Community Attitude Survey

RESEARCH REPORT

PREPARED FOR THE

City of Thousand Oaks

March 18, 2013

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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 128,031 residents,[1] the City provides a full suite of services through nine departments[2]—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 engages its residents on a daily basis and receives regular feedback on issue, policy, and performance matters. Although these informal feedback mechanisms are valuable sources 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 provides City 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, economic development, public safety, and parks and recreation.
- Determine the effectiveness of the City's communication with residents.
- Collect additional background and demographic data that is relevant to understanding residents' perceptions, needs, and interests.

1. Source: California Department of Finance estimate, January 2012.
2. Fir prevention services are provided by the Ventura County Fire Protection District.

This is not the first statistically reliable community opinion survey conducted for the City—a similar study was conducted in 2009. Because there is a natural interest in tracking the City's performance in meeting the evolving needs of its residents, where appropriate the results of the current study are compared with the results of identical questions included in the previous study.

OVERVIEW OF METHODOLOGY Although a full description of the methodology used for this study is included later in this report (see *Methodology* on page 51), 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. In addition, 15% of the sample was dedicated to cell phone numbers so that those who rely on cell phones were represented 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. As designed, a total of 400 interviews were completed in the first phase between February 4 and February 13, 2013. 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 will make an identical (but separate) survey available to interested residents. All households in the City will be mailed a postcard inviting them to participate in the survey online at a secure web site. The postcards will include two unique personal identification numbers for each household, thereby preventing non-residents from accessing the online survey and preventing resident households from participating more than twice. Surveys collected in this second phase of the study will constitute the *Supplemental* sample.

The Supplemental sample will represent a self-selected, non-random group of interested residents, and will not necessarily be representative of the City's adult population. For this reason, the results for the Supplemental sample will be analyzed separately and presented in a separate set of crosstabulations. The question-by-question analysis, key findings and conclusions of this report are based on the Main sample findings only—not the Supplemental sample.

STATISTICAL SIGNIFICANCE Many of the figures and tables in this report present the results of questions asked in 2013, alongside results found in the 2009 survey for identical questions. In such cases, True North conducted the appropriate tests of statistical significance to identify changes that likely reflect actual changes in public opinion during this period. Differences between the two studies are identified as *statistically significant* if one can be 95% confident that the differences reflect an actual change in public opinion between the two studies. Statistically significant differences within response categories over time are denoted by the † symbol, which appears in the figure next to the appropriate response value for 2013.

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 two sections entitled *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 and a complete set of crosstabulations for the Main survey results is contained in Appendix A.

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 valuable input during the design stage of this study, which was led by Acting Assistant City Manager Andrew Powers. The staff's 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 those of the City of Thousand Oaks, its City Council, or staff. 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 values, 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. Over the past 15 years, Dr. McLarney (President) and Mr. Sarles (Principal Researcher) have designed and conducted over 800 survey research studies for public agencies, including more than 300 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, the findings have been organized according to the section titles used in the body of this report. Thus, to learn more about a particular finding, simply turn to the appropriate report section.

QUALITY OF LIFE

- Nearly all residents in 2013 (97%) shared favorable opinions of the 'quality of life' in Thousand Oaks, with 61% reporting it is excellent and 36% stating it is good. Just 3% of respondents used fair, poor, or very poor to describe the quality of life in the City.
- Approximately two-thirds of residents (63%) perceived little or no change in the quality of life in Thousand Oaks over the past five years, offering that it is about the same now as it was in the past. Among those who did perceive a change during this period, 14% felt that the quality of life has improved in Thousand Oaks, whereas 23% perceived that it had declined over the past five years.
- When asked what changes the City government could make to improve the quality of life in Thousand Oaks, the most common responses to this question were 'nothing/everything is okay' (15%) or 'not sure' (13%), 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 (12%), redeveloping downtown areas (9%), reducing traffic congestion (5%), and improving public safety (5%).

CITY SERVICES/PERFORMANCE PRIORITIES

- The vast majority of Thousand Oaks residents in 2013 (88%) indicated that they were satisfied with the City's efforts to provide municipal services, with 58% stating that they were *very* satisfied. Overall, 9% of respondents indicated that they were dissatisfied with the City's overall performance, and an additional 2% indicated that they were unsure or unwilling to share their opinion.
- Residents were asked to rate the importance of 15 specific services provided by the City. Overall, residents rated public safety services as the most important, including providing fire protection and emergency medical services (95% extremely or very important) and providing police services (88%). Other services that were viewed as among the more important included maintaining streets and roads (84%), providing trash collection and recycling services (81%), and maintaining parks and recreation areas (79%).
- The survey also asked about satisfaction with the City's efforts to provide the same 15 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 and emergency medical services (98%), maintain parks and recreation areas (97%), provide library services (96%), and maintain public landscape areas (96%).
- More than half of residents surveyed (58%) perceived that the quality of the City's infrastructure remained about the same during the past five years, whereas 28% felt that the quality had improved during this period and 13% perceived that it had declined.
- More than one-third of respondents (35%) who perceived a trend in the quality of the City's infrastructure were unable to provide a specific reason or example to support their opinion.
- Among the specific *positive* reasons that were offered for a perceived improvement in infrastructure quality, newly paved and repaired roads were the most commonly mentioned

(14%), followed by improved and newly developed parks (9%), new developments/infrastructure (7%), and improved tree trimming/maintenance of landscapes (6%).

- Interestingly, the top response among those who perceived a negative trend in the quality of the City's infrastructure was also the condition of local streets and their need for repair (14%), followed by a general statement about mismanaged money/poor budgeting (8%), and too much growth and development (6%).

CIVIC ARTS PLAZA

- Half (50%) of residents surveyed in 2013 indicated that at least one member of their household had purchased tickets and attended a show/event at the Civic Arts Plaza during the 12 months preceding the interview.
- Among all respondents, 70% 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 66% 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 Civic Arts Plaza in the past year were considerably higher at 87%, 79%, and 84%, respectively.
- Just over half (52%) of respondents indicated that they did not desire additional shows or events at the Civic Arts Plaza, and an additional 5% indicated that although they would like to have more shows and events offered at the Civic Arts 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 (16%), followed by plays/theatrical productions (5%), popular big-name performers (5%), and comedy performances (4%).

SHOPPING & ECONOMIC DEVELOPMENT

- Approximately two-thirds (66%) of households in 2013 indicated that they spend at least half of their household's retail shopping dollars in the City, with 33% spending at least 80% of their dollars in the City, and 33% spending between 50% and 79% of their retail dollars in the City.
- Half (50%) 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 are additional family restaurant chains such as TGI Fridays or Black Angus (21%), followed by large discount stores such as Costco or Big Lots (19%), and department stores such as Target or Wal-Mart (16%).

PARKS & RECREATION

- An exceptionally high percentage of residents (89%) indicated that they or someone in their household had visited a park or recreation facility in Thousand Oaks in the past year.
- Overall, approximately one-third (31%) of respondents in 2013 indicated that they would like to see improvements to Thousand Oaks' parks and recreation facilities.
- The most commonly requested improvement pertained to restroom facilities (13%), followed by improvements to children's play areas and equipment (9%), maintenance of parks and recreation facilities in general (8%), playground equipment/infrastructure in general (8%), and landscaping including trees and grassy areas (8%).

