable understanding of its residents' satisfaction, priorities, and needs as they relate to services and facilities provided by the City. As such, it can provide the City with information needed to make sound, strategic decisions in a variety of areas—including service improvements and enhancements, measuring and tracking internal performance, budgeting, and planning. Whereas subsequent sections of this report are devoted to conveying the detailed results of the survey, in this section we attempt to 'see the forest through the trees' and note how the collective results of the survey answer some of the key questions that motivated the research.

The following conclusions are based on the True North's interpretations of the results, as well as the firm's collective experience conducting similar studies for cities throughout the State.

*How well is the City performing in meeting the needs of Thousand Oaks residents?*

Thousand Oaks residents are among the most satisfied resident groups that True North has encountered in more than 100 similar studies for California municipalities.

The overwhelming majority of residents surveyed (93%) reported that they were satisfied with the City of Thousand Oaks' overall performance in providing municipal services—with 53% indicating that they were *very* satisfied in this respect. The high level of satisfaction expressed with the City's general performance was echoed in residents' assessments of 16 specific service areas. For all but three service areas, the City is meeting the needs and expectations of at least 90% of its residents, and for the majority of services the City meets or exceeds the needs of at least 95% of its residents.

The City's performance in providing municipal services has also contributed to a high quality of life in the City. Nearly *every* resident surveyed (97%) rated the quality of the life in the City as either excellent (66%) or good (31%). Moreover, when asked about desired changes to improve Thousand Oaks, one-third (33%) of residents could think of nothing to improve or indicated that no changes were needed.

To the extent that the survey results can be viewed as a report card on the City's performance, the City receives straight A's for all but a few service areas. When compared with more than 100 similar studies for California municipalities conducted by the Principals at True North, the results found in this study place the City of Thousand Oaks in the top tier of California municipalities in terms of service performance and overall quality of life.

*Where should the City focus its efforts in the future?*

Perhaps the most important recommendation, and one that is occasionally overlooked in customer satisfaction research, is for the City to recognize the many things that it does exceptionally well and to focus on

continuing to perform at a high level in these areas. As noted throughout this report, residents were generally very pleased with the City's efforts to provide services and facilities and have a favorable opinion of the City's performance in most areas. The top priority for the City should thus be to do what it takes to maintain the high quality of services that it currently provides.

However, as the City continues to strive for improvement, the results of this study do suggest opportunities to further bolster resident satisfaction. Considering the list of services and their respective priority status for future City attention provided in the body of this report (see *Performance Needs & Priorities* on page 17), respondents' open-ended responses about ways the City can be improved (see *Ways to Improve Quality of Life* on page 11), as well as residents' stated priorities for future city funding (see *Spending Priorities* on page 36), the top candidates for improvement are: promoting economic development, managing growth and development, preserving natural open space, and managing traffic congestion.

Having recommended that the City focus on these service areas, we feel it is equally important to stress that the appropriate strategy for improving resident satisfaction in these areas would likely be a combination of focused communication and actual service improvements. It may be, for example, that many residents are simply not aware of the City's traffic management plans that will improve traffic circulation, or its economic development initiatives. Choosing the appropriate balance of actual service improvements and efforts to raise public awareness on these matters will be a key to maintaining and improving residents' overall satisfaction in the short- and long-term.

*Is City-resident communication a concern for Thousand Oaks?*

The aforementioned recommendations notwithstanding, the City of Thousand Oaks appears to do a solid job communicating with residents. With 81% of residents indicating satisfaction with City-resident communication and residents citing a variety of different sources for receiving city-related information, Thousand Oaks' performance in communicating with residents is very respectable.

Although residents' satisfaction levels with respect to city-resident communication are solid, there appears to be a good opportunity to improve city-resident communication even further. At the present time, relatively few residents (14%) rely on the City's newsletter for information about news, events and programming in Thousand Oaks, relying instead on secondary sources such as *The Acorn* and the *Ventura County Star*. Secondary source are not adequate substitutes for city-sponsored communication tools. Not only does the City have a very limited ability to control the content or tone of the stories or messages carried in secondary information sources, the City also does not receive "credit" from residents for



communications that are carried indirectly in secondary sources. The City's recent redesign of the quarterly community newsletter and website should help in improving readership and reliance on city-sponsored information sources.

By increasing the publication frequency of the newsletter, making it more visible to residents/better penetration, and/or improving the content to increase readership, the City has a golden opportunity to enhance residents' understanding and engagement with the City and the community. It is worth noting, moreover, that residents indicated that a newsletter from the City would be the *most* effective means for the City to communicate with them.

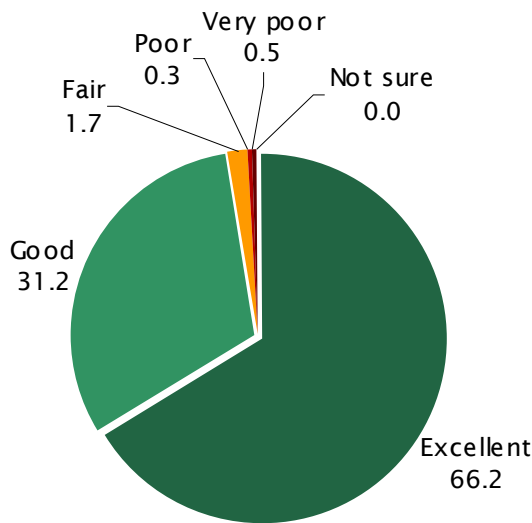
## QUALITY OF LIFE

The opening series of questions in the survey was designed to assess residents' perceptions of the quality of life in Thousand Oaks, as well as what the city government could do to improve the quality of life, now and in the future.

**OVERALL QUALITY OF LIFE** At the outset of the interview, respondents were asked to rate the quality of life in the city, using a five-point scale of excellent, good, fair, poor, or very poor. As shown in Figure 1 below, nearly all residents (97%) shared favorable opinions of the quality of life in Thousand Oaks, with two-thirds (66%) reporting it is excellent and 31% stating it is good. Less than 3% of respondents used fair, poor, or very poor to describe the quality of life in the city.

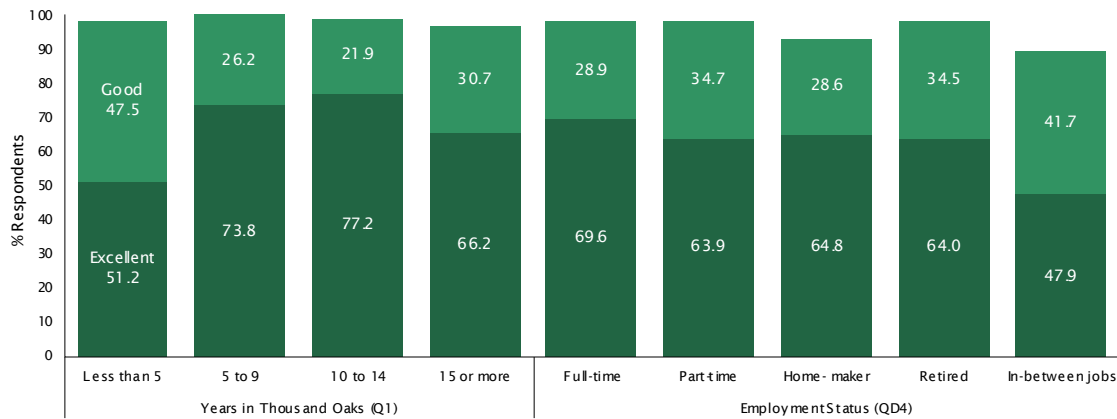
**Question 2** *How would you rate the overall quality of life in Thousand Oaks? Would you say it is excellent, good, fair, poor or very poor?*

FIGURE 1 QUALITY OF LIFE

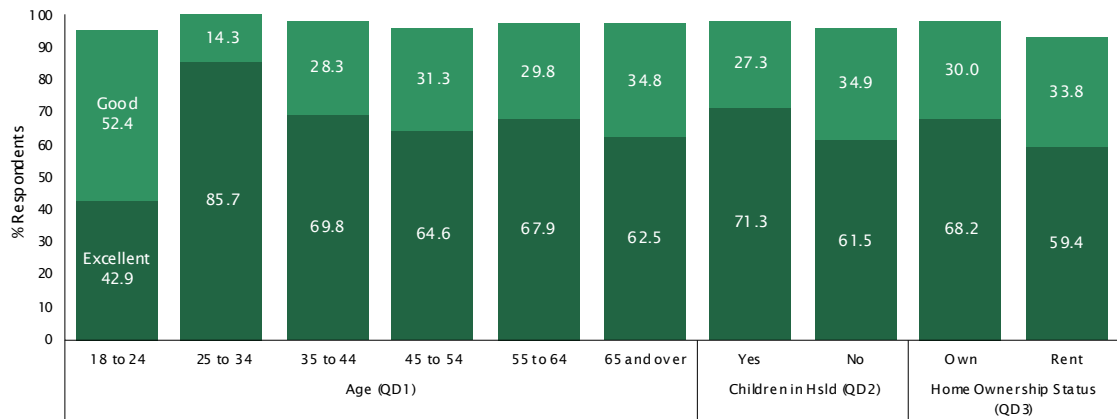


For the interested reader, Figures 2 and 3 on the next page show how ratings of the quality of life in the city varied by length of residence, employment status, age, presence of children in the home, as well as home ownership status. Regardless of subgroup category, respondents generally held a very positive assessment of the quality of life in the city. Better than 89% of respondents in every subgroup category rated the quality of life in Thousand Oaks as either excellent or good.

**FIGURE 2 QUALITY OF LIFE BY YEARS IN THOUSAND OAKS & EMPLOYMENT STATUS**



**FIGURE 3 QUALITY OF LIFE BY AGE, CHILDREN IN HOUSEHOLD & HOME OWNERSHIP STATUS**

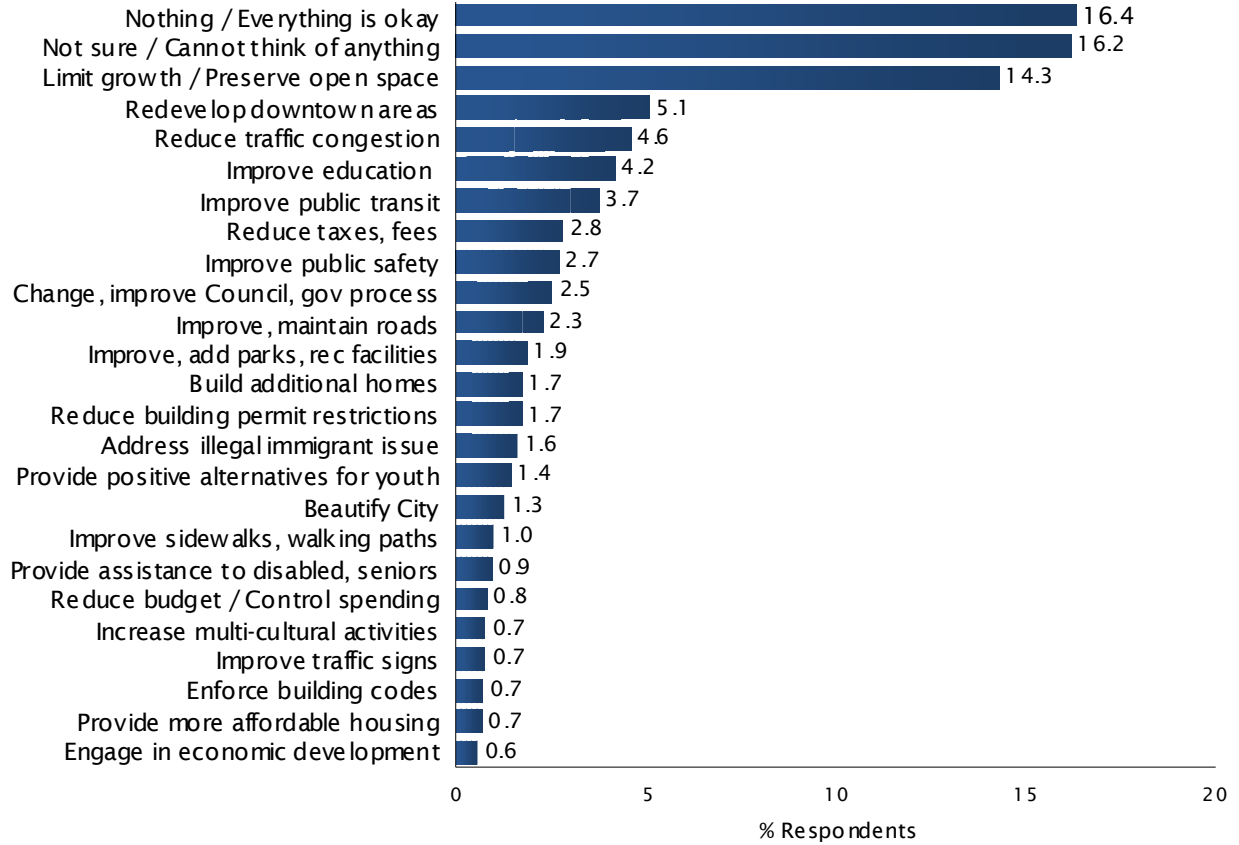


**WAYS TO IMPROVE QUALITY OF LIFE** Respondents were next asked to indicate one thing the city could change to make Thousand Oaks a better place to live, now and in the future. This question was asked in an open-ended manner, which allowed respondents to mention any improvement that came to mind without being prompted by or restricted to a particular list of options. True North later reviewed the verbatim responses and grouped them into the categories shown on the next page in Figure 4.

Overall, the most common responses to this question were nothing/everything is OK (16%) or 'not sure' (16%), both of which are indicative of a respondent who does not perceive any pressing issues or problems in the city that can be addressed by local government. Among specific changes that were mentioned, the most common were limiting growth/preserving open space (14%), redeveloping downtown areas (5%), reducing traffic congestion (5%), improving education (4%), and improving public transit (4%). No other single issue was mentioned by at least 3% of respondents.

**Question 3** *If the city government could change one thing to make Thousand Oaks a better place to live now and in the future, what change would you like to see?*

**FIGURE 4 CHANGES TO IMPROVE THOUSAND OAKS**



## CITY SERVICES

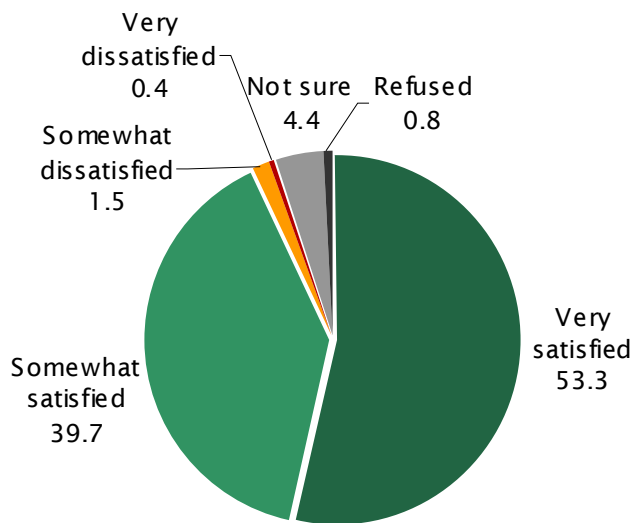
Having measured respondents' perceptions of the quality of life in Thousand Oaks, the survey next turned to assessing their opinions about the City's performance in providing various municipal services.

**OVERALL SATISFACTION** The first question in this series asked respondents to indicate if, overall, they were satisfied or dissatisfied with the job the City of Thousand Oaks is doing to provide city services. Because this question does not reference a specific program, facility, or service and requested that the respondent consider the City's performance in general, the findings of this question may be regarded as an *overall performance rating* for the City.

As shown in Figure 5, the overwhelming majority of Thousand Oaks residents (93%) indicated that they were satisfied with the City's efforts to provide municipal services, with 53% stating that they were *very* satisfied. Overall, just 2% of respondents indicated that they were dissatisfied with the City's overall performance, and an additional 5% indicated that they were unsure or unwilling to share their opinion.

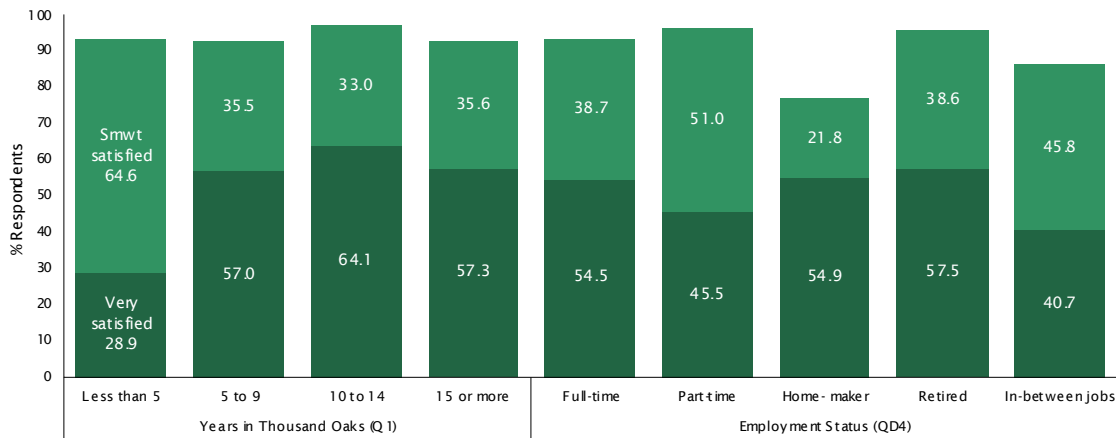
**Question 4** *Next, I would like to ask a series of questions about services provided by the City of Thousand Oaks. Generally speaking, are you satisfied or dissatisfied with the job the City of Thousand Oaks is doing to provide city services?*

FIGURE 5 OVERALL SATISFACTION

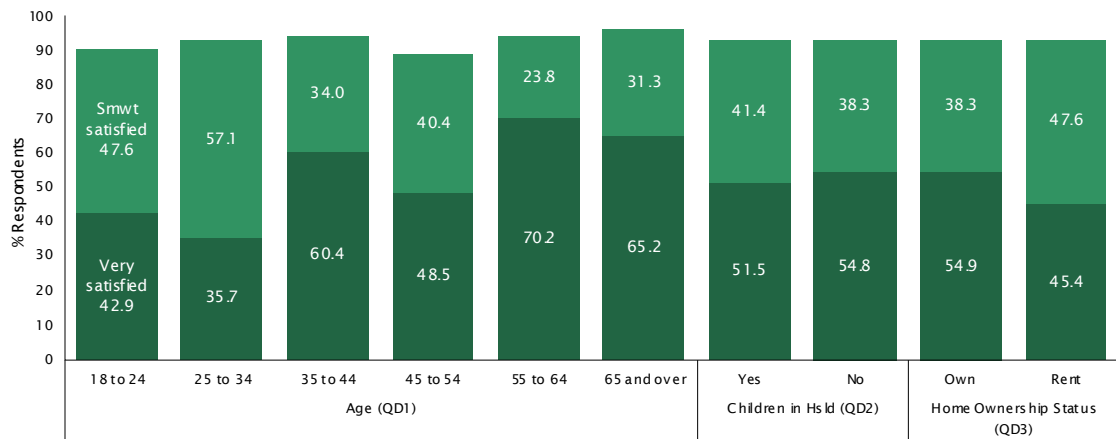


Figures 6 and 7 on the next page show how ratings of the City's overall performance in providing municipal services varied by length of residence, employment status, age, presence of children in the home, as well as home ownership status. Although there was some variation in opinions across subgroups—e.g., residents who have lived in the City at least five years were much more likely than newcomers to indicate that they were *very* satisfied with the City's performance—the most striking pattern in both figures is that the high levels of satisfaction exhibited by respondents as a whole (see Figure 5) were also shared by virtually all resident subgroups.