SPENDING PRIORITIES

- When asked to prioritize among a series of projects and programs that could be funded by the City in the future, maintaining fire protection services was assigned the highest priority (98% high or medium priority), followed by maintaining police services (95%), investing in road maintenance (94%), maintaining parks and recreation facilities (93%), and retaining and expanding the number of quality jobs in Thousand Oaks (90%).

STAFF & GOVERNANCE

- Among those with an opinion, the City was rated highest for its performance in working through critical issues facing the City (62% excellent or good), providing access to information (61%), limiting development and effectively planning for the future (59%), and being responsive to residents and businesses (55%).
- Although still generally positive, residents provided somewhat lower ratings for the City's performance in spending tax dollars wisely (51%) and engaging with residents to get their feedback (45%).
- Just over one-third (35%) of respondents indicated that they had contacted City staff at least once during the 12 months prior to the interview.
- At least 9 out of 10 respondents who had contact with city staff indicated that City staff are very or somewhat helpful (95%), professional (97%), and accessible (96%).

CITY-RESIDENT COMMUNICATION

- Overall, 76% of respondents in 2013 indicated they were satisfied with City's efforts to communicate with residents through newsletters, Internet, Social Media, and other means.
- The most frequently-cited source for city information was the Internet in general (40%), followed by *The Acorn* newspaper (37%). The *Ventura County Star* newspaper (24%) and City's website (19%) were also mentioned by nearly one-quarter of respondents.
- More than half (58%) 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 (81%) for the City to communicate with them, followed by the City's website (79%), and email (76%). Notices inserted into utility bills (68%), having information available at public locations (62%), and Social Media (52%) were considered to be somewhat less effective methods of communication overall.
- Smart phones are commonly used by Thousand Oaks residents, with two-thirds (66%) indicating that they currently use a smart phone.
- When residents in general were asked about their likely use of various features of a smart phone/tablet application the City is considering developing, the highest rates of anticipated use were provided for access to city news and events (72% very or somewhat likely to use), Police and Fire Department information (72%), event listings for the Civic Arts Plaza (68%), and the ability to report potholes, graffiti or other concerns using the application (68%). Anticipated rates of use were even higher among existing smart phone users.

Conclusions

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 City Council and staff 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 detailed results of the survey, this section attempts 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. Moreover, the results of the 2013 study indicate that, despite the tough recessionary economy and its impacts on the City's budget in recent years, the City of Thousand Oaks has managed to maintain a high level of performance in providing services and facilities to the community in most service areas.

In the 2009 community opinion study, 93% of residents indicated that they were generally satisfied with the City of Thousand Oaks' overall performance in providing municipal services. Four years and one deep recession later, the 2013 survey reveals that the City has done an admirable job *maintaining* resident satisfaction throughout this difficult period, as 88% of residents continue to be satisfied with the City's overall performance.

As was the case in 2009, the high level of satisfaction expressed with the City's performance in general in 2013 was echoed when residents were asked to comment on the City's efforts to provide 15 specific services. For all but one service tested, the City is meeting the needs and expectations of at least 80% of residents, and for the majority of services the City is meeting the needs of at least 90% of residents.

The City's performance in providing municipal services has contributed to a high quality of life for the community. Nearly all residents (97%) in 2013 rated the quality of the life in the City as excellent or good—which is consistent with the findings from 2009. Moreover, when asked about what the City government could do to improve the quality of life, more than one-quarter (28%) 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 continues to receive mostly A's and a few B's. When compared with more than 150 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 20), respondents' open-ended responses about ways the City can be improved (see *Ways to Improve Quality of Life* on page 13), as well as residents' stated priorities for future city funding (see *Spending Priorities* on page 37), the top candidates for improvement are: managing traffic congestion, managing growth and development, promoting economic development, preserving natural open space, and maintaining public safety services, including fire protection, emergency medical, and police services.

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.

Are there opportunities to improve City-resident communication?

The City of Thousand Oaks is an interesting case among True North's municipal clients. Like most high performing cities, Thousand Oaks invests considerable resources in City-resident communication, including quarterly printed newsletters, a robust social media program, as well as other channels. And, like most cities that invest in communicating

with residents, Thousand Oaks receives solid satisfaction ratings from residents (76%) when they are asked to describe their level of satisfaction with the City's efforts to communicate with them.

What makes Thousand Oaks an unusual case is the disconnect between residents' stated communication preferences and their actual behavior. Although printed newsletters are widely viewed by Thousand Oaks residents as being the most effective means by which the City can communicate with them (see *Effectiveness of Communication Methods* on page 46), just 5% of residents indicated that they rely on the City's quarterly newsletter as a source for information about news, events and programs in Thousand Oaks. For a city that invests in high-quality, printed newsletters mailed quarterly to every residence, this readership level is far lower than what we would expect based on True North's work with other California municipalities.[3]

Rather than focusing on ways to enhance readership of the existing newsletter—which would be a challenge given that its already of high quality and distributed quarterly—the 2013 survey results suggest an alternative path may be more fruitful. Two-thirds of Thousand Oaks residents currently use smart phones and the vast majority of residents expressed interest in a City-sponsored smart phone/tablet application that the City is considering developing. Among all residents (including those that do not currently own a smart phone), more than two-thirds indicated that they would likely use five of the seven features tested for the application—with access to City news and events, public safety information, and event listings for the Civic Arts Plaza being the most popular. In addition to providing information on a more timely, as-needed basis, the smart phone application has the added advantage of being mobile and easily accessible for residents—characteristics that are not true of a newsletter.

3. For most cities that make a similar investment in printed newsletters, the percentage of residents who cite the newsletter as being among their top information sources is between 25% and 40%.

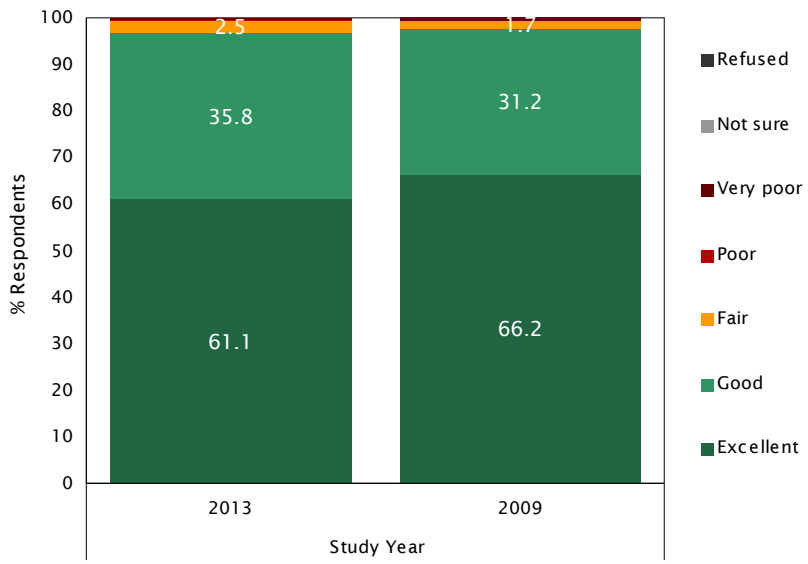
Quality of Life

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 in 2013 (97%) shared favorable opinions of the quality of life in Thousand Oaks, with 61% reporting it is excellent and 36% stating it is good. Just 3% of respondents used fair, poor, or very poor to describe the quality of life in the City. The results for 2013 are statistically similar to those found in the 2009 survey.

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?*

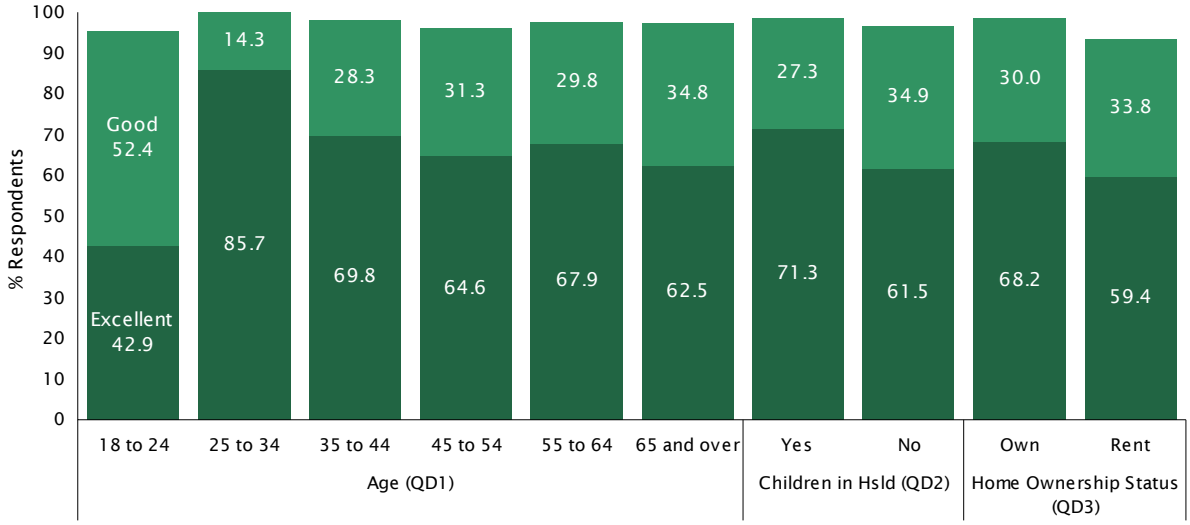
FIGURE 1 QUALITY OF LIFE: 2013 & 2009



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

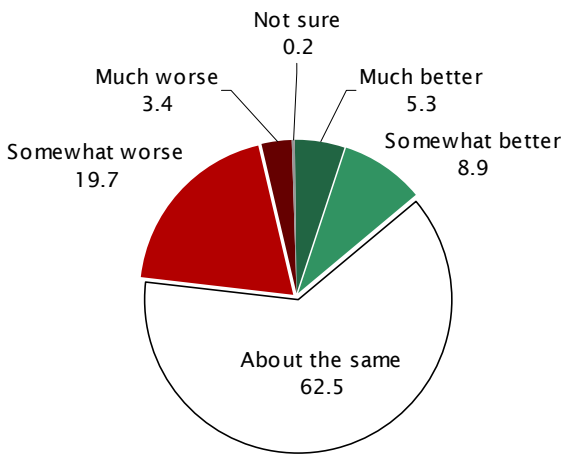


Having measured their perceptions of the general quality of life in Thousand Oaks as it is today (Question 2), the surveyed next asked respondents about perceived *trends* in the quality of life in the City over the past five years.[4] Overall, nearly two-thirds of residents (63%) perceived little or no change in the quality of life in Thousand Oaks over the past five years, offering that it is about the same now as it was in the past (Figure 4). Among those who did perceive a change during this period, 14% felt that the quality of life has improved in Thousand Oaks, whereas 23% perceived that it had declined over the past five years. It's worth noting that the five year reference period covers a very difficult period including an economic recession, high unemployment, volatile stock market, and dramatic drops in the housing market.

4. Only respondents who indicated that they had lived in the City at least five years received Question 3.

Question 3 *Over the past five years, would you say that the quality of life in Thousand Oaks has gotten better, stayed about the same, or gotten worse?*

FIGURE 4 QUALITY OF LIFE IN PAST FIVE YEARS



For the interested reader, Figures 5 and 6 display how the perceived trends in the quality of life in Thousand Oaks varied across resident subgroups. When compared to their respective counterparts, part-time employees, those between the ages of 45 and 64, households without children, and home owners were the most likely to perceive a negative trend in the quality of life in the City, whereas younger residents and homemakers were the most positive in their assessments.

FIGURE 5 QUALITY OF LIFE IN PAST FIVE YEARS BY YEARS IN THOUSAND OAKS & EMPLOYMENT STATUS

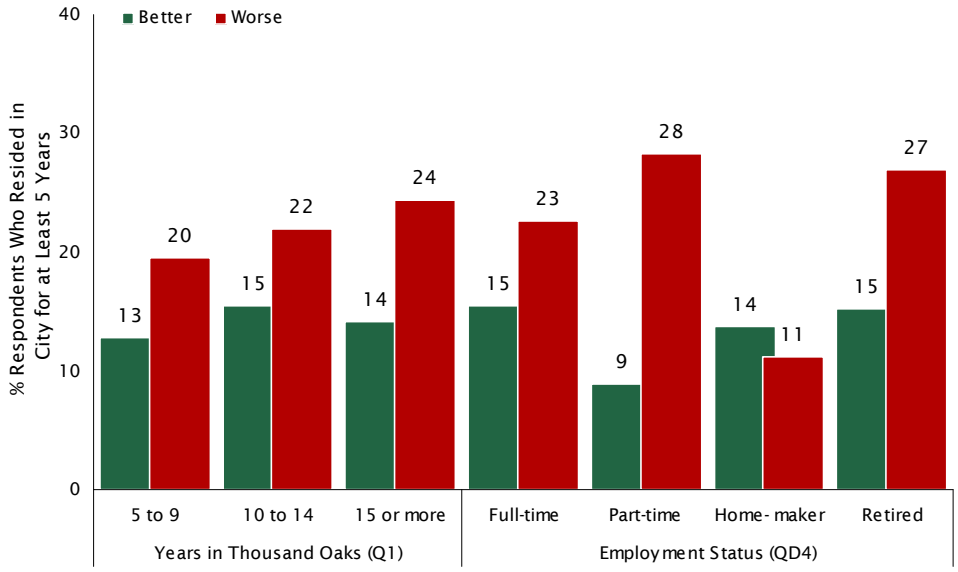
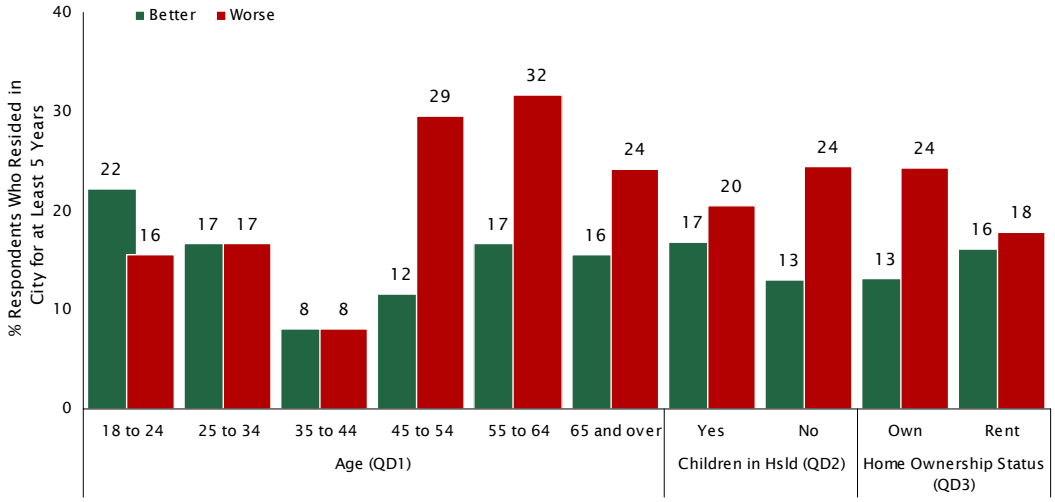