**FIGURE 6 OVERALL SATISFACTION BY YEARS IN THOUSAND OAKS & EMPLOYMENT STATUS**



**FIGURE 7 OVERALL SATISFACTION BY AGE, CHILDREN IN HOUSEHOLD & HOME OWNERSHIP STATUS**

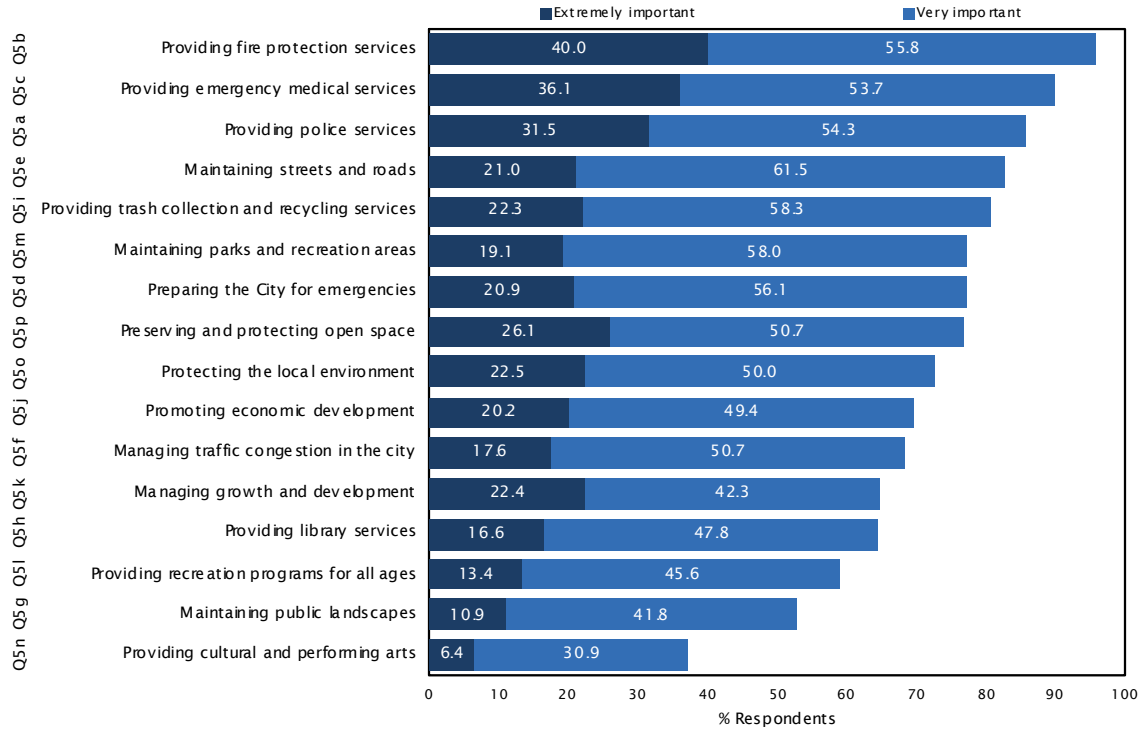


**SPECIFIC SERVICES** Whereas Question 4 addressed the City’s *overall* performance, the next two questions asked respondents to rate the importance of *specific* services offered by the City, as well as their level of satisfaction with efforts to provide these services. For each service, respondents were first asked whether they thought a service was extremely important, very important, somewhat important, or not at all important. The order of the items was randomized for each respondent to avoid a systematic position bias.

Figure 8 on the next page presents the services ranked by order of importance according to the proportion of respondents who rated a service as *at least* very important. Overall, Thousand Oaks residents rated public safety services as the most important, including providing fire protection services (96% extremely or very important), providing emergency medical services (90%), and providing police services (86%). At the other end of the spectrum, providing cultural and performing arts (37%), maintaining public landscapes (53%), and providing recreation programs for all ages (59%) were viewed as comparatively less important.

**Question 5** For each of the services I read, please tell me whether the service is extremely important to you, very important, somewhat important, or not at all important.

**FIGURE 8 IMPORTANCE OF ISSUES**



Turning to the satisfaction component, Figure 9 on the next page sorts the same list of services according to the proportion of respondents who indicated they were either very or somewhat satisfied with the City’s efforts to provide the service. For comparison purposes between the services, only respondents who held an opinion (either satisfied or dissatisfied) are included in the figures. Those who did not have an opinion were removed from this analysis.<sup>4</sup>

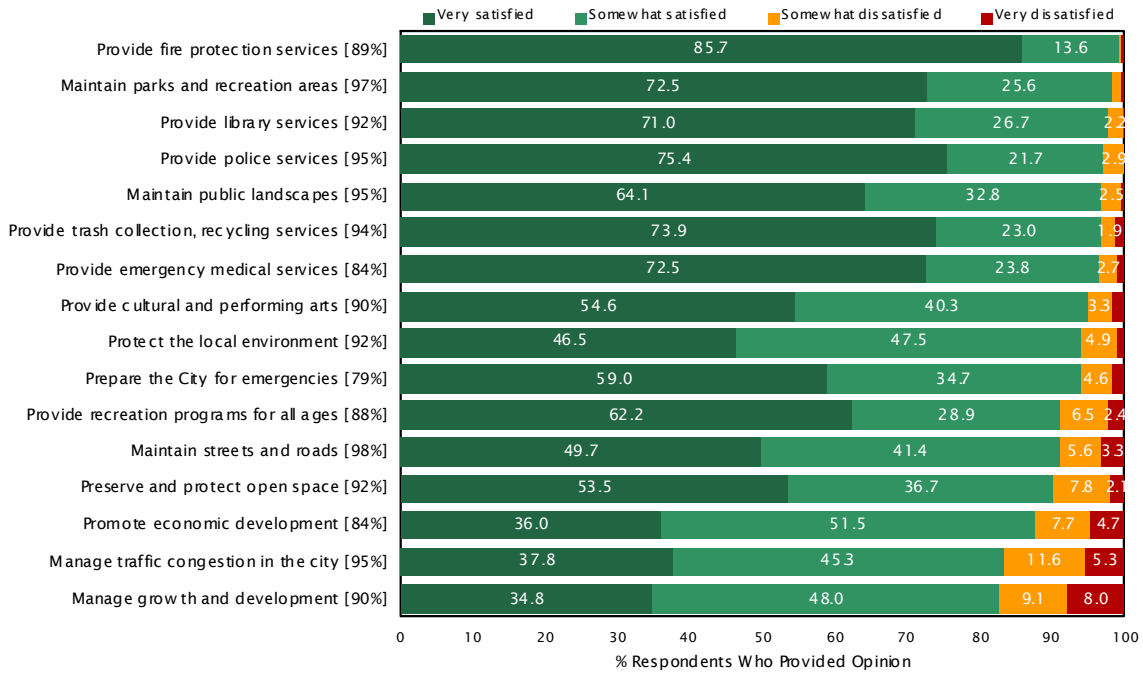
At the top of the list (see Figure 9), respondents were most satisfied with the City’s efforts to provide fire protection services (99%), maintain parks and recreation areas (98%), provide library services (98%), and provide police services (97%). Respondents were comparatively less satisfied with the City’s efforts to manage growth and development (83%), manage traffic congestion in the city (83%), and promote economic development (88%). It is important to note, however, that even for these latter services more than four out of five respondents indicated they were satisfied with the City’s performance.

4. The percentage of respondents who provided an opinion (either satisfied or dissatisfied) is presented in brackets beside the service label in the figure.



**Question 6** For the same list of services I just read, I'd like you to tell me how satisfied you are with the job the city is doing to provide the service. Are you satisfied or dissatisfied with the city's efforts to: \_\_\_\_\_ or do you not have an opinion?

**FIGURE 9 SATISFACTION WITH SERVICES**





## PERFORMANCE NEEDS & PRIORITIES

With a measure of the importance of a service to residents as well as a measure of residents' satisfaction with the City's efforts to provide the service, True North is able to examine the relationship between these two dimensions and identify service areas where the City has the greatest opportunities to improve overall resident satisfaction—as well as identify for which services the City is meeting, and even exceeding, the vast majority of residents' needs.

**INDIVIDUALIZED PRIORITY ANALYSIS** Rather than rely on sample *averages* to conduct this analysis, True North has developed and refined an *individualized* approach to identifying priorities that is built on the recognition that opinions will vary from resident to resident, and that understanding this variation is required for assessing how well the City is meeting the needs of its residents.<sup>5</sup> Figure 10 on the next page presents a two-dimensional space, or grid, based on the importance and satisfaction scales. The horizontal axis corresponds to the four *importance* response options, whereas the vertical scale corresponds to the four *satisfaction* response options. The 16 cells within the grid are grouped into one of six categories based on how well the City is meeting, or not meeting, a resident's needs for a particular service. The six groups are as follows:

<i>Exceeding Needs</i>	The City is exceeding a respondent's needs if a respondent is satisfied and the level of expressed satisfaction is higher than the importance the respondent assigned to the service.
<i>Meeting Needs, Moderately</i>	The City is moderately meeting a respondent's needs if the respondent is satisfied and the level of satisfaction is commensurate with the level of importance assigned to the service.
<i>Meeting Needs, Marginally</i>	The City is marginally meeting a respondent's needs if the respondent is satisfied with the City's efforts to provide the service, but their level of satisfaction is lower than the level of importance assigned to the service.
<i>Not Meeting Needs, Marginally</i>	The City is marginally <i>not</i> meeting a respondent's needs if the respondent is somewhat dissatisfied, but the service is also viewed as just somewhat or not at all important.
<i>Not Meeting Needs, Moderately</i>	The City is moderately <i>not</i> meeting a respondent's needs if a) a respondent is very dissatisfied with the City's efforts to provide the service, but the service is viewed just somewhat or not at all important, or b) a respondent is somewhat dissatisfied and the service is viewed as very important.

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5. Any tool that relies solely on the opinions of the average respondent will provide a limited and occasionally somewhat distorted picture of how well an agency is performing. The simple fact is that a city is not comprised of *average* residents—it is comprised of unique individuals who will vary substantially in their opinions of the city's performance in different service areas. Thus, although the arithmetic average of these individuals' opinions is a useful statistic, it does not capture the variation in opinions that occurs among residents, and it is this variation that is critical for truly assessing how well the City is meeting the needs of its residents. This is why True North conducts the priority analysis at the individual respondent level, rather than at an aggregated level using the *average* of respondents' opinions.

*Not Meeting Needs, Severely*

The City is severely *not* meeting a respondent’s needs if a) a respondent is dissatisfied and the service is viewed as extremely important, or b) a respondent is very dissatisfied and the service is viewed as very important.

**FIGURE 10 NEEDS & PRIORITY MATRIX**

		Importance			
		Not at all important	Somewhat important	Very important	Extremely important
Satisfaction	Very satisfied	Exceeding needs	Exceeding needs	Meeting needs, moderately	Meeting needs, moderately
	Somewhat satisfied	Exceeding needs	Meeting needs, moderately	Meeting needs, marginally	Meeting needs, marginally
	Somewhat dissatisfied	Not meeting needs, marginally	Not meeting needs, marginally	Not meeting needs, moderately	Not meeting needs, severely
	Very dissatisfied	Not meeting needs, moderately	Not meeting needs, moderately	Not meeting needs, severely	Not meeting needs, severely

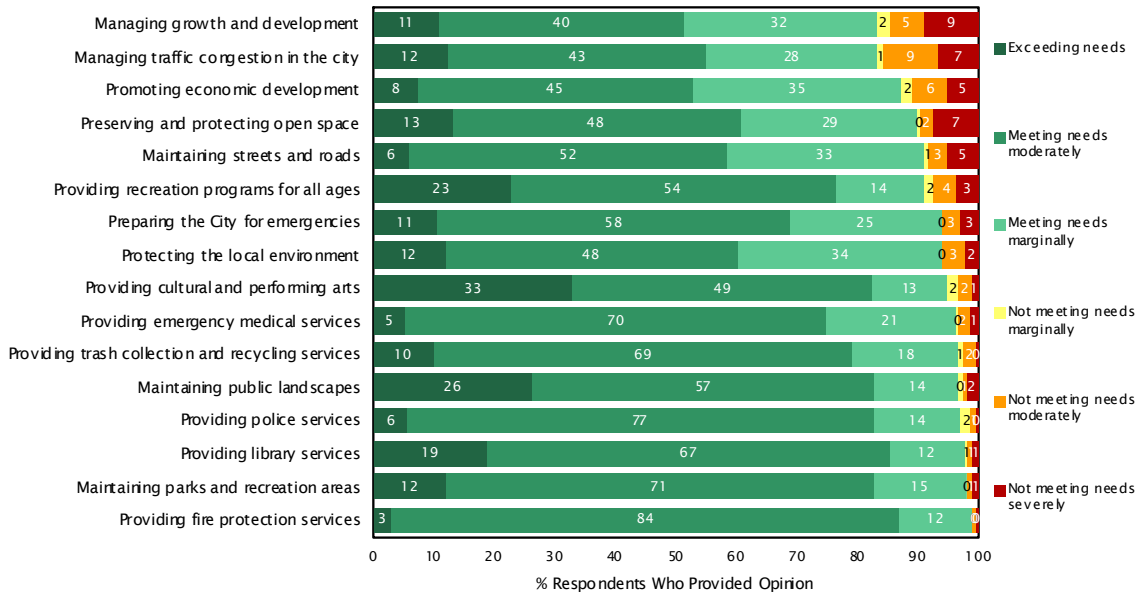
Using this framework, True North categorized respondents individually for each of the 16 services tested. For example, a respondent who indicated that managing traffic congestion was somewhat important and they were very satisfied with the City’s efforts in this service area would be categorized in the *exceeding needs* group for this service. The same respondent may be grouped in the *marginally not meeting needs* group for another service if they were somewhat dissatisfied with the City’s efforts to provide the service, but the service was viewed as only somewhat important.

Figure 11 on the next page presents each of the 16 services, along with the percentage of respondents grouped into each of the six possible categories. For ease of interpretation, the color-coding in Figure 11 is consistent with that presented in Figure 10. For example, in the service area of managing growth and development, the City is exceeding the needs of 11% of respondents, moderately meeting the needs of 40% of respondents, marginally meeting the needs of 32% of respondents, marginally not meeting the needs of 2% of respondents, moderately not meeting the needs of 5% of respondents, and severely not meeting the needs of 9% of respondents.

Perhaps the most important pattern that is shown in the figure is that—for the majority of services tested—the City is meeting the needs of at least 95% of residents. Moreover, for all but three services, the City is meeting the needs of at least 90% of residents.

Operating from the management philosophy that, all other things being equal, the City should focus on addressing services that have the highest percentage of residents for which the City is currently *not* meeting their needs, the services have been sorted by order of priority. Thus, managing growth and development is the top priority, followed by managing traffic congestion in the city, and promoting economic development.

**FIGURE 11 RESIDENT SERVICE NEEDS**



# CIVIC ARTS PLAZA

Built by the City of Thousand Oaks in 1994, the Thousand Oaks Civic Arts Plaza offers a wide range of performing arts events throughout the year. The survey presented an opportunity to profile residents' attendance at shows or events held at the Plaza, gauge their opinions about the variety and quality of events at the Plaza, as well as identify the types of shows or events they would most like to have offered in the future.

**TICKETS AND ATTENDANCE** The first question in this series asked respondents whether they and/or a family member had purchased tickets and attended a show or event held at the Civic Arts Plaza during the prior 12 month period. As shown in Figure 12 below, more than half (56%) indicated that at least one member of their household had purchased tickets and attended a show/event at the Plaza during the period of interest.