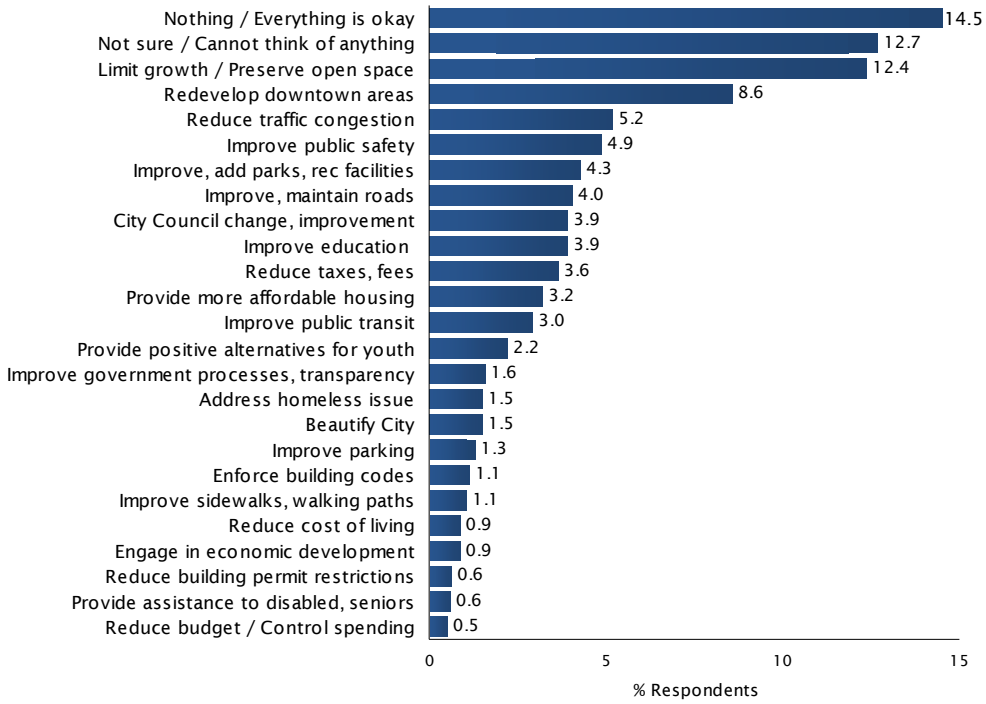
FIGURE 6 QUALITY OF LIFE IN PAST FIVE YEARS BY AGE, CHILDREN IN HSLD & HOME OWNERSHIP STATUS



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 in Figure 7.

Question 4 *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 7 CHANGES TO IMPROVE THOUSAND OAKS



Overall, the most common responses to this question were nothing/everything is OK (15%) or 'not sure' (13%), 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 (12%), redeveloping downtown areas (9%), reducing traffic congestion (5%), and improving public safety (5%). No other single issue was mentioned by at least 5% of respondents. Table 1 provides the top five responses to Question 4 in 2009 and 2013 surveys, and demonstrates that the top issues have remained consistent during this period.

TABLE 1 TOP CHANGES TO IMPROVE THOUSAND OAKS: 2009 & 20013

Study Year	
2013	2009
No changes / Everything is okay	No changes / Everything is okay
Not sure / Cannot think of anything	Not sure / Cannot think of anything
Limit growth / Preserve open space	Limit growth / Preserve open space
Redevelop downtown areas	Redevelop downtown areas
Reduce traffic congestion	Reduce traffic congestion

City Services

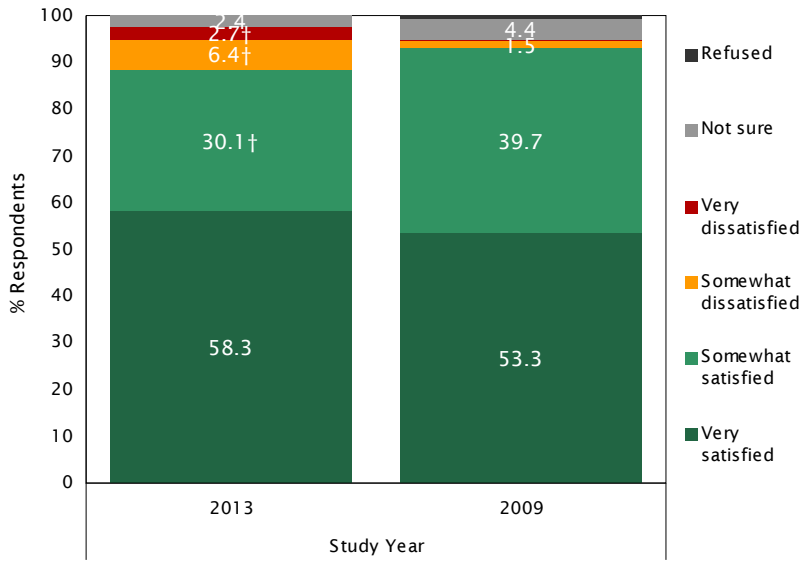
Having measured respondents' perceptions of the quality of life in Thousand Oaks, the survey next turned to assessing their opinions about the City's performance in providing various municipal services.

OVERALL SATISFACTION The first question in this series asked respondents to indicate if, overall, they were satisfied or dissatisfied with the job the City is doing to provide municipal 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 8, the vast majority of Thousand Oaks residents in 2013 (88%) indicated that they were satisfied with the City's efforts to provide municipal services, with 58% stating that they were *very* satisfied. Overall, 9% of respondents indicated that they were dissatisfied with the City's overall performance, and an additional 2% indicated that they were unsure or unwilling to share their opinion. When compared to the 2009 results, the percentage who indicated that they were *very* satisfied with the City's performance increased by 5%, although the overall percentage of satisfied residents (very satisfied + somewhat satisfied) declined approximately 5%.

Question 5 *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 8 OVERALL SATISFACTION: 2013 & 2009



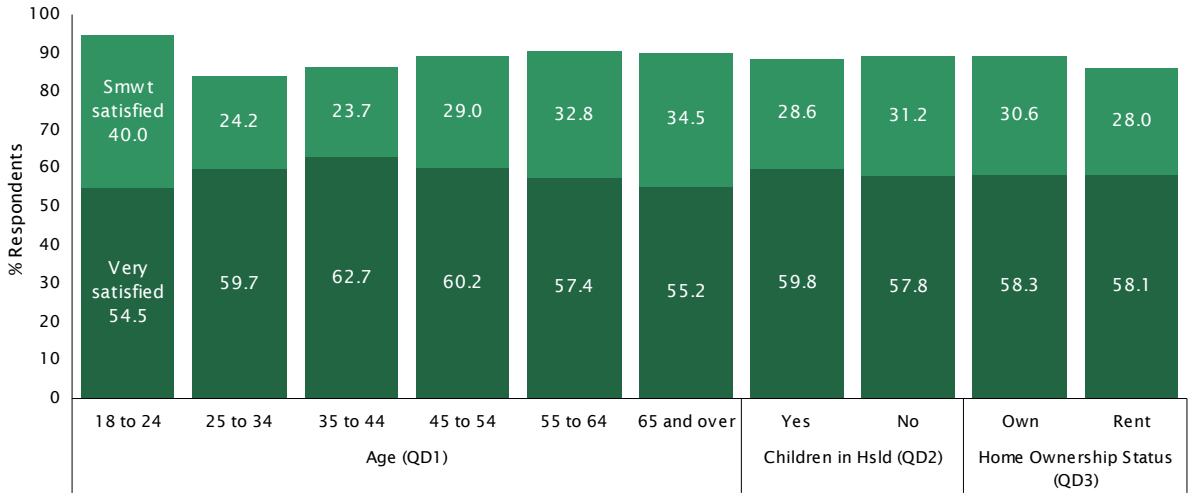
† Statistically significant change ($p < 0.05$) between the 2009 and 2013 studies.

Figures 9 and 10 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 less than five years were much more likely than long-time residents (10+ years) 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 8) were also shared by all resident subgroups. Greater than 80% of residents in *every* identified subgroup indicated that they were satisfied with the City's overall performance in providing municipal services.

FIGURE 9 OVERALL SATISFACTION BY YEARS IN THOUSAND OAKS & EMPLOYMENT STATUS

FIGURE 10 OVERALL SATISFACTION BY AGE, CHILDREN IN HOUSEHOLD & HOME OWNERSHIP STATUS

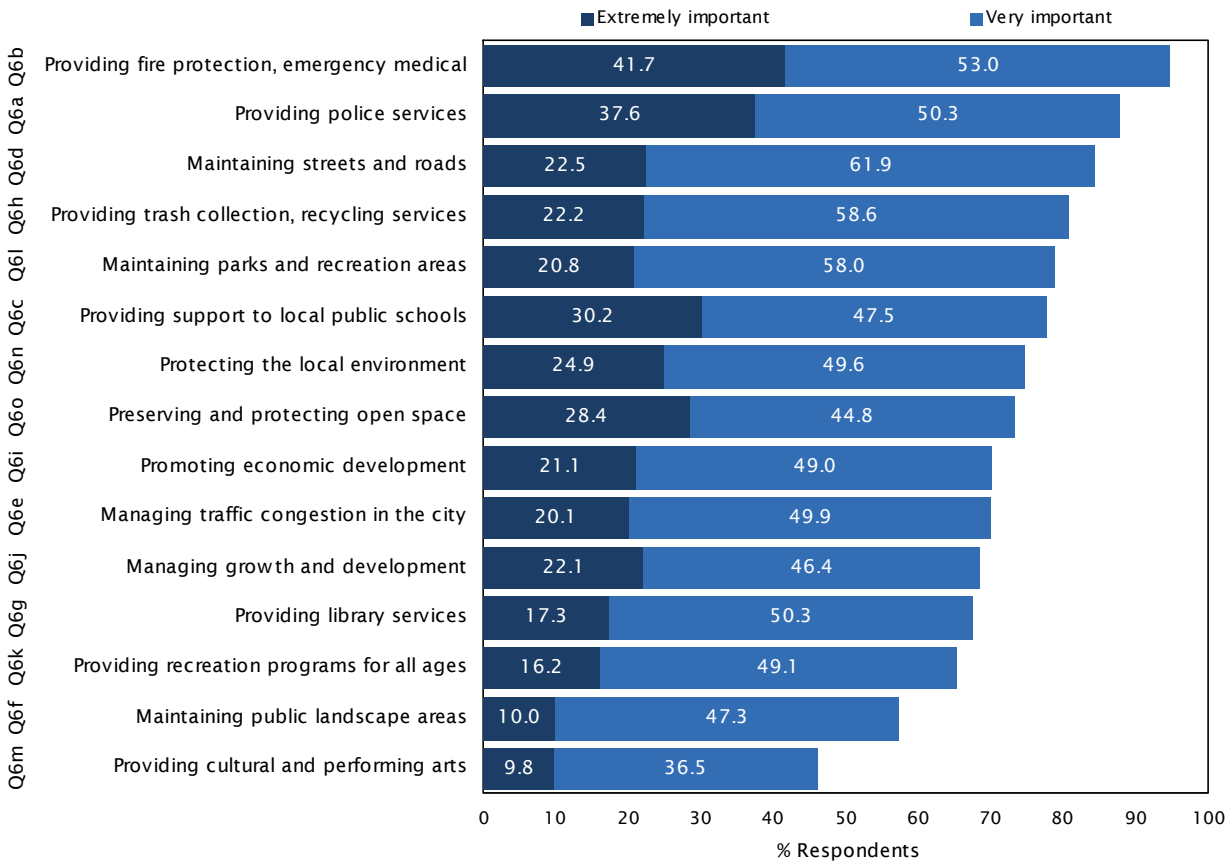


SPECIFIC SERVICES Whereas Question 5 addressed the City's *overall* performance, the next two questions asked respondents to rate the importance of *specific* services offered by the City, as well as their level of satisfaction with efforts to provide these services. For each service, respondents were 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 11 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 and emergency medical services (95% extremely or very important) and providing police services (88%). Other services that were viewed as among the more important included maintaining streets and roads (84%), providing trash collection and recycling services (81%), and maintaining parks and recreation areas (79%). At the other end of the spectrum, providing recreation programs for all ages (65%), maintaining public landscape areas (57%), and providing cultural and performing arts (46%) were viewed as comparatively less important.

Question 6 *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 11 IMPORTANCE OF ISSUES



For the interested reader, Table 2 on the next page displays the percentage of respondents who indicated each service was *at least* very important in the 2013 and 2009 resident surveys, as well as the percentage change in importance during the past four years. Although nearly all services trended in a positive direction, there was only one statistically significant change during this period: the importance assigned to providing cultural and performing arts increased 9%. The importance assigned to preserving and protecting open space decreased by 4% during this period, although the change was not statistically significant.