**Question 7** *The Thousand Oaks Civic Arts Plaza offers a wide range of performing arts events throughout the year. In the past 12 months, have you or a family member purchased tickets and attended a show or event held at the Civic Arts Plaza?*

**FIGURE 12 HOUSEHOLD CIVIC ARTS PLAZA ATTENDANCE**

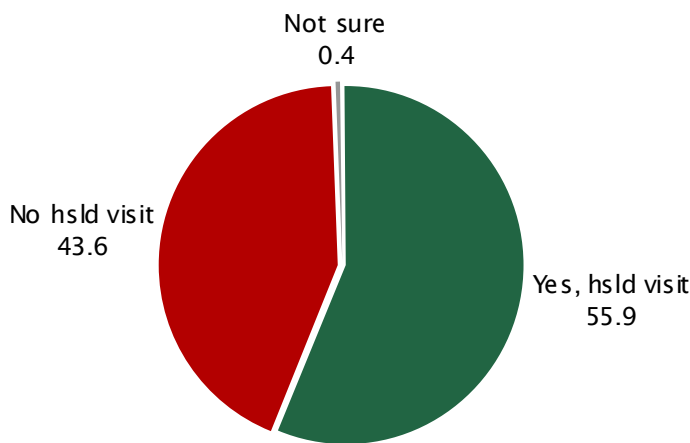
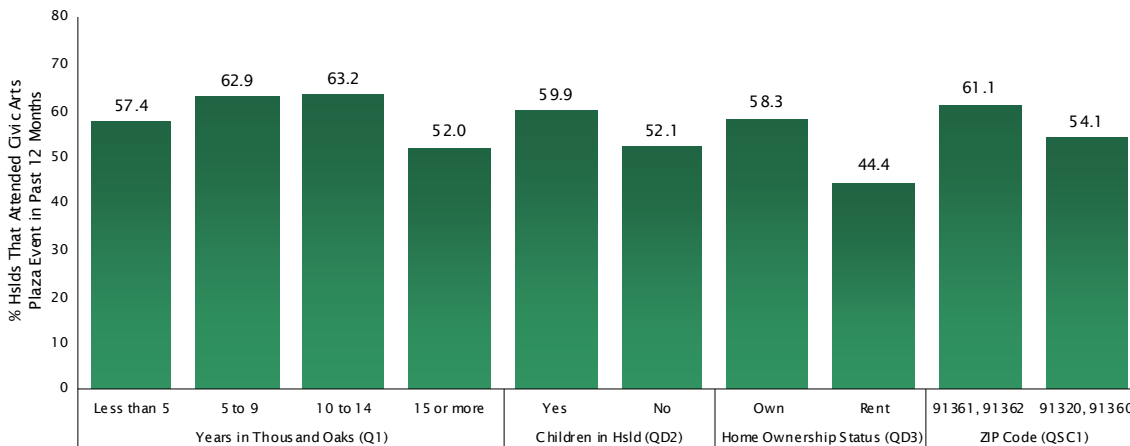


Figure 13 shows how attendance at a paid event or show varied by length of residence in the City, presence of children in the home, homeownership status, and ZIP code. When compared to their respective counterparts, rates of attendance were highest for those who have lived in the City between 5 and 14 years, households with children, home owners, and those who reside in ZIP codes 91361 and 91362.

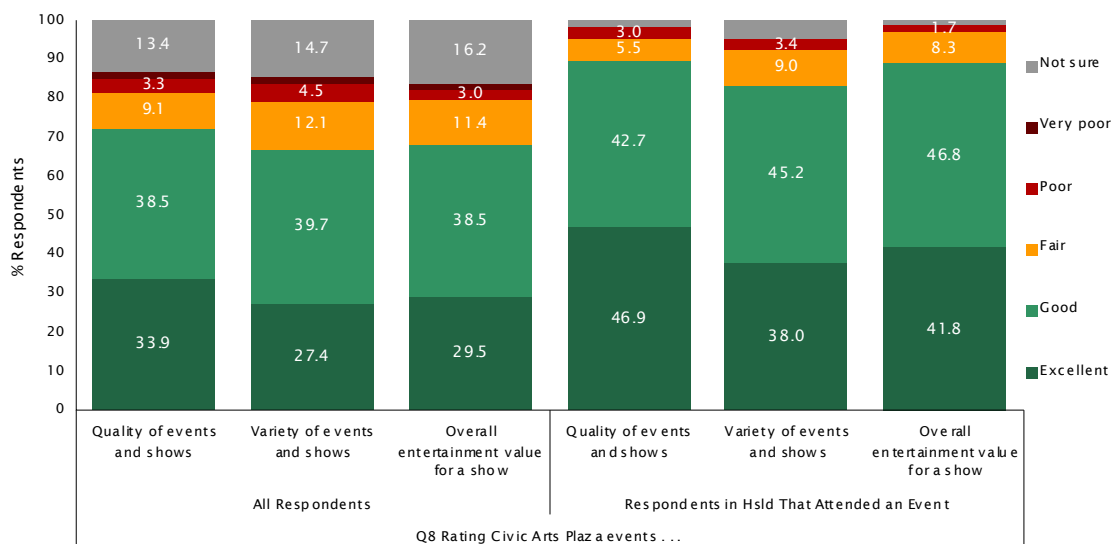
**FIGURE 13 HOUSEHOLD CIVIC ARTS PLAZA ATTENDANCE BY YEARS IN THOUSAND OAKS, CHILDREN IN HOUSEHOLD, HOME OWNERSHIP STATUS & ZIP CODE**



Regardless of whether they had attended a paid show or event in the prior 12 month period, respondents were next asked to rate both the *quality* and *variety* of shows and events at the Plaza, as well as the overall entertainment value for a show. Figure 14 presents the results to Question 14 for all respondents on the left side of the figure, and just for those respondents whose household had attended at least one event or show at the Plaza during the previous 12 months on the right. Among all respondents, 72% rated the quality of events and shows as excellent or good, 67% rated the variety of events and shows as excellent or good, and 68% used excellent or good to describe the overall entertainment value for a show. The comparable figures among those whose household had attended a show or event at the Plaza in the past year were considerably higher at 90%, 83%, and 89%, respectively.

**Question 8** Overall, how would you rate the \_\_\_\_\_ at the Plaza? Would you say it is excellent, good, fair, poor or very poor?

**FIGURE 14 RATING ASPECTS OF THE PLAZA**

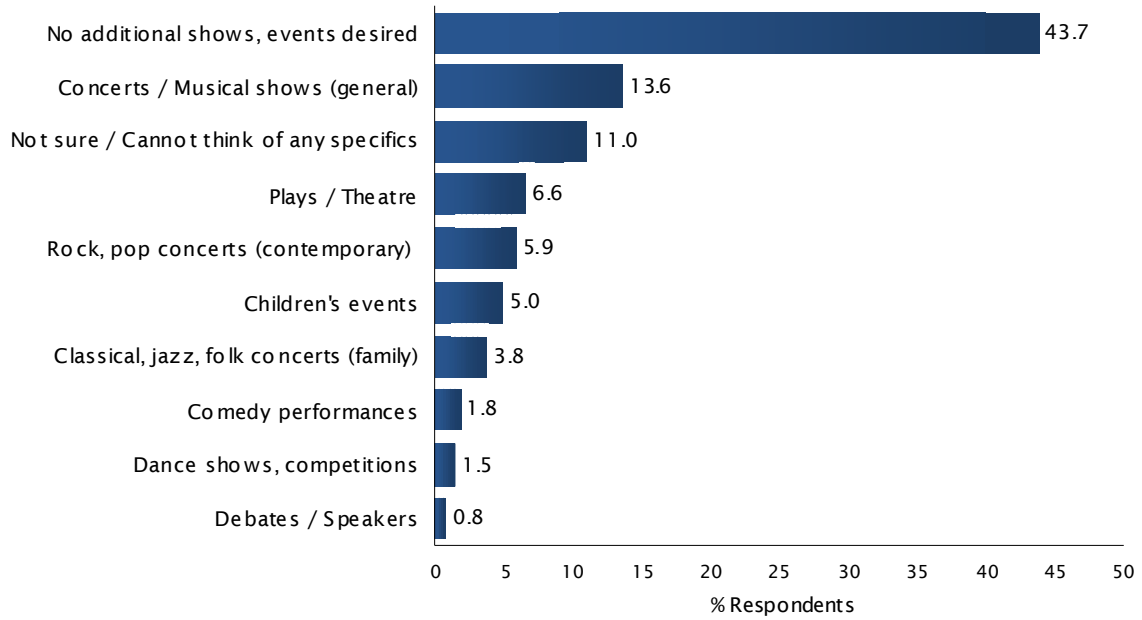


The final question in this series asked respondents whether there is a type of show or event that they think should be offered more often at the Civic Arts Plaza and—if yes—to briefly describe the show or event. Question 9 was asked in an open-ended manner, which allowed respondents to describe any type of show or event of interest without being prompted by, or restricted to, a particular list of options. True North later reviewed the verbatim responses and grouped them into the categories shown in Figure 15 on the next page.

Overall, 44% of respondents indicated that they did not desire additional shows or events, and an additional 11% indicated that although they would like to have more shows and events offered at the Plaza, they could not think of a *specific* show or event of interest. Among the specific suggestions that were offered, the most common was concerts/musical shows in general (14%), followed by plays/theatrical productions (7%), contemporary rock/pop concerts (6%), children’s events (5%), and classical/jazz/folk music concerts (4%). No other single type of show or event was mentioned by at least 2% of respondents.

**Question 9** *Is there a type of show or event that you think should be offered more often at the Civic Arts Plaza?*

**FIGURE 15** ADDITIONAL SHOWS OR EVENTS DESIRED AT CIVIC ARTS PLAZA





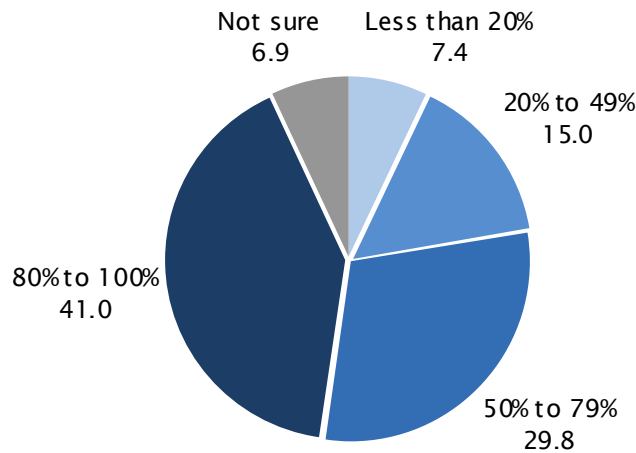
## SHOPPING & ECONOMIC DEVELOPMENT

One of the key challenges for any city is to create sustainable economic development initiatives that will support the tax base required for current and future needs. Naturally, the success and sustainability of future retail economic initiatives will depend in part on the shopping behaviors and preferences of Thousand Oaks residents. Businesses that meet these preferences will thrive, whereas those that do not will not succeed. Accordingly, the survey included three questions designed to identify residents' current shopping patterns, as well as their desire for new shopping and dining opportunities.

**RETAIL SHOPPING HABITS** The first question in this series asked respondents to identify the percentage of their household's retail shopping dollars that they spend in the City of Thousand Oaks—excluding grocery shopping. More than three-quarters of households indicated that they spend at least half of their household's retail shopping dollars in the City, with 41% spending at least 80% of their dollars in the City, and 30% spending between 50% and 79% of their retail dollars in the City (Figure 16).

**Question 10** *Excluding grocery shopping, what percentage of your household's retail shopping dollars do you spend in the City of Thousand Oaks?*

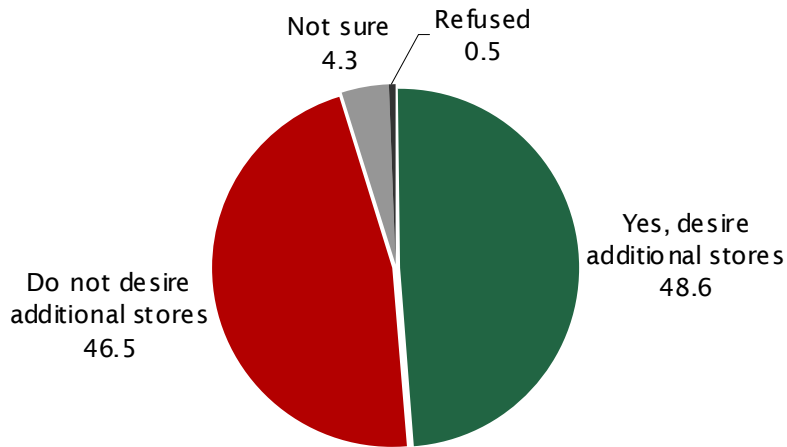
**FIGURE 16 HOUSEHOLD RETAILS SHOPPING DOLLARS SPENT IN THOUSAND OAKS**



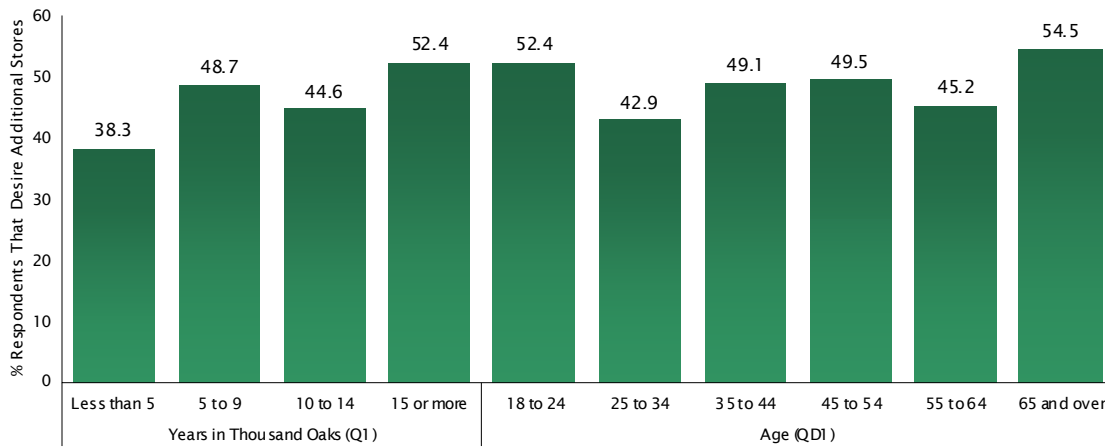
**INTEREST IN ADDITIONAL STORES OR RESTAURANTS** All residents were next asked to indicate whether, among the retail stores and restaurants their household currently visits outside of the city, there are any they would like to have available in Thousand Oaks. Nearly half (49%) of respondents answered this question in the affirmative (see Figure 17), with interest being greatest among those who have lived in the City at least 15 years, seniors, respondents who do not commute outside of Thousand Oaks for their employment, households without children, and females (see Figures 18 & 19).

**Question 11** Thinking of the retail stores and restaurants that your household visits outside of the City, are there any that you would like to have available in Thousand Oaks?

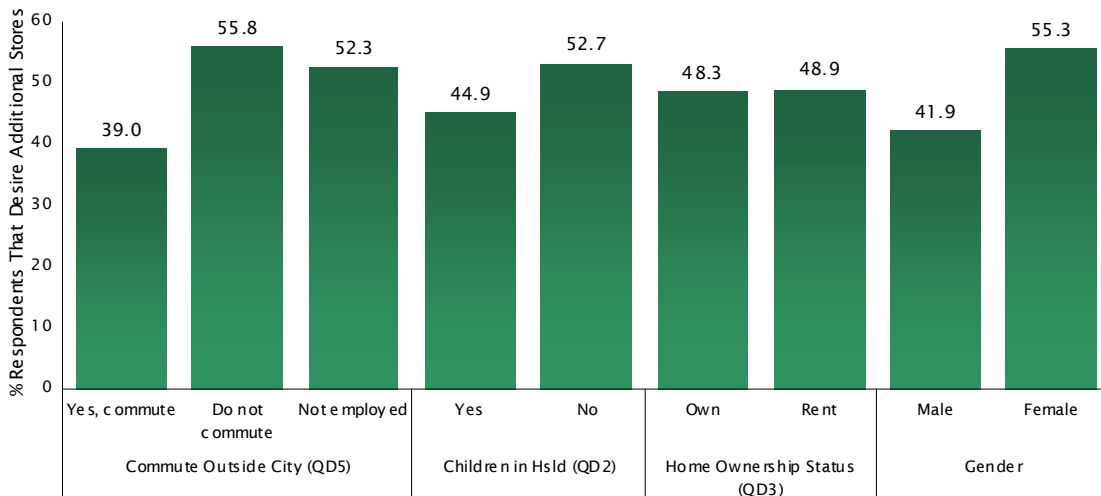
**FIGURE 17 DESIRE ADDITIONAL STORES IN THOUSAND OAKS**



**FIGURE 18 DESIRE ADDITIONAL STORES IN THOUSAND OAKS BY YEARS IN THOUSAND OAKS & AGE**



**FIGURE 19 DESIRE ADDITIONAL STORES IN THOUSAND OAKS BY COMMUTE OUTSIDE CITY, CHILDREN IN HOUSEHOLD, HOME OWNERSHIP STATUS & GENDER**

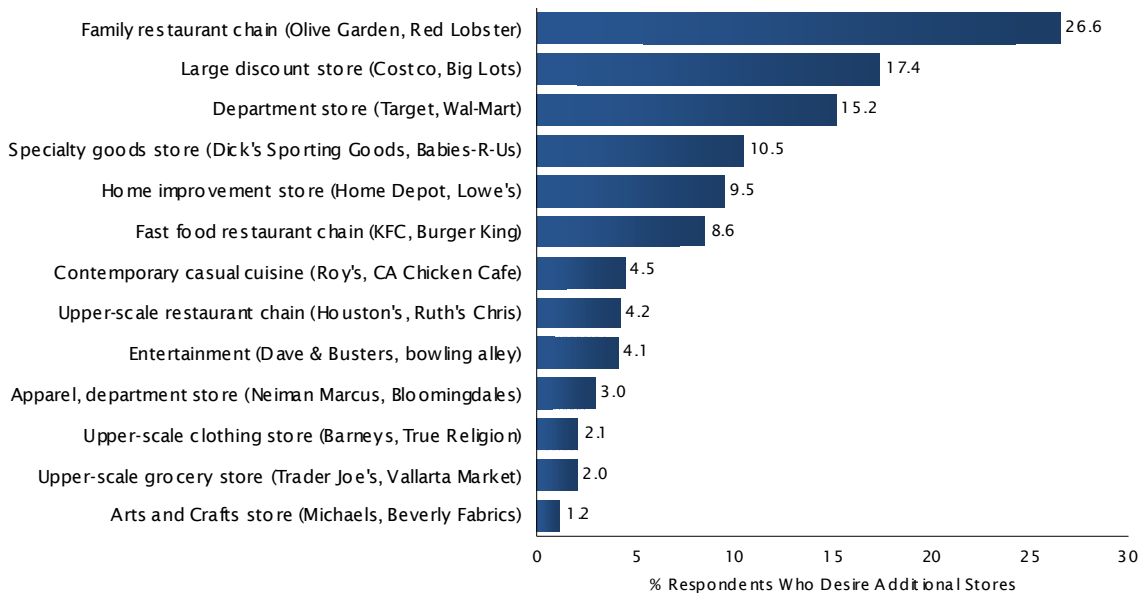


Those who were interested in new businesses in the City were next asked to name the one or two retail stores or restaurants they were most interested in having located in Thousand Oaks. This question was asked in an open-ended manner, allowing respondents to name any business that came to mind without being limited to a list of options. True North later reviewed the verbatim responses and grouped them into the broader categories shown in Figure 20, which also provides examples of each category in parentheses.