TABLE 2 IMPORTANCE OF SERVICES: 2013 & 2009

	Study Year		Change in Extremely + Very Important
	2013	2009	
Providing cultural and performing arts	46.2	37.3	+9.0†
Providing recreation programs for all ages	65.2	59.0	+6.2
Managing growth and development	68.5	64.7	+3.8
Providing library services	67.6	64.3	+3.3
Providing police services	87.9	85.8	+2.1
Protecting the local environment	74.5	72.5	+2.0
Maintaining streets and roads	84.4	82.6	+1.8
Managing traffic congestion in the city	70.0	68.3	+1.8
Maintaining parks and recreation areas	78.8	77.1	+1.7
Promoting economic development	70.1	69.6	+0.5
Providing trash collection, recycling services	80.8	80.6	+0.2
Preserving and protecting open space	73.2	76.8	-3.6
Providing fire protection, emergency medical	94.7	N/A	N/A
Providing support to local public schools	77.7	N/A	N/A
Maintaining public landscape areas	57.3	N/A	N/A

† Statistically significant change ($p < 0.05$) between the 2009 and 2013 studies.

Turning to the satisfaction component, Figure 12 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.[5]

At the top of the list (see Figure 12), respondents were most satisfied with the City's efforts to provide fire protection and emergency medical services (98%), maintain parks and recreation areas (97%), provide library services (96%), and maintain public landscape areas (96%). Respondents were comparatively less satisfied with the City's efforts to manage traffic congestion in the City (80%), manage growth and development (82%), and promote economic development (84%). It is important to note, however, that even for these latter services approximately four out of five respondents indicated they were satisfied with the City's performance.

Table 3 on the next page provides the percentage of respondents who expressed satisfaction with each service tested in the 2013 and 2009 surveys, as well as the percentage change in satisfaction during the past four years for each service. Although there was a mix of small positive and negative changes in satisfaction levels during the period of interest (e.g., satisfaction with maintenance of streets and roads decreased by 4%), none of the changes was statistically significant.

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

Question 7 *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 12 SATISFACTION WITH SERVICES

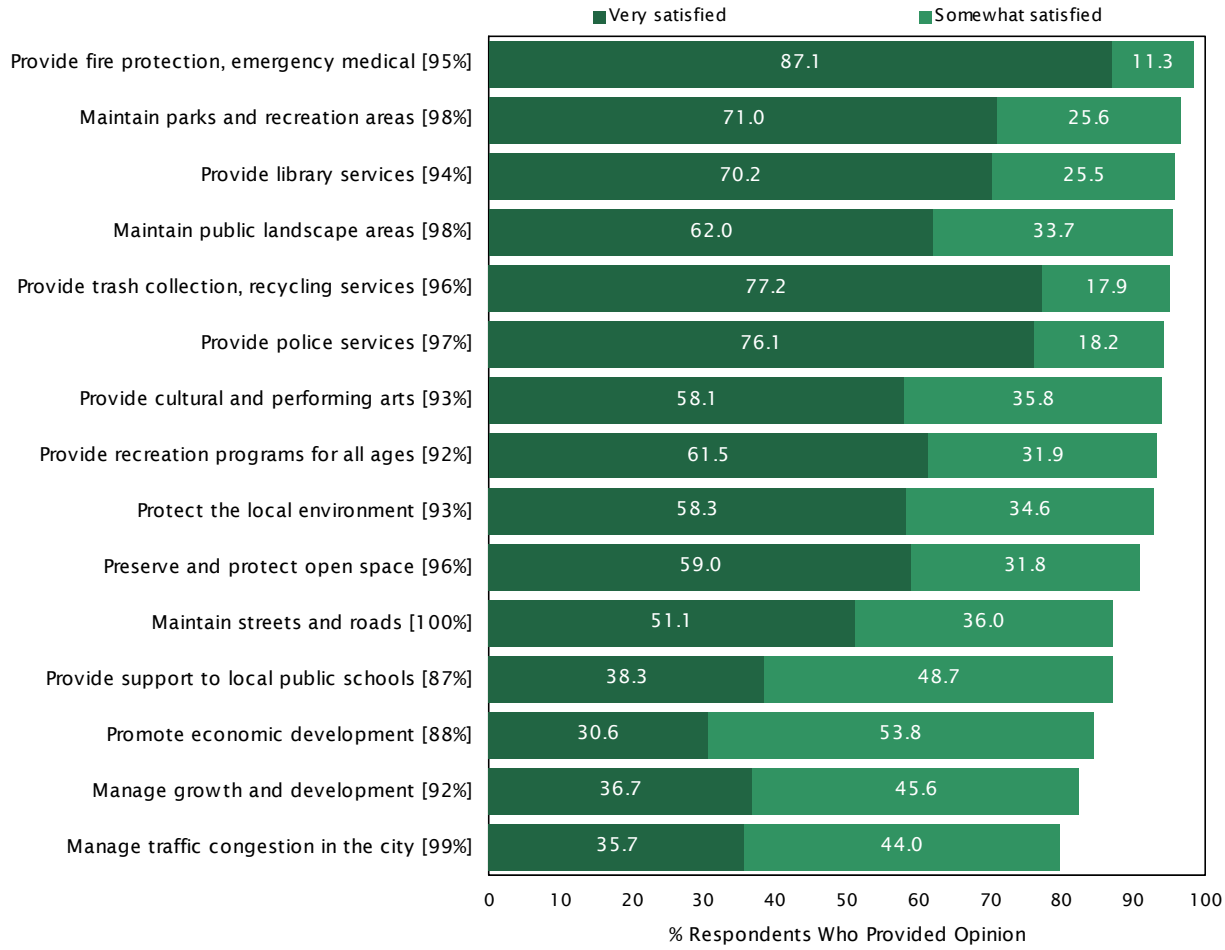


TABLE 3 SATISFACTION WITH SERVICES: 2013 & 2009

	Study Year 2013	Study Year 2009	Change in Satisfaction
Provide recreation programs for all ages	93.4	91.2	+2.2
Preserve and protect open space	90.8	90.2	+0.7
Manage growth and development	82.4	82.8	-0.5
Provide cultural and performing arts	93.9	94.9	-1.0
Protect the local environment	92.9	94.0	-1.1
Maintain parks and recreation areas	96.6	98.2	-1.5
Provide trash collection, recycling services	95.1	96.9	-1.7
Provide library services	95.7	97.7	-2.0
Provide police services	94.2	97.1	-2.9
Promote economic development	84.4	87.6	-3.2
Manage traffic congestion in the city	79.6	83.2	-3.6
Maintain streets and roads	87.1	91.1	-4.0
Provide fire protection, emergency medical	98.4	N/A	N/A
Maintain public landscape areas	95.6	N/A	N/A
Provide support to local public schools	87.1	N/A	N/A

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.[6] Figure 13 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:

Exceeding Needs	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.
Meeting Needs, Moderately	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.
Meeting Needs, Marginally	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.
Not Meeting Needs, Marginally	The City is marginally *not* 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.
Not Meeting Needs, Moderately	The City is moderately *not* 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.

6. 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 13 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

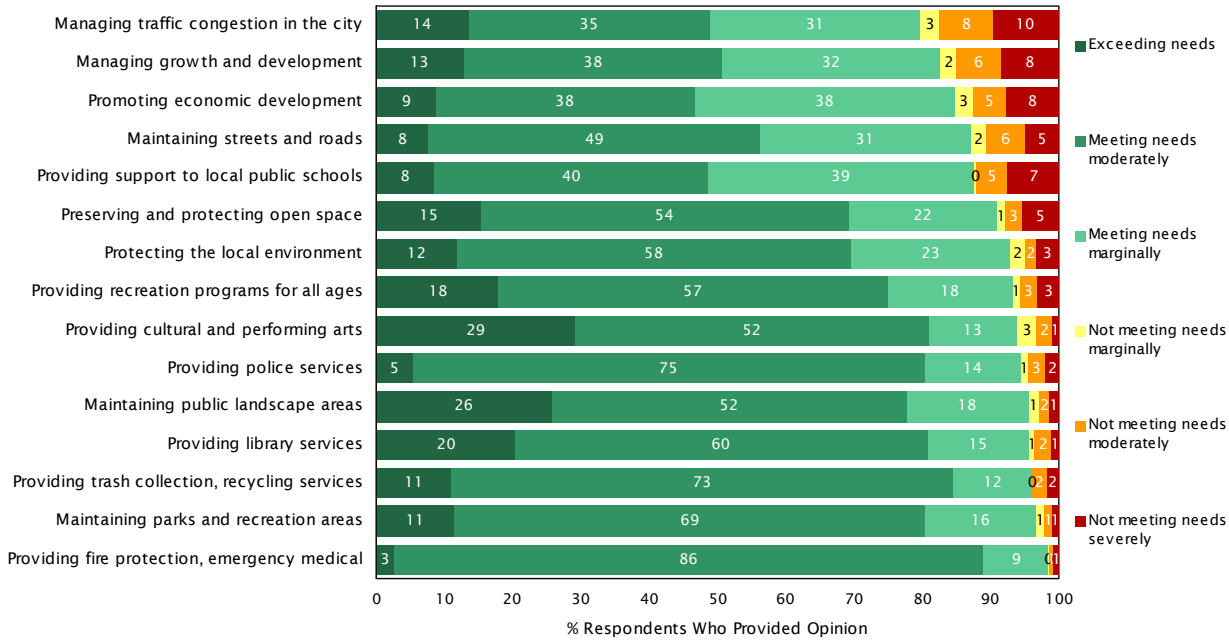
Using this framework, True North categorized respondents individually for each of the 15 services tested. For example, a respondent who indicated that managing traffic congestion was somewhat important and they were very satisfied with the City's efforts in this service area would be categorized in the *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 14 on the next page presents each of the 15 services, along with the percentage of respondents grouped into each of the six possible categories. For ease of interpretation, the color-coding in Figure 14 is consistent with that presented in Figure 13. For example, in the service area of managing traffic congestion in the City, the City is exceeding the needs of 14% of respondents, moderately meeting the needs of 35% of respondents, marginally meeting the needs of 31% of respondents, marginally not meeting the needs of 3% of respondents, moderately not meeting the needs of 8% of respondents, and severely not meeting the needs of 10% 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 90% of residents. Moreover, for all but one service, the City is meeting the needs of at least 80% 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 traffic congestion is the top priority, followed by managing growth and development and promoting economic development.

FIGURE 14 RESIDENT SERVICE NEEDS



TREND IN INFRASTRUCTURE QUALITY Although many of the questions asked in the 2013 survey were purposely tracked from the 2009 study, the 2013 study also included new questions that addressed the City's current topics of interest. One such set of questions focused on perceived trends in the quality of the City's infrastructure, which includes streets, sidewalks, utilities, parks and public facilities. As shown in Figure 15, more than half of residents surveyed (58%) perceived that the quality of the City's infrastructure remained about the same during the past five years, whereas 28% felt that the quality had improved during this period and 13% perceived that it had declined.

Question 8 *Over the past five years, would you say that the quality of the City's infrastructure such as streets, sidewalks, utilities, parks and public facilities has gotten better, stayed about the same, or gotten worse?*

FIGURE 15 CITY INFRASTRUCTURE IN PAST FIVE YEARS

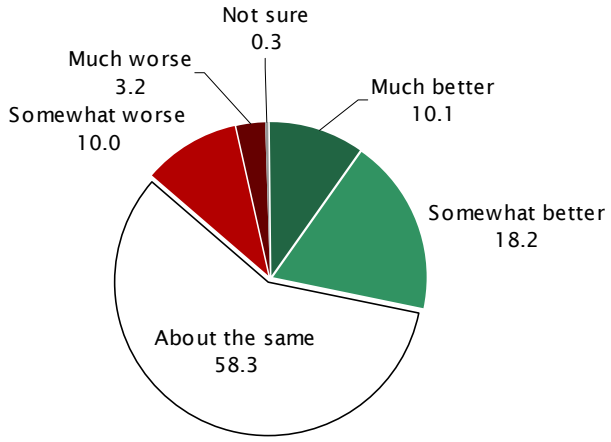
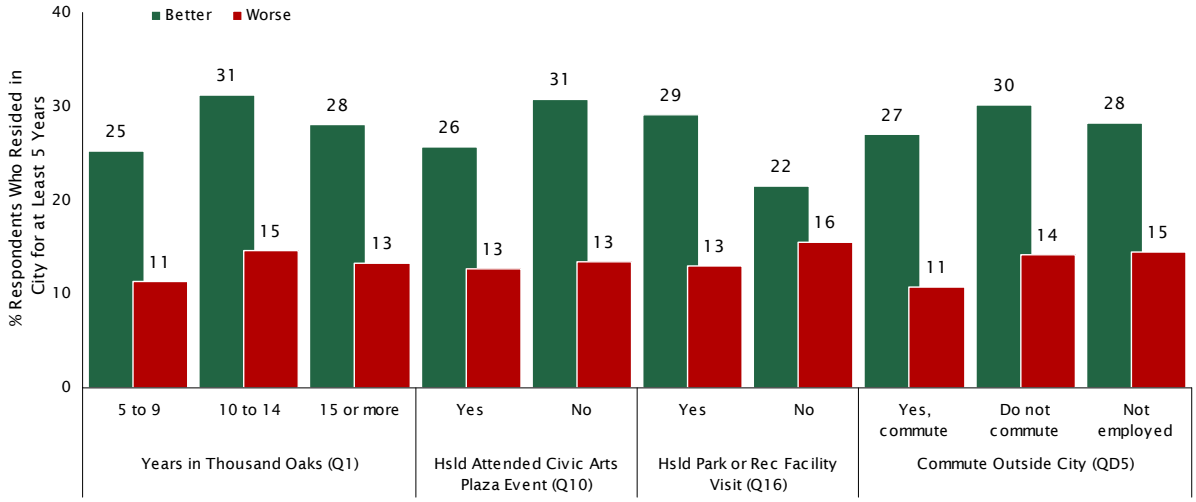


Figure 16 on the next page shows how perceived trends in the quality of the City's infrastructure varied across subgroups of Thousand Oaks residents. When compared with their respective counterparts, those who had lived in the City between 10 and 14 years, those who had not attended an event at the Civic Arts Plaza, and those who had visited a local park and/or recreation facility were the most likely to perceive a positive trend in the quality of the City's infrastructure during the past five years.