The most commonly mentioned type of business that residents would like to have located in the City of Thousand Oaks are additional family restaurant chains such as Olive Garden or Red Lobster (27%), followed by large discount stores such as Costco or Big Lots (17%), department stores such as Target or Wal-Mart (15%), and specialty goods stores including Dick’s Sporting Goods and Babies-R-U’s (11%).

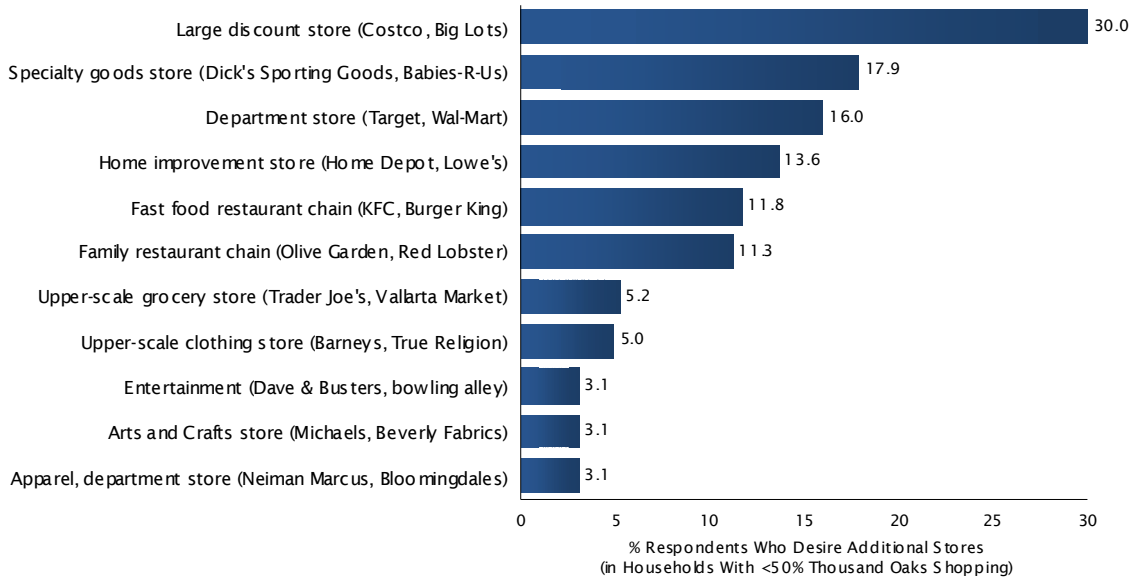
**Question 12** *What are the names of the one or two stores or restaurants you would most like to have located in Thousand Oaks?*

**FIGURE 20** ADDITIONAL STORES AND RESTAURANTS DESIRED



For the interested reader, Figure 21 on the next page shows how the results to Question 12 were somewhat different among households that indicated they currently spend *less* than 50% of their retail shopping dollars in the City of Thousand Oaks. Among this target group, large discount stores such as Costco and Big Lots were the most desired addition (30%), followed by specialty goods stores (18%), department stores (16%), and home improvement stores (14%).

**FIGURE 21 ADDITIONAL STORES AND RESTAURANTS DESIRED AMONG RESIDENTS IN HOUSEHOLDS WITH LESS THAN 50% SPENDING IN THOUSAND OAKS**



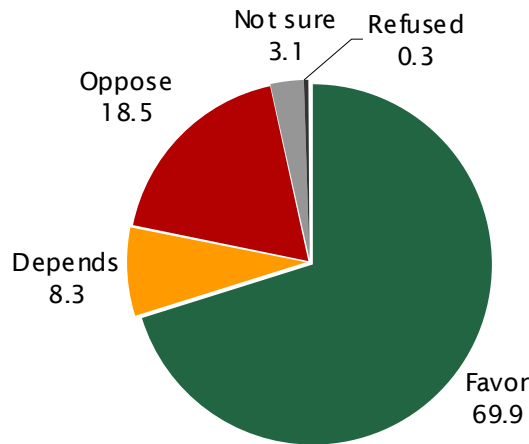
## REDEVELOPMENT

The Thousand Oaks Redevelopment Agency strives to improve the physical, social and economic conditions within designated redevelopment areas of the City. To date, the Redevelopment Agency has focused its activities on completing public facilities such as auditoriums at the Civic Arts Plaza, performing arts centers and football stadium improvements at all three local public high schools, an Olympic-sized swimming pool at Thousand Oaks High School, as well as a variety of infrastructure improvements including flood control facilities, street landscaping, water system improvements, road improvements, and utility undergrounding. One of the objectives of the survey was to gauge residents' opinions about the potential redevelopment of Thousand Oaks Boulevard, which is one of two designated redevelopment project areas in the City.

**INITIAL SUPPORT FOR REDEVELOPING THOUSAND OAKS BLVD** The City of Thousand Oaks is considering working with property owners to redevelop portions of Thousand Oaks Boulevard in an effort to improve the infrastructure and appearance of the area, as well as make it a pedestrian friendly environment. After providing respondents with the aforementioned introduction, Question 13 simply asked them whether they generally favor or oppose redeveloping portions of Thousand Oaks Boulevard.

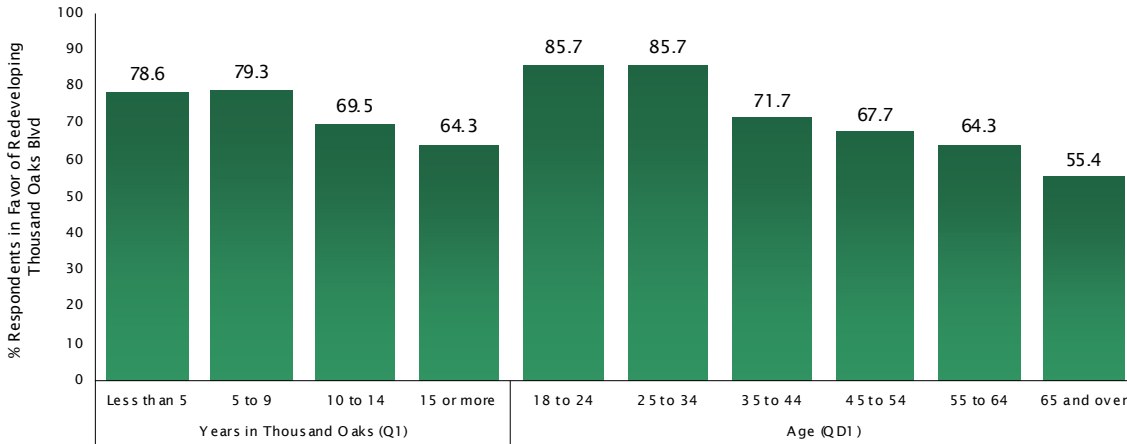
**Question 13** *The City of Thousand Oaks is considering working with property owners to redevelop portions of Thousand Oaks Boulevard to improve the infrastructure and appearance of the area, as well as make it a pedestrian friendly environment. In general, would you favor or oppose redeveloping portions of Thousand Oaks Boulevard?*

**FIGURE 22 OPINION OF REDEVELOPING THOUSAND OAKS BOULEVARD**

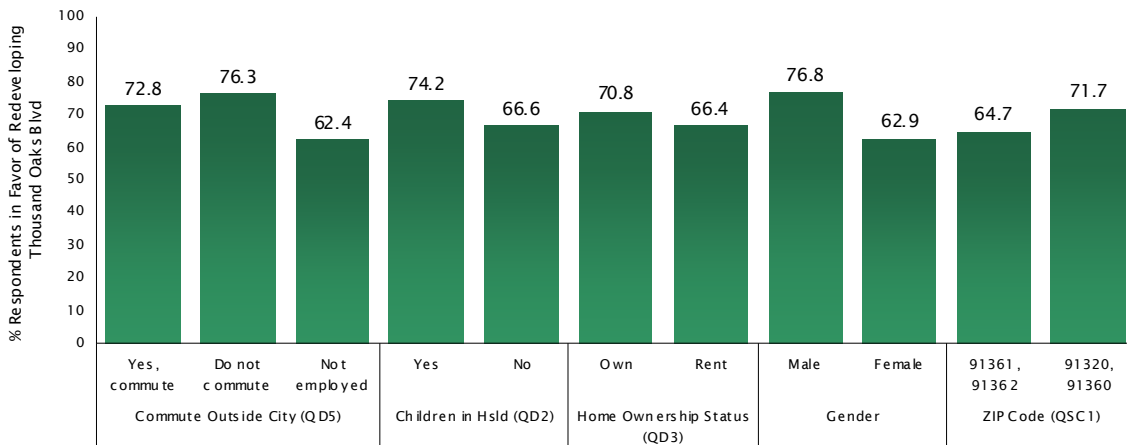


Overall, more than two-thirds (70%) of respondents indicated that—with the information they had at that moment—they favored redeveloping portions of Thousand Oaks Boulevard (Figure 22). Approximately 19% initially opposed redeveloping the area, 8% indicated that it depends on additional details, and 3% were either unsure or unwilling to share their opinion. When compared to their respective counterparts, initial support for redeveloping portions of Thousand Oaks Boulevard was highest among those who have lived in the City less than 10 years, residents under the age of 35, the employed, those who live with at least one child, home owners, males, and those who reside in ZIP codes 91320 and 91360 (see Figures 23 & 24).

**FIGURE 23 OPINION OF REDEVELOPING THOUSAND OAKS BOULEVARD BY YEARS IN THOUSAND OAKS & AGE**



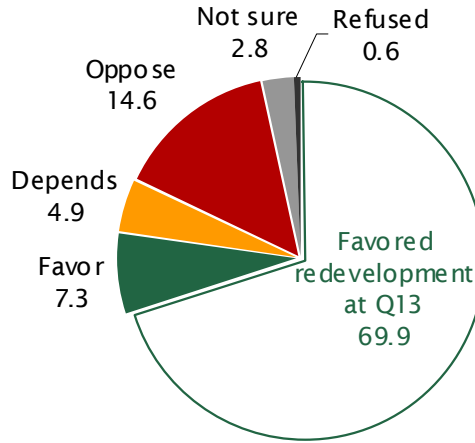
**FIGURE 24 OPINION OF REDEVELOPING THOUSAND OAKS BOULEVARD BY COMMUTE OUTSIDE CITY, CHILDREN IN HOUSEHOLD, HOME OWNERSHIP STATUS, GENDER & ZIP CODE**



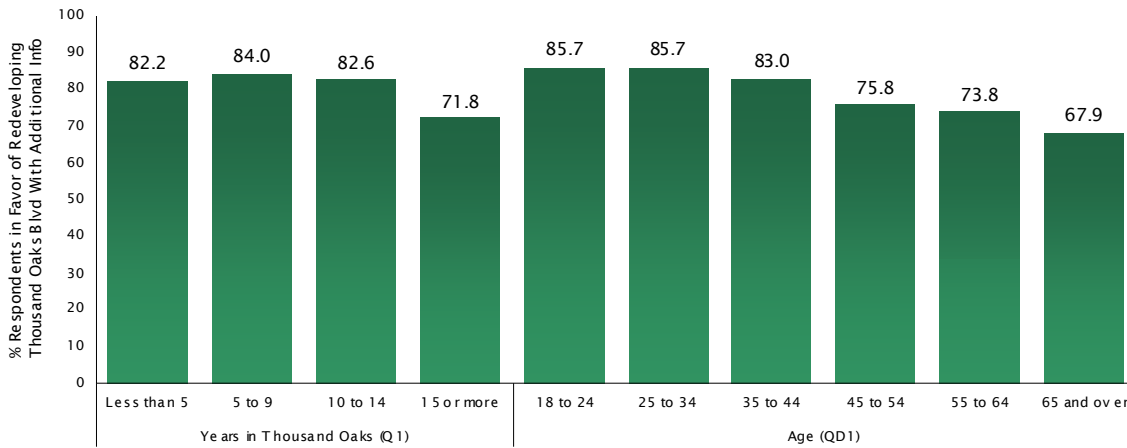
**SUPPORT WITH INFORMATION ABOUT ECONOMIC IMPACTS** Respondents who were initially opposed, were undecided, or equivocated regarding the redevelopment Thousand Oaks Boulevard were subsequently asked their opinion if they knew that redevelopment would help improve the local economy and increase the City’s tax base. As shown in Figure 25 on the next page, linking redevelopment to the positive impacts it will have on the economy and the City’s tax base netted an additional 7% support, bringing total support for redeveloping Thousand Oaks Boulevard to 77% of residents at this point in the survey. The additional information presented in Question 14 also had the effect of broadening support for redevelopment at the subgroup level, resulting in smaller differences in opinions across many subgroups when compared to the measures of initial support in Question 13 (compare Figures 26 & 27 with Figures 23 & 24).

**Question 14** *In addition to improving the appearance of outdated commercial centers along the boulevard, redevelopment would help improve the local economy and increase the City's tax base. Knowing this, would you favor or oppose redeveloping portions of Thousand Oaks Boulevard?*

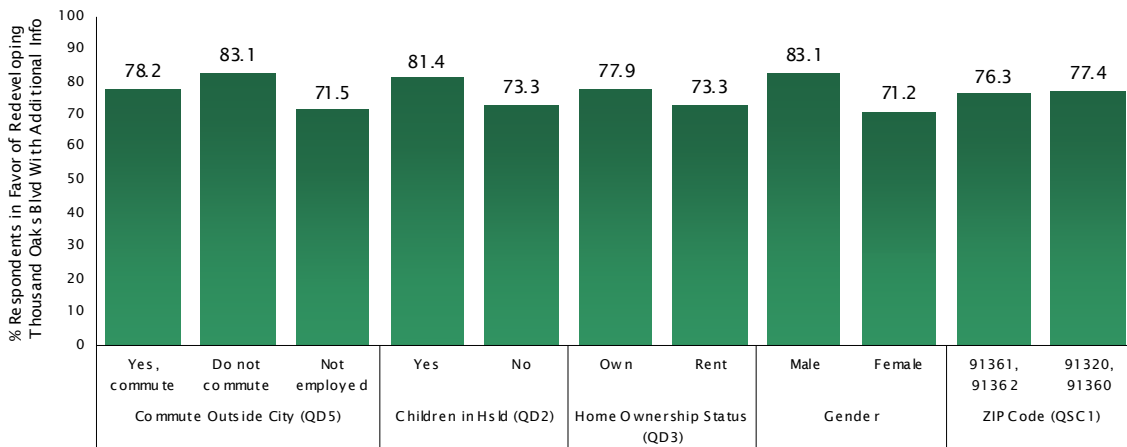
**FIGURE 25 INFORMED OPINION OF REDEVELOPING THOUSAND OAKS BOULEVARD**



**FIGURE 26 INFORMED OPINION OF REDEVELOPING THOUSAND OAKS BOULEVARD BY YEARS IN THOUSAND OAKS & AGE**



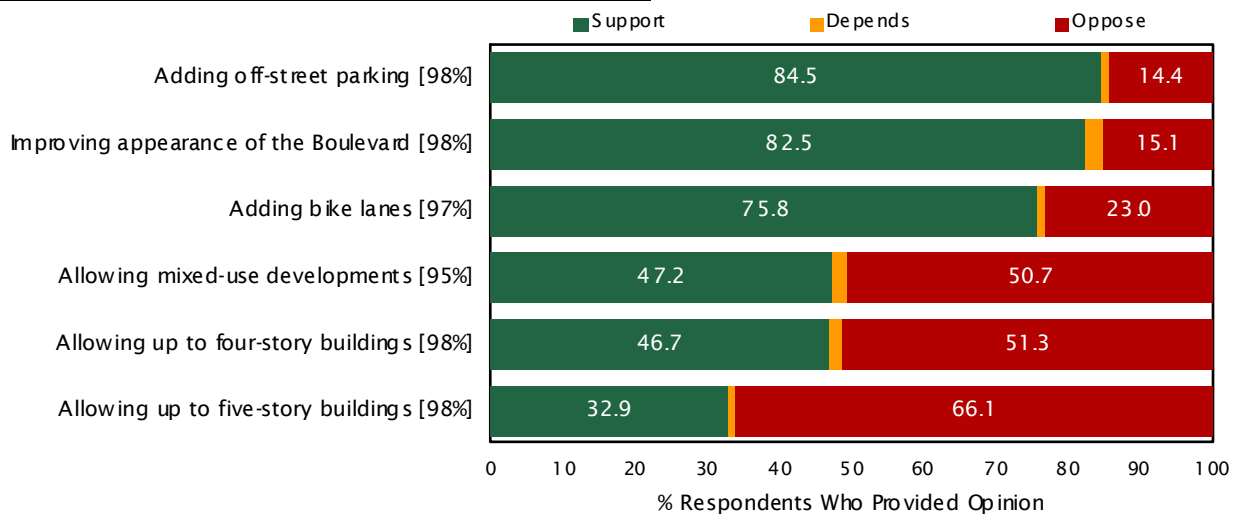
**FIGURE 27 INFORMED OPINION OF REDEVELOPING THOUSAND OAKS BOULEVARD BY COMMUTE OUTSIDE CITY, CHILDREN IN HOUSEHOLD, HOME OWNERSHIP STATUS, GENDER & ZIP CODE**



**REDEVELOPMENT OPTIONS FOR THOUSAND OAKS BLVD** All respondents were next presented with several options that are being considered as part of the redevelopment of Thousand Oaks Boulevard. For each option, residents were simply asked if they would support or oppose the option *assuming that Thousand Oaks Boulevard is redeveloped in the future*. Figure 28 presents each of the options tested, as well as the support levels recorded among Thousand Oaks residents.

**Question 15** *Assuming that Thousand Oaks Boulevard is redeveloped in the future, I'd like to know whether you support or oppose each of the following options.*

**FIGURE 28 SUPPORT FOR REDEVELOPMENT OPTIONS**



Overall, support was high for adding off-street parking (85%), improving the appearance of the Boulevard (83%), and adding bike lanes (76%). Opinions were mixed regarding the incorporation of mixed-use developments along the Boulevard (47%), as well as allowing buildings with heights up to four stories (47%). Just one-third (33%) of respondents indicated that they would support the construction of five story buildings along the Boulevard. It is important to keep in mind, however, that opinions about mixed-use developments and building heights were solicited over the



phone *without* a visual representation of what such buildings would actually look like if developed. Research has shown that opinions tend to be more favorable when respondents are presented with a visual representation of both mixed-use developments and specific building heights.

## PARKS & RECREATION

The many parks, recreation facilities, scheduled activities, classes, and special events offered in the City of Thousand Oaks provide residents with a variety of opportunities to recreate, relax, and play. They also help to promote a sense of community in the City, improve property values, enhance the business climate and local economy, and generally contribute to a higher quality of life for residents and visitors. The next three questions of the survey sought to profile residents' use and perceptions of community parks and recreational facilities, as well as their desire for specific improvements.

**HOUSEHOLD PARK OR RECREATION FACILITY VISITS** The first question in this series asked about household visits to a Thousand Oaks park or recreation facility in the past 12 months. As shown in Figure 29, an exceptionally high percentage of residents (91%) indicated that they or someone in their household had visited a park or recreation facility in Thousand Oaks in the past year.

**Question 16** *Have you or anyone else in your household visited a park or recreation facility in Thousand Oaks in the past 12 months?*

**FIGURE 29 HOUSEHOLD PARK OR REC FACILITY USE IN PAST 12 MONTHS**

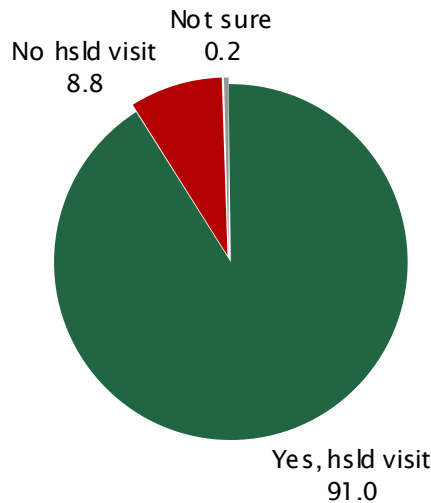
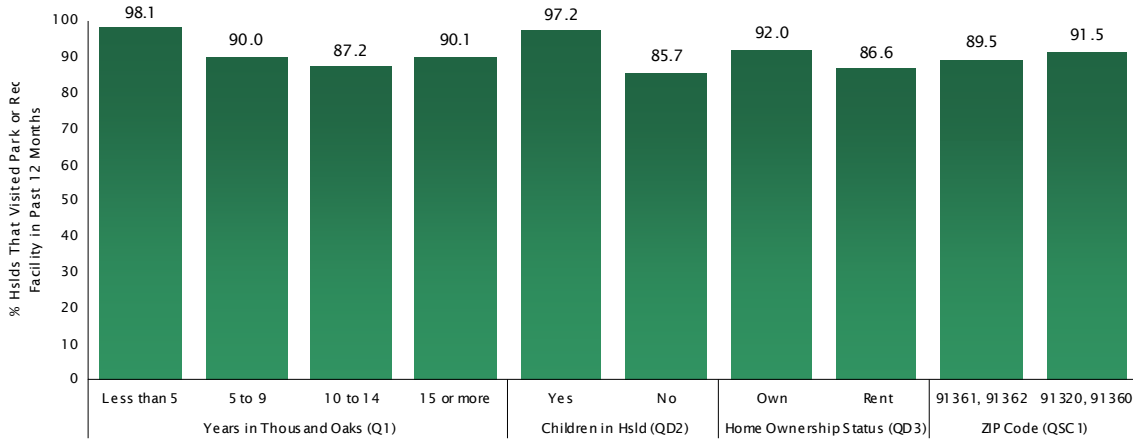


Figure 30 on the next page displays the responses to Question 16 according to length of residence, presence of children in the home, home ownership status, as well as ZIP code for their residence. Although certain subgroups (e.g., new residents and those living with children) had noticeably higher rates of visitation to a Thousand Oaks park or recreation facility during the 12 months prior to the interview, the most striking pattern in the figure is that visitation rates were very high for *all* subgroups—exceeding 85% for every group identified in the figure.

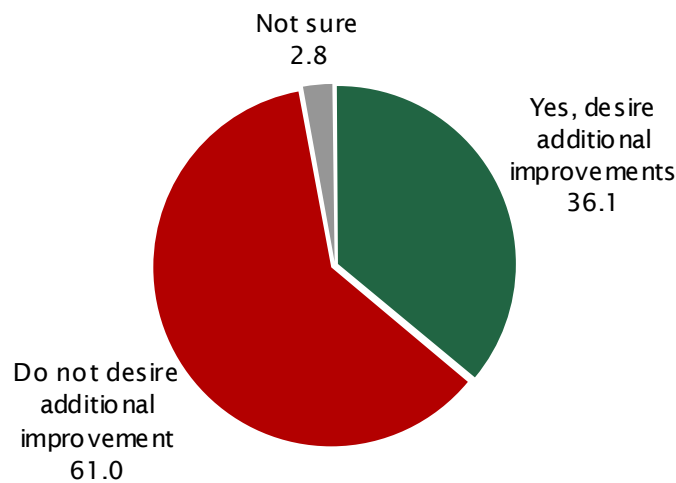
**FIGURE 30 HOUSEHOLD PARK OR REC FACILITY USE IN PAST 12 MONTHS BY YEARS IN THOUSAND OAKS, CHILDREN IN HOUSEHOLD, HOME OWNERSHIP STATUS & ZIP CODE**



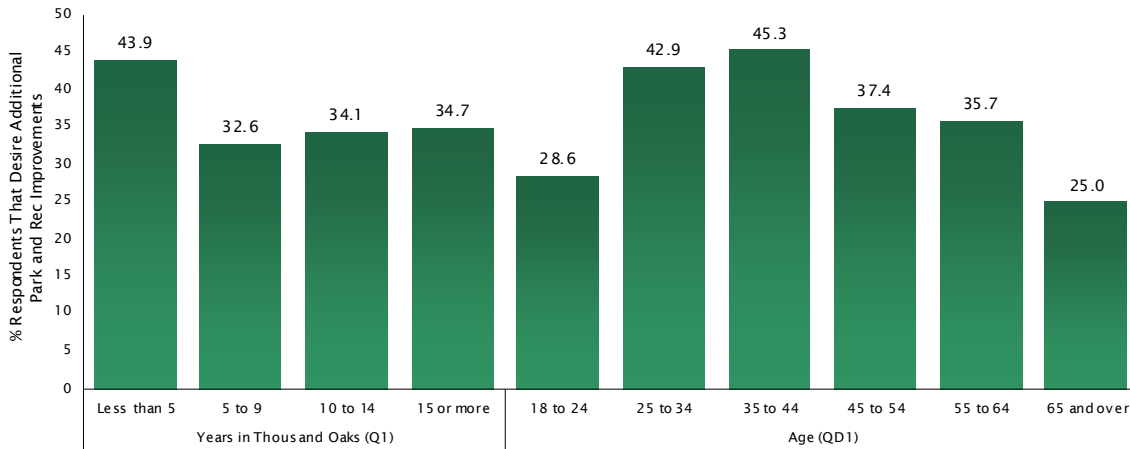
**DESIRED PARK AND RECREATION IMPROVEMENTS** Having measured household use of parks and recreation facilities in Thousand Oaks, the survey next asked respondents if there were any particular improvements they would like to see in this area. Overall, just over one-third (36%) of respondents indicated that they would like to see improvements to Thousand Oaks’ parks and recreation facilities (Figure 31), with new residents, those between 24 and 44 years of age, those with recent visitations to a park or recreation facility in the city, those who live with children, renters, males, and those who reside in ZIP codes 91320 and 91360 being the most likely to desire improvements (see Figures 32 & 33).

**Question 17** *Thinking of parks and recreation facilities in Thousand Oaks, are there any improvements that you would like to see?*

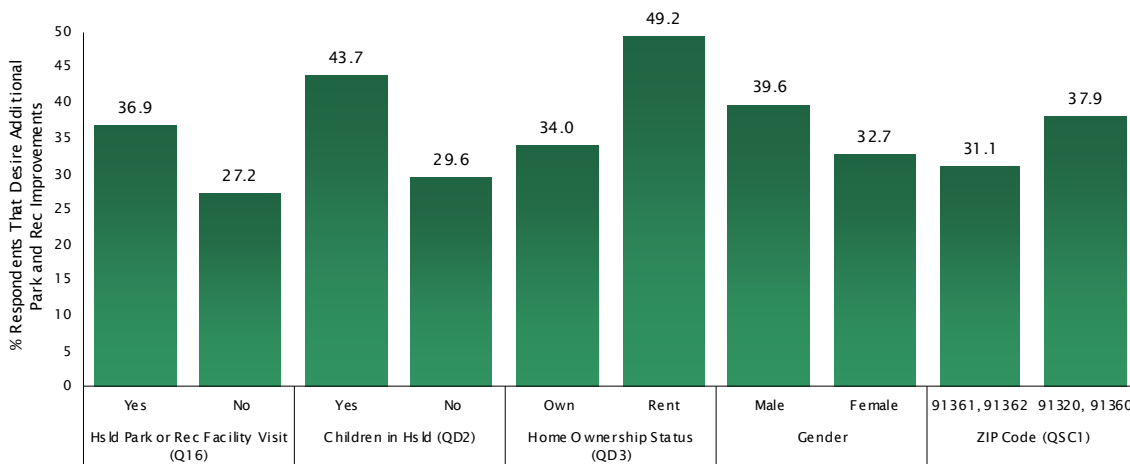
**FIGURE 31 DESIRE ADDITIONAL PARK AND REC IMPROVEMENTS**



**FIGURE 32 DESIRE ADDITIONAL PARK AND REC IMPROVEMENTS BY YEARS IN THOUSAND OAKS & AGE**



**FIGURE 33 DESIRE ADDITIONAL PARK AND REC IMPROVEMENTS BY HOUSEHOLD PARK OR REC FACILITY VISIT, CHILDREN IN HOUSEHOLD, HOME OWNERSHIP STATUS, GENDER & ZIP CODE**

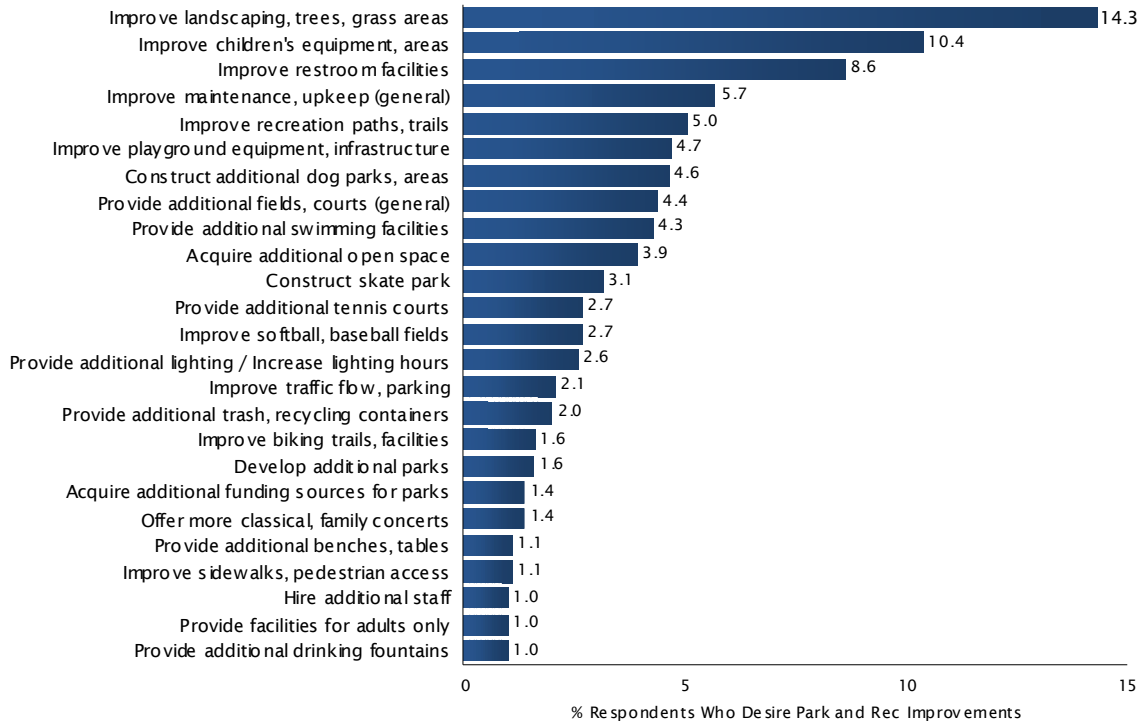


The final question in this series asked those who indicated a desire for park and recreation improvements in Thousand Oaks to briefly describe the improvement they wanted most. Question 18 was asked in an exploratory, open-ended manner, meaning that respondents were at liberty to suggest any improvement that came to mind without being prompted by—or restricted to—a particular list of options. True North later reviewed the verbatim responses and grouped them into the categories shown in Figure 34 on the next page.

The most commonly requested improvement was improved or additional landscaping, trees and grassy areas (14%), followed by improvements to children’s play areas and equipment (10%), restroom facilities (9%), the maintenance of parks and recreation facilities in general (6%), and recreation paths or trails (5%). No other single category was mentioned by at least 5% of respondents.

**Question 18** Please briefly describe the improvement you most want.

**FIGURE 34 PARKS AND REC IMPROVEMENTS DESIRED**



## SPENDING PRIORITIES

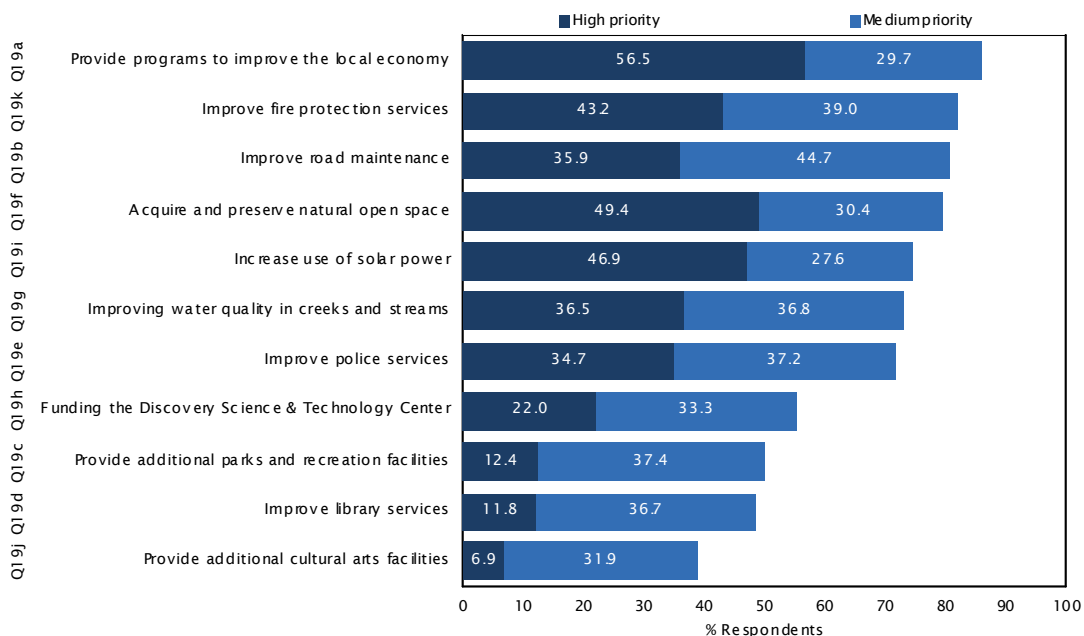
It is often the case that residents' desires for public facilities and programs exceed a city's financial resources. In such cases, a city must prioritize projects and programs based upon a variety of factors, including the preferences and needs of residents.

Question 19 was designed to provide Thousand Oaks with a reliable measure of how residents, as a whole, prioritize a variety of projects, programs, and improvements to which the City could allocate resources in the future. The format of the question was straightforward: after informing respondents that the City does not have the financial resources to fund *all* of the projects and programs that may be desired by residents, respondents were asked whether each project or program shown in Figure 35 should be a high, medium, or low priority for future city spending—or if the City should not spend money on the project at all.

The projects and programs are sorted in Figure 35 from high to low based on the proportion of respondents who indicated that an item was *at least* a medium priority for future city spending. Among the projects and programs tested, providing programs to improve the local economy and attract new employers and jobs to Thousand Oaks was assigned the highest priority (86% high or medium priority), followed by improving fire protection services (82%), improving road maintenance (81%), acquiring and preserving natural open space (80%), and increasing the use of solar power in the City (75%).

**Question 19** *The City of Thousand Oaks has limited financial resources to provide some of the projects and programs desired by residents. Because it can not fund every project and program, however, the City must set priorities. As I read each of the following items, please indicate whether you think the City should make the item a high priority, a medium priority, or a low priority for future city spending. If you feel the City should not spend any money on this item, just say so. Please keep in mind that not all of the items can be high priorities.*

**FIGURE 35 SPENDING PRIORITIES**



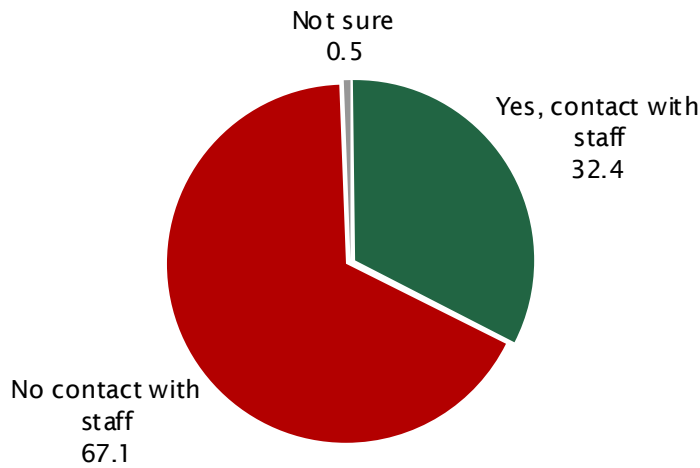
# S T A F F

The staff at the City of Thousand Oaks are often the “face” of the City for residents who are using city facilities, participating in various programs or events, or in need of assistance from the City on any number of matters. Accordingly, the survey examined residents’ perceptions of—and experiences with—City of Thousand Oaks staff.

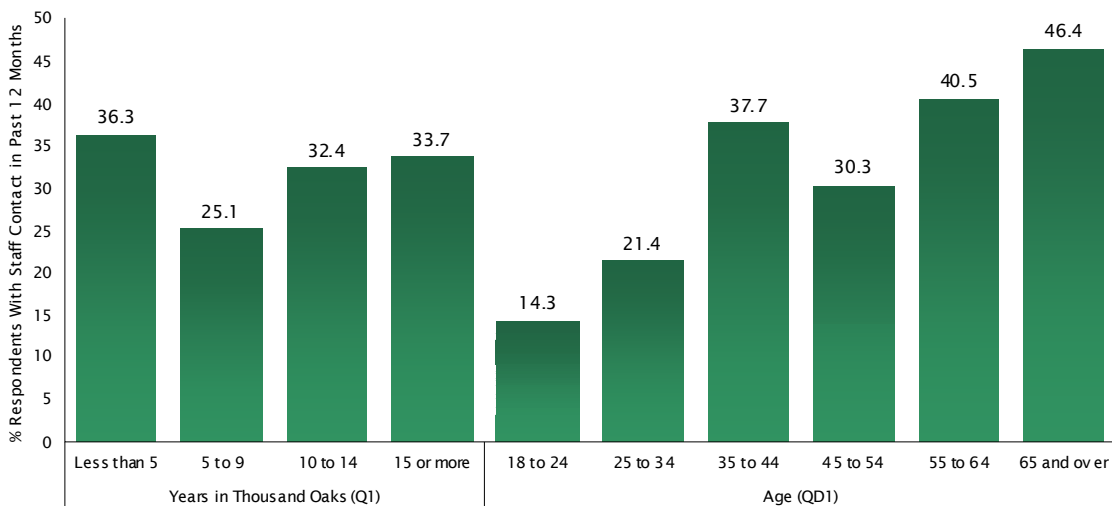
**STAFF CONTACT** Overall, approximately one-third (32%) of respondents indicated that they had contacted Thousand Oaks staff at least once during the 12 months prior to the interview (Figure 36). Interaction with City staff was most commonly reported by residents who had lived in the City less than five years, as well as seniors (see Figure 37).

**Question 20** *In the past 12 months, have you been in contact with staff from the City of Thousand Oaks?*

**FIGURE 36 CONTACT WITH STAFF IN PAST 12 MONTHS**



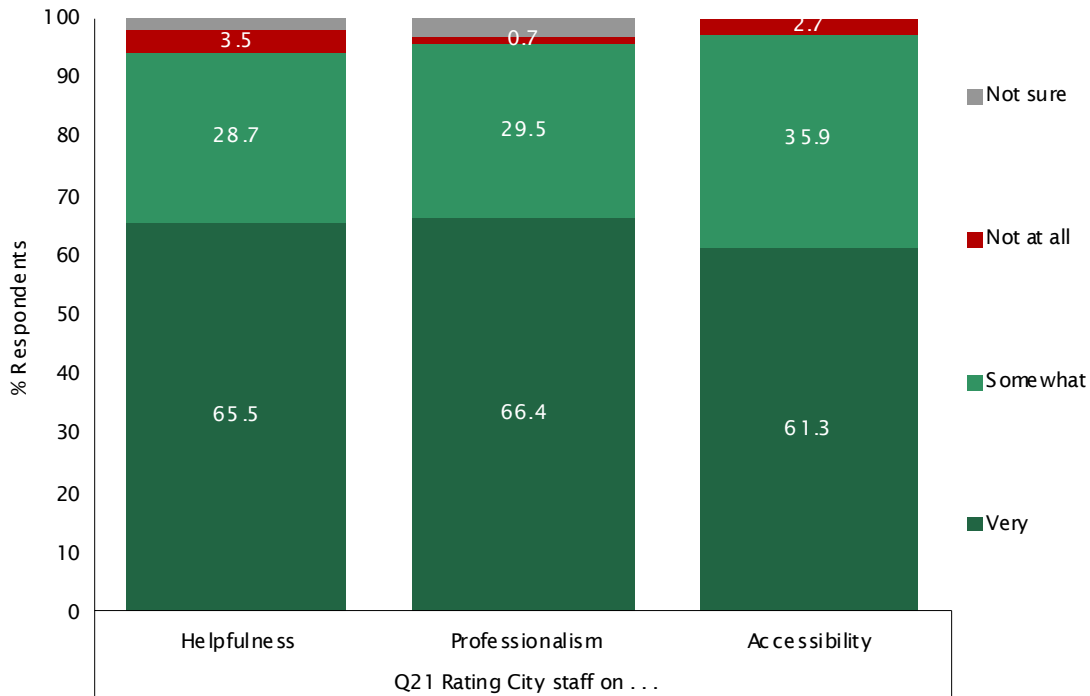
**FIGURE 37 CONTACT WITH STAFF IN PAST 12 MONTHS BY YEARS IN THOUSAND OAKS & AGE**



**ASSESSMENT OF CITY STAFF** The next question asked residents with recent staff contact to rate City staff on three dimensions: helpfulness, professionalism, and accessibility. Overall, respondents who expressed an opinion provided similarly high ratings for City staff on all three dimensions (Figure 38), with at least 9 out of 10 respondents indicating that Thousand Oaks staff are very or somewhat helpful (94%), professional (96%), and accessible (97%).

**Question 21** *In your opinion, was the staff at the City very \_\_\_\_\_, somewhat \_\_\_\_\_, or not at all \_\_\_\_\_?*

**FIGURE 38 RATING ASPECTS OF CITY STAFF**





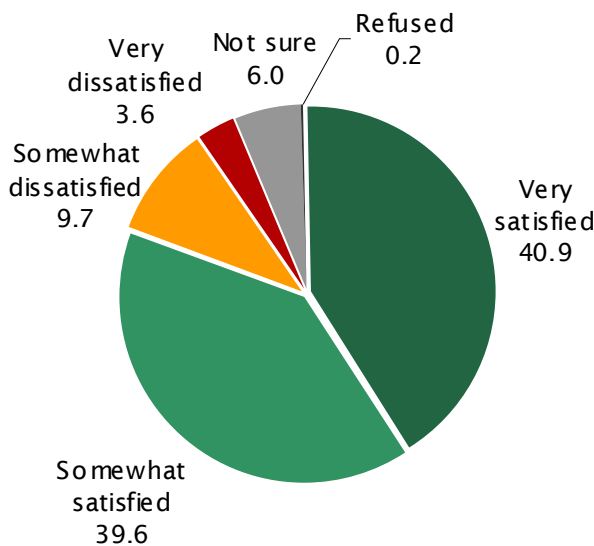
# CITY - RESIDENT COMMUNICATION

The importance of city-resident communication cannot be overstated. Much of a city's success is shaped by the quality of information that is exchanged in both directions, from the city to its residents and vice-versa. This study is just one example of Thousand Oak's efforts to enhance the information flow to the city to better understand citizens' concerns, perceptions, and needs. In this section of the report, we present the results of several communication-related questions.

**OVERALL SATISFACTION** Question 22 of the survey asked residents to report their satisfaction with city-resident communication in the City of Thousand Oaks. Overall, 81% of respondents indicated they were satisfied with City's efforts to communicate with residents through newsletters, the Internet, and other means (Figure 39). The remaining respondents were either dissatisfied with the City's efforts in this respect (13%) or unsure of their opinion (6%).

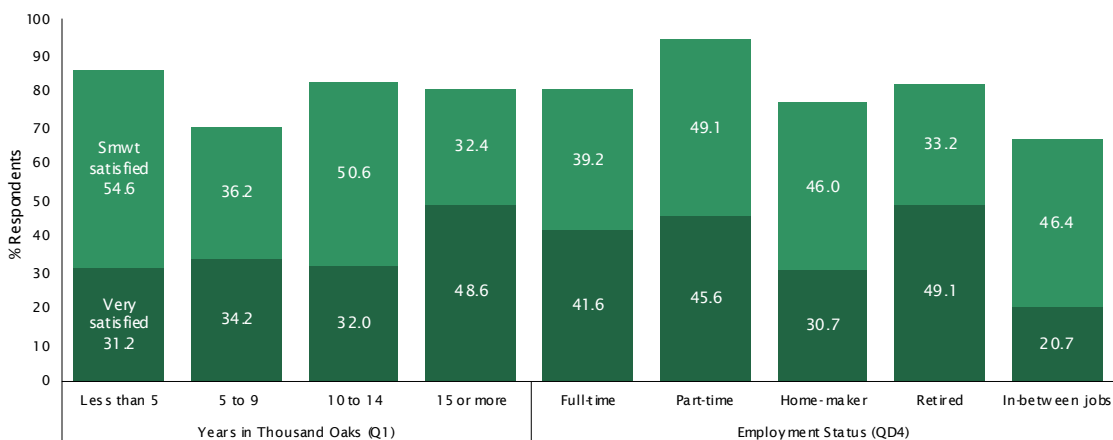
**Question 22** Overall, are you satisfied or dissatisfied with the City's efforts to communicate with residents through newsletters, the Internet, and other means?

**FIGURE 39 SATISFACTION WITH COMMUNICATION**

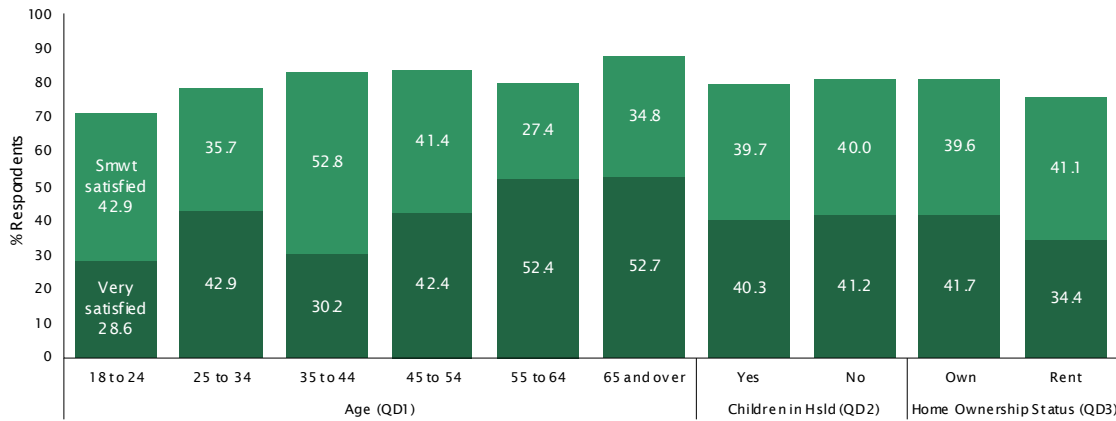


Figures 40 and 41 display how satisfaction with the City's efforts to communicate with residents varied across a variety of resident subgroups. When compared to their respective counterparts, satisfaction was highest among new residents, part-time employees, seniors, and those who own their residence in the City.

**FIGURE 40 SATISFACTION WITH COMMUNICATION BY YEARS IN THOUSAND OAKS & EMPLOYMENT STATUS**



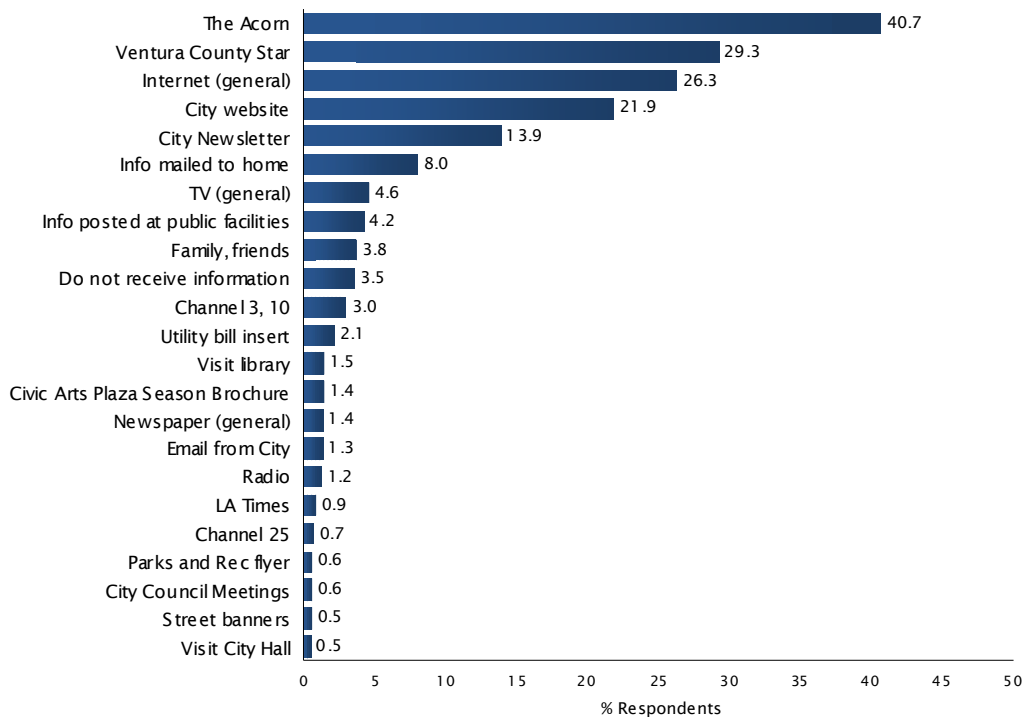
**FIGURE 41 SATISFACTION WITH COMMUNICATION BY AGE, CHILDREN IN HOUSEHOLD & HOME OWNERSHIP STATUS**



**INFORMATION SOURCES** To help the City identify the most effective means of communicating with residents, it is helpful to understand what information sources they currently rely on for this type of information. In an open-ended manner, residents were asked to list the information sources they typically use to find out about Thousand Oaks news, information, and programming. Because respondents were allowed to provide up to three sources, the percentages shown in Figure 42 represent the percentage of residents who mentioned a particular source, and thus sum to more than 100.

**Question 23** *What information sources do you use to find out about City of Thousand Oaks news, events, and programs?*

**FIGURE 42 SOURCE FOR THOUSAND OAKS INFO**



The most frequently-cited source for city information was *The Acorn*, mentioned by 41% of residents. The *Ventura County Star* (29%), the Internet in general (26%), the City’s website (22%), and the City’s newsletter (14%) were also mentioned by at least 10% of respondents. For the interested reader, Table 1 presents the top information sources cited in response to Question 23 according to respondent age.

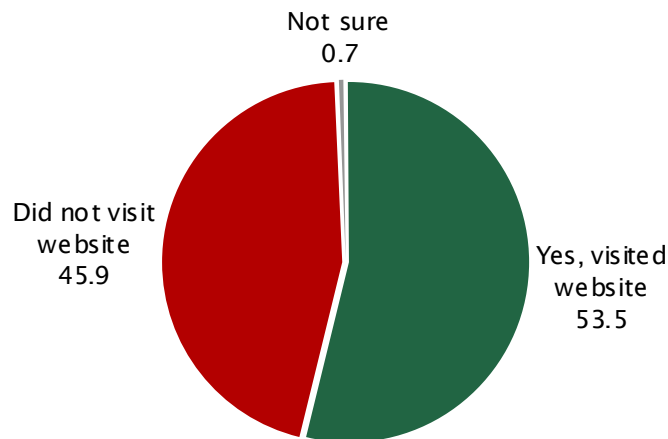
**TABLE 1 TOP SOURCES FOR THOUSAND OAKS INFO BY AGE**

Age (QD1)					
18 to 24	25 to 34	35 to 44	45 to 54	55 to 64	65 and over
The Acorn	Internet (general)	The Acorn	The Acorn	The Acorn	Ventura County Star
City website	City website	Internet (general)	Ventura County Star	Ventura County Star	The Acorn
Internet (general)	The Acorn	City website	Internet (general)	Internet (general)	City Newsletter
Ventura County Star	Ventura County Star	Ventura County Star	City website	City website	City website
City Newsletter	City Newsletter	City Newsletter	City Newsletter	City Newsletter	Info mailed to home

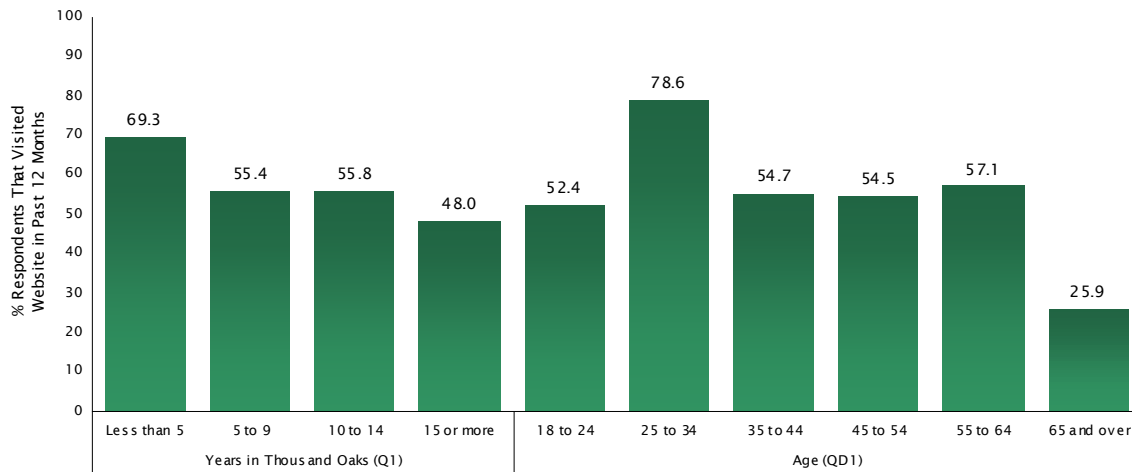
**CITY WEBSITE** Having identified the information sources that residents turn to *most* often, the survey next asked specifically whether the respondent had visited the City’s website during the 12 months prior to the interview. As shown in Figure 43, more than half (54%) of residents reported that they had visited the site during this period. New residents, those between the ages of 25 and 34, those living in households that had visited a park and recreation facility in Thousand Oaks during the past year, full-time workers and those in-between jobs at the moment, residents who live with children, and renters were the most likely to state that they had visited the City’s website during the preceding 12 months (see Figures 44 & 45).

**Question 24** *In the past 12 months, have you visited the City's website?*

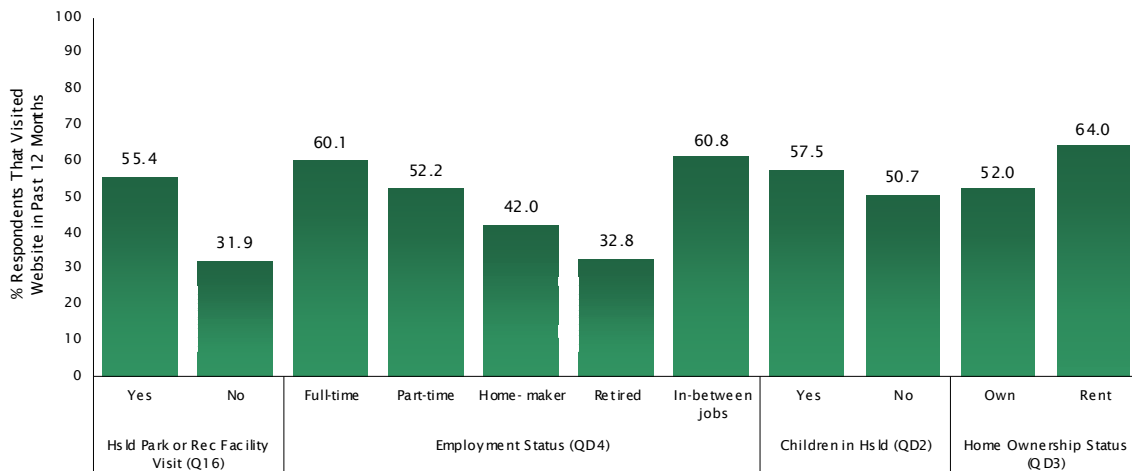
**FIGURE 43 VISITED CITY WEBSITE IN PAST 12 MONTHS**



**FIGURE 44 VISITED CITY WEBSITE IN PAST 12 MONTHS BY YEARS IN THOUSAND OAKS & AGE**



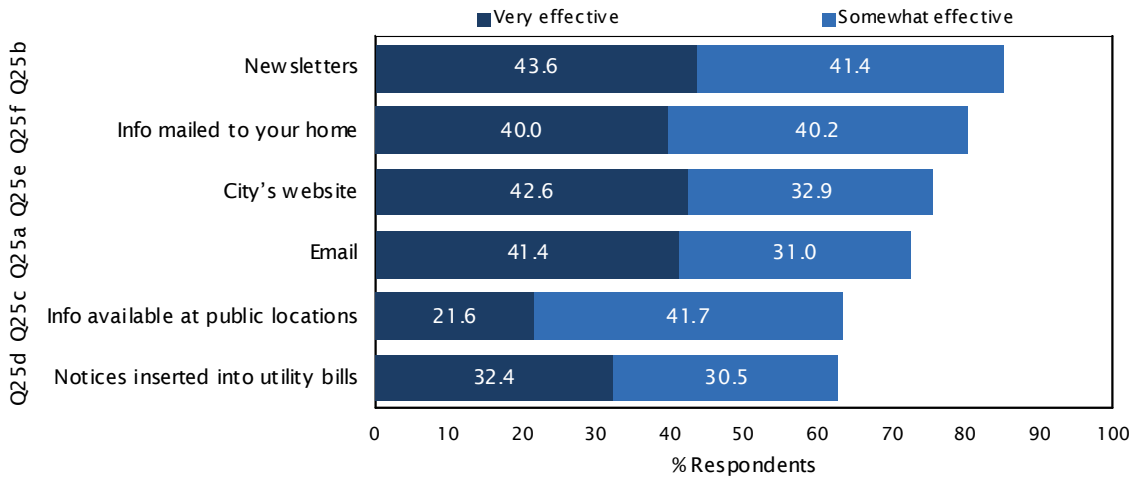
**FIGURE 45 VISITED CITY WEBSITE IN PAST 12 MONTHS BY HOUSEHOLD PARK OR REC FACILITY VISIT, EMPLOYMENT STATUS, CHILDREN IN HOUSEHOLD & HOME OWNERSHIP STATUS**



**COMMUNICATION PREFERENCES** The final communication-related question presented respondents with each of the methods shown to the left of Figure 46 and simply asked—for each—whether it would be an effective way for the City to communicate with them. Overall, respondents indicated that newsletters were the most effective method (85%), followed by information mailed to their home (80%), the City’s website (76%), and email (72%). Having information available at public locations (63%) and notices inserted into utility bills (63%) were considered to be somewhat less effective methods of communication. Table 2 shows how the perceived effectiveness of the communication methods varied substantially by respondent age.

**Question 25** As I read the following ways that the City of Thousand Oaks can communicate with residents, I'd like to know if you think they would be a very effective, somewhat effective, or not an effective way for the City to communicate with you.

**FIGURE 46 EFFECTIVENESS OF COMMUNICATION METHODS**



**TABLE 2 EFFECTIVENESS OF COMMUNICATION METHODS BY AGE (SHOWING % VERY EFFECTIVE)**

	Age (QD1)					
	18 to 24	25 to 34	35 to 44	45 to 54	55 to 64	65 and over
Newsletters	23.8	50.0	49.1	49.1	50.0	49.1
City's website	71.4	50.0	43.4	43.4	36.9	25.0
Email	52.4	50.0	43.4	43.4	42.9	22.3
Info mailed to your home	28.6	50.0	41.5	41.5	36.9	48.2
Notices inserted into utility bills	23.8	21.4	30.2	30.2	31.0	47.3
Info available at public locations	23.8	42.9	22.6	22.6	14.3	19.6



# DEMOGRAPHICS & BACKGROUND INFO

**TABLE 3 DEMOGRAPHICS OF SAMPLE**

Total Respondents	400
<b>QD1 Age</b>	<b>%</b>
18 to 24	11.1
25 to 34	13.7
35 to 44	19.1
45 to 54	21.7
55 to 64	14.6
65 and over	15.6
Refused	4.2
<b>QD2 Children in home</b>	
Yes	47.3
No	51.9
Refused	0.8
<b>QD3 Home ownership status</b>	
Own	81.8
Rent	16.2
Refused	2.0
<b>QD4 Employment status</b>	
Full-time	50.0
Part-time	9.9
Student	6.9
Homemaker	6.7
Retired	18.5
In-between jobs	6.8
Refused	1.2
<b>QD5 Commute outside City for job / school</b>	
Not employed or in school	33.2
Yes	34.4
No	32.0
Not sure	0.2
Refused	0.2
<b>QD6 Typical commute minutes to job / school</b>	
No commute	65.6
20 or less	6.1
21 to 39	8.6
40 to 59	6.4
60 or more	11.9
Refused	1.4
<b>QD7 Gender</b>	
Male	50.0
Female	50.0
<b>QSC1 ZIP code</b>	
91361, 91362	26.3
91320, 91360	73.7

Table 3 presents the key demographic and background information that was collected during the study. Because of the probability-based, random digit dial (RDD) sampling methodology and screening protocols used in selecting the Main sample (see *Sample* on page 45), the results shown are representative of the universe of adults within the City of Thousand Oaks. The primary motivations for collecting the background and demographic information were to manage the sampling process and provide insight into how the results of the substantive questions of the survey vary by demographic characteristics (see crosstabulations in Appendix A for a full breakdown of each question).



## M E T H O D O L O G Y

The following sections outline the methodology used in the study, as well as the motivation for using certain techniques.

**QUESTIONNAIRE DEVELOPMENT** Dr. McLarney of True North Research worked closely with the City of Thousand Oaks to develop a questionnaire that covered the topics of interest and avoided the many possible sources of systematic measurement error, including position-order effects, wording effects, response-category effects, scaling effects and priming. Several questions included multiple individual items. Because asking the items in a set order can lead to a systematic position bias in responses, the items were asked in a random order for each respondent.

Several questions asked in this study were presented only to a subset of respondents. For example, only respondents who had interacted with City staff in the past 12 months were asked about their interactions with staff. The questionnaire included with this report (see *Questionnaire & Toplines* on page 49) identifies skip patterns used during the interview to ensure that each respondent received the appropriate questions.

**PROGRAMMING & PRE-TEST** Prior to fielding the survey, the questionnaire was CATI (Computer Assisted Telephone Interviewing) programmed to assist the live interviewers when conducting the telephone interviews. The CATI program automatically navigates the skip patterns, randomizes the appropriate question items, and alerts the interviewer to certain types of keypunching mistakes should they happen during the interview. The integrity of the questionnaire was pre-tested internally by True North and by dialing into random homes in the City prior to formally beginning the survey.

**SAMPLE** There were two separate samples (and phases) in the study. In the first phase, 400 households were selected at random from the City using a random digit dial (RDD) sampling methodology. An RDD sample is drawn by first selecting all of the active phone exchanges (first three digits in a seven digit phone number) and working blocks that service the area. After estimating the number of listed households within each phone exchange that are located within the area, a sample of randomly selected phone numbers is generated with the number of phone numbers per exchange being proportional to the estimated number of households within each exchange in the area. This method ensures that both listed and unlisted households are included in the sample. It also ensures that new residents and new developments have an opportunity to participate in the study, which is not true if the sample were based on a telephone directory.

Although the RDD method is widely used for community surveys, the method also has several known limitations that must be adjusted for to ensure representative data. Research has shown, for example, that individuals with certain demographic profiles (e.g., older women) are more likely to be at home and are more likely to answer the phone even when other members of the household are available. If this tendency is not adjusted for, the RDD sampling method will produce a survey that is biased in favor of women—particularly older women. To adjust for this behavioral tendency, the survey included a screening question which initially asked to speak to the youngest male available in the home. If a male was not available, then the interviewer was instructed to speak to the youngest female currently available. This protocol was followed—to

the extent needed—to ensure a representative sample. In addition to following this protocol, the sample demographics were monitored as the interviewing proceeded to make sure they were within certain tolerances.

Additionally, because the City of Thousand Oaks shares phone exchanges with neighboring cities and unincorporated areas of the County, respondents were initially asked the ZIP code of their residence (see Question SC1). Only those in ZIP codes 91360, 91361, 91362, and 91320 who indicated that they live inside the City limits of Thousand Oaks (QSC2) were eligible to participate in the study.

Once selected, residents were provided with the opportunity to participate in the survey over the telephone or online at a secure website hosted by True North. The 400 interviews collected according to the methods described above constitute the **Main sample** as they represent a statistically reliable, representative cross-section of the adult population in Thousand Oaks. The results discussed in the body of this report and the crosstabulations in Appendix A are based on the Main sample.

To accommodate the City's interest in allowing all residents the opportunity to participate in the study—not just those who were selected at random for the Main sample—the second phase of the study made an identical (but separate) survey available to interested residents. All households in the City were mailed a postcard inviting them to participate in the survey online at a secure web site. The postcards included two unique PINs for each household, thereby preventing non-residents from accessing the online survey and preventing resident households from participating more than twice. A total of 2,785 residents participated in this second phase of the study, which constitutes the **Supplemental sample**.

The Supplemental sample represents a self-selected, non-random group of interested residents and is *not* representative of the City's adult population. For this reason, the results for the Supplemental sample were analyzed separately and are presented in the crosstabulations in Appendix B. The question-by-question analysis, key findings and conclusions of this report are based on the Main sample findings only—not the Supplemental sample.

**MARGIN OF ERROR DUE TO SAMPLING** By using a stratified and clustered sample and monitoring the sample characteristics as data collection proceeded, True North ensured that the sample was representative of adult residents who live in the City of Thousand Oaks. The results of the sample can thus be used to estimate the opinions of *all* adult residents of the City. Because not every adult resident of the City participated in the survey, however, the results have what is known as a statistical margin of error due to sampling. The margin of error refers to the difference between what was found in the survey of 400 adult residents for a particular question and what would have been found if all of the estimated 94,037 adult residents had been interviewed.

For example, in estimating the percentage of adult residents who have interacted with staff in the past 12 months (Question 20), the margin of error can be calculated if one knows the size of the population, the size of the sample, a desired confidence level, and the distribution of



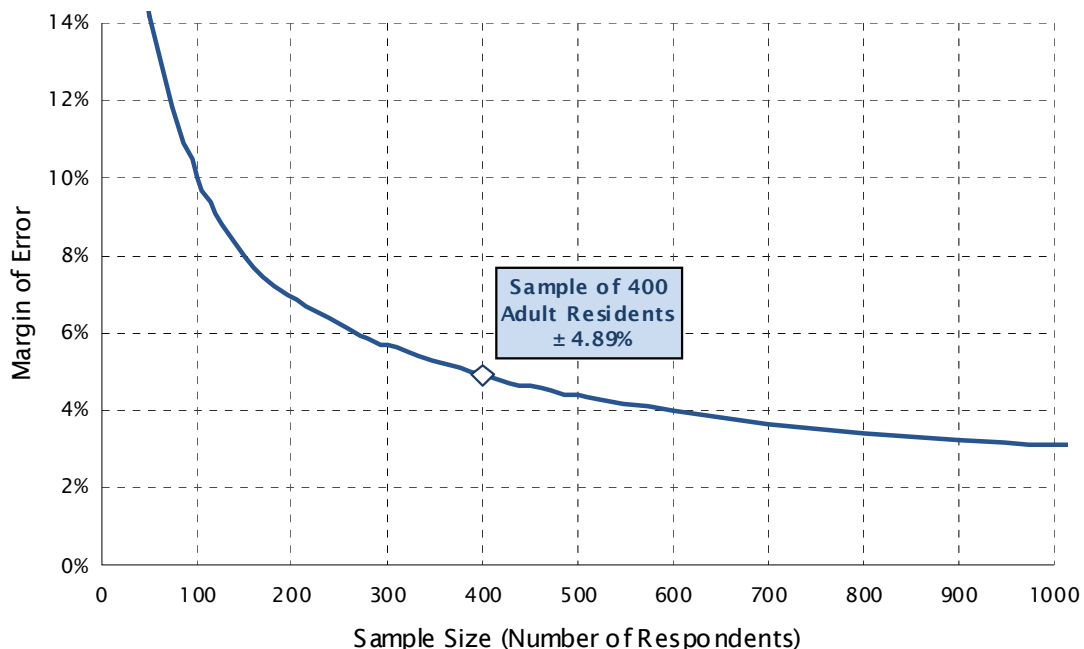
responses to the question. The appropriate equation for estimating the margin of error, in this case, is shown below:

$$\hat{p} \pm t \sqrt{\left(\frac{N-n}{N}\right) \frac{\hat{p}(1-\hat{p})}{n-1}}$$

where  $\hat{p}$  is the portion of adults who have interacted with staff in the past 12 months (0.32 for 32% in this example),  $N$  is the population size of all adult residents (94,037),  $n$  is the sample size that received the question (400), and  $t$  is the upper  $\alpha/2$  point for the t-distribution with  $n - 1$  degrees of freedom (1.96 for a 95% confidence interval). Solving the equation using these values reveals a margin of error of  $\pm 4.57\%$ . This means that with 32% of respondents indicating they have interacted with staff in the past 12 months, we can be 95% confident that the actual percentage of all adult residents who interacted with staff during this time period is between 27% and 37%.

Figure 47 provides a plot of the *maximum* margin of error in this study. The maximum margin of error for a dichotomous percentage result occurs when the answers are evenly split such that 50% provide one response and 50% provide the alternative response (i.e.,  $\hat{p} = 0.5$ ). For this survey, the maximum margin of error is  $\pm 4.89\%$  for questions answered by all 400 respondents.

FIGURE 47 MAXIMUM MARGIN OF ERROR



Within this report, figures and tables show how responses to certain questions varied by demographic characteristics such as age of the respondent and presence of children in the home. Figure 47 is thus useful for understanding how the maximum margin of error for a percentage estimate will grow as the number of individuals asked a question (or in a particular subgroup) shrinks. Because the margin of error grows exponentially as sample size decreases, the reader should use caution when generalizing and interpreting the results for small subgroups.

**DATA COLLECTION** The primary method of data collection for this study was telephone interviewing. Interviews were conducted during weekday evenings (5:30PM to 9PM) and on weekends (10AM to 5PM) between July 9 and July 13, 2009. It is standard practice not to call during the day on weekdays because most working adults are unavailable and thus calling during those hours would bias the sample. Telephone interviews averaged 20 minutes in length. Additionally, respondents who preferred to take the survey online were allowed to do so via a secure, password protected website.

**DATA PROCESSING** Data processing consisted of checking the data for errors or inconsistencies, coding and recoding responses, categorizing verbatim responses, and preparing frequency analyses and crosstabulations.

**ROUNDING** Numbers that end in 0.5 or higher are rounded up to the nearest whole number, whereas numbers that end in 0.4 or lower are rounded down to the nearest whole number. These same rounding rules are also applied, when needed, to arrive at numbers that include a decimal place in constructing figures and charts. Occasionally, these rounding rules lead to small discrepancies in the first decimal place when comparing tables and pie charts for a given question.

# QUESTIONNAIRE & TOPLINES



**City of Thousand Oaks  
Community Satisfaction Survey  
Final Toplines  
September 2009**

### Section 1: Introduction to Study

Hi, my name is \_\_\_\_\_ and I'm calling on behalf of TNR, an independent public opinion research company. We're conducting a survey about important issues in Thousand Oaks and we would like to get your opinions.

*If needed:* This is a survey about community issues in Thousand Oaks. I'm NOT trying to sell anything and I won't ask for a donation.

*If needed:* The survey should take about 12 minutes to complete.

*If needed:* If now is not a convenient time, can you let me know a better time so I can call back?

*If the person says they are an elected official or is somehow associated with the survey, politely explain that this survey is designed to measure the opinions of those not closely associated with the study, thank them for their time, and terminate the interview.*

### Section 2: Screener for Inclusion in the Study

For statistical reasons, I would like to speak to the youngest adult male currently at home that is at least 18 years of age. *If there is no male currently at home that is at least 18 years of age, then ask:* Ok, then I'd like to speak to the youngest female currently at home that is at least 18 years of age.

*If there is no adult currently available, then ask for a callback time.*

**NOTE:** *Adjust this screener as needed to match sample quotas on gender & age*

*If respondent asks why we want to speak to a particular demographic group, explain:* It's important that the sample of people for the survey is representative of the adult population in the city for it to be statistically reliable. At this point, we need to balance our sample by asking for people who fit a particular demographic profile.

SC1 To begin, I have a few screening questions. What is the zip code at your residence? *Read zip code back to them to confirm correct*

1	91361, 91362	26%	Go to SC2
2	91320, 91360	74%	Go to Q1
3	Other ZIP code	0%	Terminate

SC2 Do you live in the City of Thousand Oaks?

1	Yes	100%	Go to Q1
2	No	0%	Terminate
3	Not sure	0%	Terminate
99	Refused	0%	Terminate

Section 3: Quality of Life		
I'd like to begin by asking you a few questions about what it is like to live in the City of Thousand Oaks.		
Q1	How long have you lived in Thousand Oaks?	
	1	Less than 1 year
	2	1 to 4 years
	3	5 to 9 years
	4	10 to 14 years
	5	15 years or more
	99	Refused
Q2	How would you rate the overall quality of life in Thousand Oaks? Would you say it is excellent, good, fair, poor or very poor?	
	1	Excellent
	2	Good
	3	Fair
	4	Poor
	5	Very Poor
	98	Not sure
	99	Refused
Q3	If the city government could change one thing to make Thousand Oaks a better place to live now and in the future, what change would you like to see? Verbatim responses recorded and grouped into categories shown below.	
	Nothing / Everything is okay	
	Not sure / Cannot think of anything	
	Limit growth / Preserve open space	
	Reduce traffic congestion	
	Develop downtown areas	
	Improve public transit	
	Improve education	
	Improve public safety	
	Reduce taxes, fees	
	Improve, maintain roads	
	Change, improve Council, gov process	
	Improve, add parks, rec facilities	
	Reduce building permit restrictions	

Address illegal immigrant issue	2%
Build additional homes	2%
Provide more affordable housing	1%
Beautify City	1%
Provide positive alternatives for youth	1%
Enforce building codes	1%
Reduce budget / Control spending	1%
Increase multi-cultural activities	1%
Improve traffic signs	1%
Provide assistance to disabled, seniors	1%
Engage in economic development	1%
Improve sidewalks, walking paths	1%

**Section 4: City Services**

Next, I would like to ask a series of questions about services provided by the City of Thousand Oaks.

**Q4** Generally speaking, are you satisfied or dissatisfied with the job the City of Thousand Oaks is doing to provide city services? *Get answer, then ask: Would that be very (satisfied/dissatisfied) or somewhat (satisfied/dissatisfied)?*

1	Very satisfied	53%
2	Somewhat satisfied	40%
3	Somewhat dissatisfied	1%
4	Very dissatisfied	0%
98	Not sure	4%
99	Refused	1%

**Q5** For each of the services I read, please tell me whether the service is extremely important to you, very important, somewhat important, or not at all important.

*Make sure respondent understands the 4 point scale.*

	<i>Randomize</i>	Extremely Important	Very Important	Somewhat Important	Not at all Important	No Opinion	Refused
A	Providing police services	31%	54%	11%	2%	1%	0%
B	Providing fire protection services	40%	56%	3%	1%	0%	0%
C	Providing emergency medical services	36%	54%	7%	2%	0%	0%
D	Preparing the City for emergencies	21%	56%	18%	3%	1%	0%
E	Maintaining streets and roads	21%	62%	17%	0%	0%	0%
F	Managing traffic congestion in the city	18%	51%	28%	3%	0%	0%

G	Maintaining public landscapes	11%	42%	45%	2%	0%	0%
H	Providing library services	17%	48%	32%	3%	0%	0%
I	Providing trash collection and recycling services	22%	58%	16%	2%	1%	0%
J	Promoting economic development for a healthy business community	20%	49%	26%	2%	2%	0%
K	Managing growth and development	22%	42%	32%	2%	1%	1%
L	Providing recreation programs for all ages	13%	46%	35%	6%	0%	0%
M	Maintaining parks and recreation areas	19%	58%	21%	2%	0%	0%
N	Providing cultural and performing arts	6%	31%	51%	11%	0%	0%
O	Protecting the local environment	23%	50%	24%	3%	0%	0%
P	Preserving and protecting open space	26%	51%	18%	4%	0%	1%
Q6	For the same list of services I just read, I'd like you to tell me how satisfied you are with the job the city is doing to provide the service.						
	Are you satisfied or dissatisfied with the city's efforts to: _____ or do you not have an opinion? <i>Get answer. If 'satisfied' or 'dissatisfied', then ask: Would that be very (satisfied/dissatisfied) or somewhat (satisfied/dissatisfied)?</i>						
	<i>Randomize</i>	Very Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Very Dissatisfied	No Opinion	Refused
A	Provide police services	71%	21%	3%	0%	4%	2%
B	Provide fire protection services	77%	12%	0%	0%	9%	2%
C	Provide emergency medical services	61%	20%	2%	1%	14%	2%
D	Prepare the City for emergencies	46%	27%	4%	1%	20%	1%
E	Maintain streets and roads	49%	41%	5%	3%	1%	1%
F	Manage traffic congestion in the city	36%	43%	11%	5%	4%	1%
G	Maintain public landscapes	61%	31%	2%	0%	4%	1%
H	Provide library services	65%	24%	2%	0%	7%	1%
I	Provide trash collection and recycling services	69%	22%	2%	1%	5%	1%
J	Promote economic development for a healthy business community	30%	43%	7%	4%	15%	1%
K	Manage growth and development	31%	43%	8%	7%	8%	2%
L	Provide recreation programs for all ages	55%	25%	6%	2%	11%	1%
M	Maintain parks and recreation areas	70%	25%	1%	1%	2%	1%
N	Provide cultural and performing arts	49%	36%	3%	2%	9%	1%
O	Protect the local environment	43%	44%	4%	1%	7%	1%
P	Preserve and protect open space	49%	34%	7%	2%	6%	1%

Section 5: Civic Arts Plaza									
The Thousand Oaks Civic Arts Plaza offers a wide range of performing arts events throughout the year.									
Q7	In the past 12 months, have you or a family member purchased tickets and attended a show or event held at the Civic Arts Plaza?								
	1	Yes							56%
	2	No							44%
	98	Not sure							0%
	99	Refused							0%
Q8	Overall, how would you rate the _____ at the Plaza? Would you say it is excellent, good, fair, poor or very poor?								
<i>Read in Order</i>			Excellent	Good	Fair	Poor	Very Poor	Not Sure	Refused
A	Quality of events and shows		34%	38%	9%	3%	2%	12%	2%
B	Variety of events and shows		27%	40%	12%	5%	2%	13%	2%
C	Overall entertainment value for a show		29%	38%	11%	3%	1%	15%	1%
Q9	Is there a type of show or event that you think should be offered more often at the Civic Arts Plaza? <i>If yes, ask: please briefly describe it to me. Verbatim responses recorded and grouped into categories shown below.</i>								
	No additional shows, events desired								44%
	Concerts / Musical shows (general)								14%
	Not sure / Cannot think of any								11%
	Plays / Theatre								7%
	Rock, pop concerts (contemporary)								6%
	Children's events								5%
	Classical, jazz, folk concerts (family)								4%
	Comedy performances								2%
	Dance shows, competitions								2%
	Debates / Speakers								1%

**Section 6: Shopping & Economic Development**

Next, I'd like to ask you a few questions about your shopping preferences.

**Q10** Excluding grocery shopping, what percentage of your household's retail shopping dollars do you spend in the City of Thousand Oaks? *If they are uncertain, ask them to estimate.*

1	Less than 10%	3%
2	10% to 19%	4%
3	20% to 29%	8%
4	30% to 39%	5%
5	40% to 49%	1%
6	50% to 59%	11%
7	60% to 69%	8%
8	70% to 79%	11%
9	80% to 89%	18%
10	90% to 100%	23%
98	Not sure	6%
99	Refused	0%

**Q11** Thinking of the retail stores and restaurants that your household visits outside of the City, are there any that you would like to have available in Thousand Oaks?

1	Yes	49%	Ask Q12
2	No	47%	Skip to Q13
98	Not sure	4%	Skip to Q13
99	Refused	1%	Skip to Q13

**Q12** What are the names of the one or two stores or restaurants you would most like to have located in Thousand Oaks? *Verbatim responses recorded and grouped into categories shown below. Examples of each category shown in parentheses.*

Family restaurant chain (Olive Garden, Red Lobster)	27%
Large discount store (Costco, Big Lots)	17%
Department store (Target, Wal-Mart)	15%
Specialty goods store (Dick's Sporting Goods, Babies-R-Us)	11%
Home improvement store (Home Depot, Lowe's)	10%
Fast food restaurant chain (KFC, Burger King)	9%
Contemporary casual cuisine (Roy's, CA Chicken Cafe)	4%
Upper-scale restaurant chain (Houston's, Ruth's Chris Steakhouse)	4%



Entertainment (Dave & Busters, bowling alley)	4%
Not sure / Cannot think of any	4%
Apparel, department store (Neiman Marcus, Bloomingdales)	3%
Gourmet, specialty grocery store (Trader Joe's, Vallarta Market)	2%
Upper-scale clothing store (Barneys, True Religion)	2%
Arts and Crafts store (Michaels, Beverly Fabrics)	1%

**Section 7: Redevelopment**

The City of Thousand Oaks is considering working with property owners to redevelop portions of Thousand Oaks Boulevard to improve the infrastructure and appearance of the area, as well as make it a pedestrian friendly environment.

**Q13** In general, would you favor or oppose redeveloping portions of Thousand Oaks Boulevard?

1	Favor	70%	Skip to Q15
2	Oppose	19%	Ask Q14
3	Depends	8%	Ask Q14
98	Not sure	3%	Ask Q14
99	Refused	0%	Skip to Q15

**Q14** In addition to improving the appearance of outdated commercial centers along the boulevard, redevelopment would help improve the local economy and increase the City's tax base. Knowing this, would you favor or oppose redeveloping portions of Thousand Oaks Boulevard?

1	Favor	24%
2	Oppose	49%
3	Depends	16%
98	Not sure	9%
99	Refused	1%

**Q15** Assuming that Thousand Oaks Boulevard is redeveloped in the future, I'd like to know whether you support or oppose each of the following options. Here is the (first/next) option: \_\_\_\_\_. Do you support or oppose this option?

	<i>Randomize</i>	Support	Oppose	Depends	Not sure	Refused
A	Allowing mixed-use developments. By mixed-use, I mean residential housing units built on top of, or next to, commercial and retail businesses	45%	48%	2%	4%	0%
B	Improving the appearance of the Boulevard including landscaping, sidewalks and street furniture	81%	15%	2%	1%	1%

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C	Adding bike lanes	73%	22%	1%	1%	2%
D	Adding off-street parking to improve traffic circulation and walkability	83%	14%	1%	2%	0%
E	Allowing up to 5 story buildings	32%	65%	1%	2%	0%
<i>Only ask Q15f if Q15e = (2,3,98,99).</i>						
F	Allowing up to 4 story buildings	21%	75%	3%	2%	0%

Section 8: Parks & Recreation						
Q16	Have you or anyone else in your household visited a park or recreation facility in Thousand Oaks in the past 12 months?					
	1	Yes	91%			
	2	No	9%			
	98	Not sure	0%			
	99	Refused	0%			
Q17	Thinking of parks and recreation facilities in Thousand Oaks, are there any improvements that you would like to see?					
	1	Yes	36%	Ask Q18		
	2	No	61%	Skip to Q19		
	98	Not sure	3%	Skip to Q19		
	99	Refused	0%	Skip to Q19		
Q18	Please briefly describe the improvement you most want. Verbatim responses recorded and grouped into categories shown below.					
	Improve landscaping, trees, grass areas		14%			
	Improve children's equipment, areas		10%			
	Improve restroom facilities		9%			
	Improve maintenance, upkeep (general)		6%			
	Improve recreation paths, trails		5%			
	Improve playground equipment, infrastructure		5%			
	Construct additional dog parks, areas		5%			
	Provide additional fields, courts (general)		4%			
	Acquire additional open space		4%			
	Provide additional swimming facilities		4%			
	Improve softball, baseball fields		3%			
	Provide additional tennis courts		3%			
	Provide additional lighting / Increase lighting hours		3%			
	Construct skate park		3%			

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Provide additional trash, recycling containers	2%
Improve biking trails, facilities	2%
Improve traffic flow, parking	2%
Develop additional parks	2%
Improve sidewalks, pedestrian access	1%
Provide additional drinking fountains	1%
Provide additional benches, tables	1%
Increase hours / Improve access to facilities	1%
Provide facilities for adults only	1%
Offer more classical, family concerts	1%
Increase outdoor entertainment (general)	1%
Acquire additional funding sources for parks	1%
Improve Lang Ranch Community Park	1%
Hire additional staff	1%

**Section 9: Spending Priorities**

The City of Thousand Oaks has limited financial resources to provide some of the projects and programs desired by residents. Because it can not fund every project and program, however, the City must set priorities.

Q19 As I read each of the following items, please indicate whether you think the City should make the item a high priority, a medium priority, or a low priority for future city spending. If you feel the City should not spend any money on this item, just say so. Please keep in mind that not all of the items can be high priorities.

Here is the (first/next) one \_\_\_\_\_. Should this item be a high, medium, or low priority for the City or should the City not spend any money on this item?

		High Priority	Medium Priority	Low Priority	Should not spend money	Not sure	Refused
	<i>Randomize</i>						
A	Provide programs to improve the local economy and attract new employers and jobs to Thousand Oaks	57%	30%	10%	3%	0%	0%
B	Improve road maintenance	36%	45%	17%	2%	0%	0%
C	Provide additional parks and recreation facilities	12%	37%	41%	8%	1%	0%
D	Improve library services	12%	37%	43%	7%	1%	0%
E	Improve police services	35%	37%	23%	4%	1%	0%
F	Acquire and preserve natural open space	49%	30%	15%	4%	0%	0%
G	Improving water quality in creeks and streams	37%	37%	21%	5%	1%	0%

H	Funding the Discovery Science & Technology Center	22%	33%	33%	9%	2%	0%
I	Increase use of solar power	47%	28%	20%	5%	1%	0%
J	Provide additional cultural arts facilities	7%	32%	48%	12%	1%	0%
K	Improve fire protection services	43%	39%	13%	3%	2%	0%

Section 10: Staff							
Q20	In the past 12 months, have you been in contact with staff from the City of Thousand Oaks?						
	1	Yes	32%		Ask Q21		
	2	No	67%		Skip to Q22		
	98	Not sure	0%		Skip to Q22		
	99	Refused	0%		Skip to Q22		
Q21	In your opinion, was the staff at the City very _____, somewhat _____, or not at all _____? <i>Read one item at a time, continue until all items are read.</i>						
	<i>Randomize</i>		Very	Somewhat	Not at all	Not sure	Refused
A	Helpful		66%	29%	4%	1%	1%
B	Professional		66%	30%	1%	3%	0%
C	Accessible		61%	36%	3%	0%	0%

Section 11: City-Resident Communication							
Q22	Overall, are you satisfied or dissatisfied with the City's efforts to communicate with residents through newsletters, the Internet, and other means? <i>Get answer, then ask: Would that be very (satisfied/dissatisfied) or somewhat (satisfied/dissatisfied)?</i>						
	1	Very satisfied	41%				
	2	Somewhat satisfied	40%				
	3	Somewhat dissatisfied	10%				
	4	Very dissatisfied	4%				
	98	Not sure	6%				
	99	Refused	0%				
Q23	What information sources do you use to find out about City of Thousand Oaks news, events, and programs? <i>Don't read list. Record up to first 3 responses.</i>						
	The Acorn		41%				
	Ventura County Star		29%				
	Internet (general)		26%				

City website	22%				
City Newsletter	14%				
Info mailed to home	8%				
TV (general)	5%				
Info posted at public facilities	4%				
Family, friends	4%				
Do not receive information	4%				
Channel 3, 10	3%				
Utility bill insert	2%				
Other (unique responses)	2%				
Civic Arts Plaza Season Brochure	1%				
City Council Meetings	1%				
Radio	1%				
Email from City	1%				
Street banners	1%				
LA Times	1%				
Channel 25	1%				
Visit library	1%				
Newspaper (general)	1%				
Parks and Rec flyer	1%				
Not sure	1%				
<b>Q24 In the past 12 months, have you visited the City's website?</b>					
1 Yes	53%				
2 No	46%				
98 Not sure	0%				
99 Refused	0%				
<b>Q25 As I read the following ways that the City of Thousand Oaks can communicate with residents, I'd like to know if you think they would be a very effective, somewhat effective, or not an effective way for the City to communicate with you.</b>					
<i>Randomize</i>	Very Effective	Somewhat Effective	Not Effective	Not Sure	Refused
A Email	41%	31%	24%	3%	0%
B Newsletters	44%	41%	14%	1%	0%
C Flyers, postcards, and brochures available at public locations	22%	42%	35%	1%	0%

D	Notices inserted into utility bills	32%	30%	35%	2%	0%
E	City's website	43%	33%	19%	5%	1%
F	Flyers, postcards, or letters mailed to your home	40%	40%	18%	1%	0%

#### Section 12: Background & Demographics

Thank you so much for your participation. I have just a few background questions for statistical purposes.

D1	In what year were you born?			
	18 to 24		11%	
	25 to 34		14%	
	35 to 44		19%	
	45 to 54		22%	
	55 to 64		15%	
	65 and over		16%	
	Refused		4%	
D2	Do you have one or more children under the age of 18 living in your household?			
	1	Yes	47%	
	2	No	52%	
	99	Refused	1%	
D3	Do you own or rent your residence in Thousand Oaks?			
	1	Own	82%	
	2	Rent	16%	
	99	Refused	2%	
D4	Which of the following best describes your employment status? Would you say you are employed full-time, part-time, a student, a homemaker, retired, or are you in-between jobs right now?			
	1	Employed full-time	50%	Ask D5
	2	Employed part-time	10%	Ask D5
	3	Student	7%	Ask D5
	4	Homemaker	7%	Skip to end
	5	Retired	18%	Skip to end
	6	In-between jobs	7%	Skip to end
	99	Refused	1%	Skip to end

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D5	Do you commute outside of Thousand Oaks on a regular basis for your job/school (D4 response)?			
	1	Yes	52%	Ask D6
	2	No	48%	Skip to end
	98	Not sure	0%	Skip to end
	99	Refused	0%	Skip to end
D6	How much time does it typically take you to commute to (your job/school), round-trip?			
	20 or less		18%	
	21 to 39		25%	
	40 to 59		19%	
	60 or more		35%	
	Refused		4%	
Those are all of the questions that I have for you. Thanks so much for participating in this important survey! This survey was conducted for the City of Thousand Oaks.				

Post-Interview Items			
D7	Gender		
	1	Male	50%
	2	Female	50%