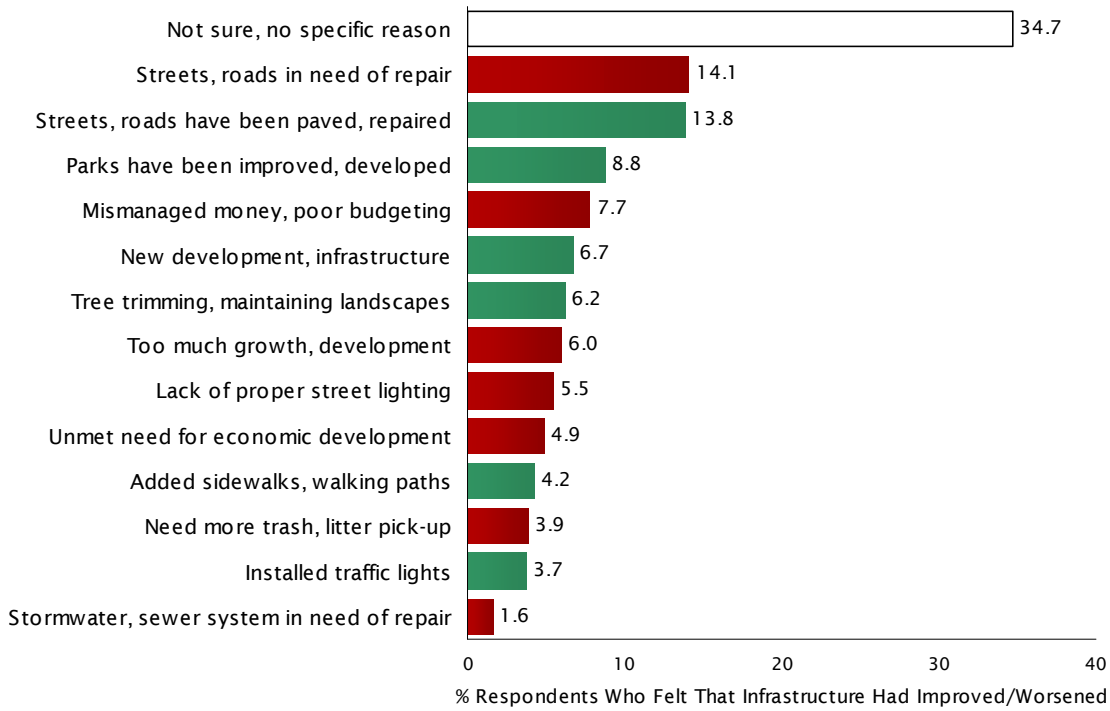
FIGURE 16 CITY INFRASTRUCTURE IN PAST FIVE YEARS BY YEARS IN THOUSAND OAKS, HSLD ATTENDED CIVIC ARTS PLAZA EVENT, HSLD PARK OR REC FACILITY & COMMUTE OUTSIDE CITY



Those who perceived a trend in the quality of the City's infrastructure—be it positive or negative—were next asked if there were particular reasons why they felt things had changed in this respect. Question 9 was asked in an open-ended manner to allow respondents the opportunity to mention any reasons that came to mind without being prompted by or restricted to a particular list of options. True North later review the verbatim responses and grouped them into the categories shown in Figure 17.

Question 9 *Are there particular reasons why you feel the City's infrastructure has gotten (better/worse)?*

FIGURE 17 REASONS FOR OPINION OF INFRASTRUCTURE QUALITY OVER PAST FIVE YEARS



More than one-third of respondents (35%) who perceived a trend in the quality of the City's infrastructure were unable to provide a specific reason or example to support their opinion. Among the specific positive reasons that were offered, newly paved and repaired roads were the most commonly mentioned (14%), followed by improved and newly developed parks (9%), new developments/infrastructure (7%), and improved tree trimming/maintenance of landscapes (6%). Interestingly, the top response among those who perceived a negative trend in the quality of the City's infrastructure was also the condition of local streets and their need for repair (14%), followed by a general statement about mismanaged money/poor budgeting (8%), and too much growth and development (6%).

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 Civic Arts Plaza, gauge their opinions about the variety and quality of events at the facility, as well as identify the types of shows or events they would most like to have offered in the future.

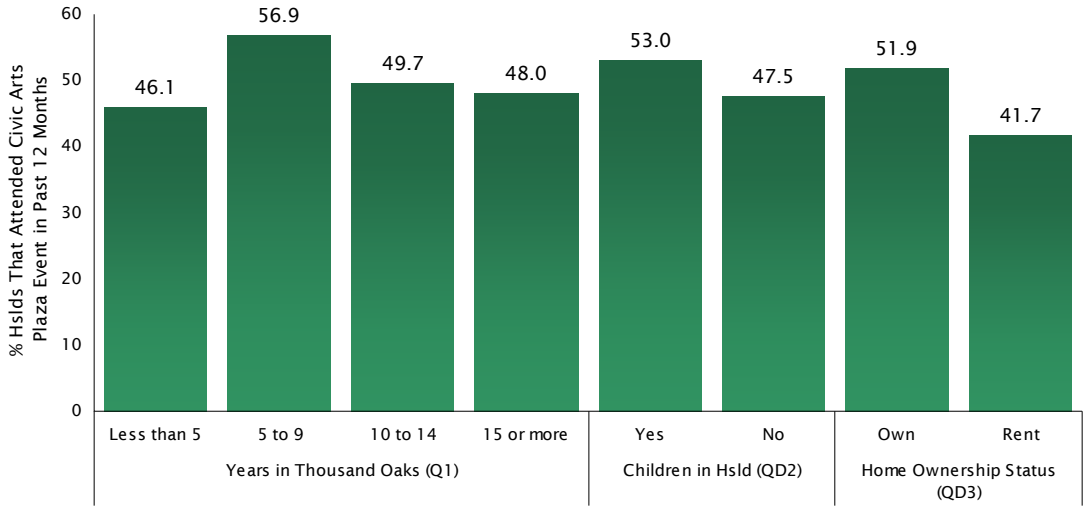
TICKETS AND ATTENDANCE The first question in this series asked respondents whether they and/or a family member had purchased tickets and attended a show or event held at the Civic Arts Plaza during the prior 12 month period. As shown in Figure 18 below, half (50%) of residents surveyed in 2013 indicated that at least one member of their household had purchased tickets and attended a show/event at the Civic Arts Plaza during the period of interest, which is lower than the 56% recorded in 2009.

Question 10 *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 18 HOUSEHOLD CIVIC ARTS PLAZA ATTENDANCE: 2013 & 2009

Figure 19 on the next page shows how attendance at a paid event or show varied by length of residence in the City, presence of children in the home, and homeownership status. When compared to their respective counterparts, rates of attendance were highest for those who have lived in the City between five and nine years, households with children, and home owners.

FIGURE 19 HOUSEHOLD CIVIC ARTS PLAZA ATTENDANCE BY YEARS IN THOUSAND OAKS, CHILDREN IN HOUSEHOLD & HOME OWNERSHIP STATUS



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 20 presents the results to Question 11 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 Civic Arts Plaza during the previous 12 months on the right. Among all respondents, 70% rated the quality of events and shows as excellent or good, 67% rated the variety of events and shows as excellent or good, and 66% 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 Civic Arts Plaza in the past year were considerably higher at 87%, 79%, and 84%, respectively.

Question 11 *Overall, how would you rate the _____ at the Plaza? Would you say it is excellent, good, fair, poor or very poor?*

FIGURE 20 RATING ASPECTS OF THE PLAZA

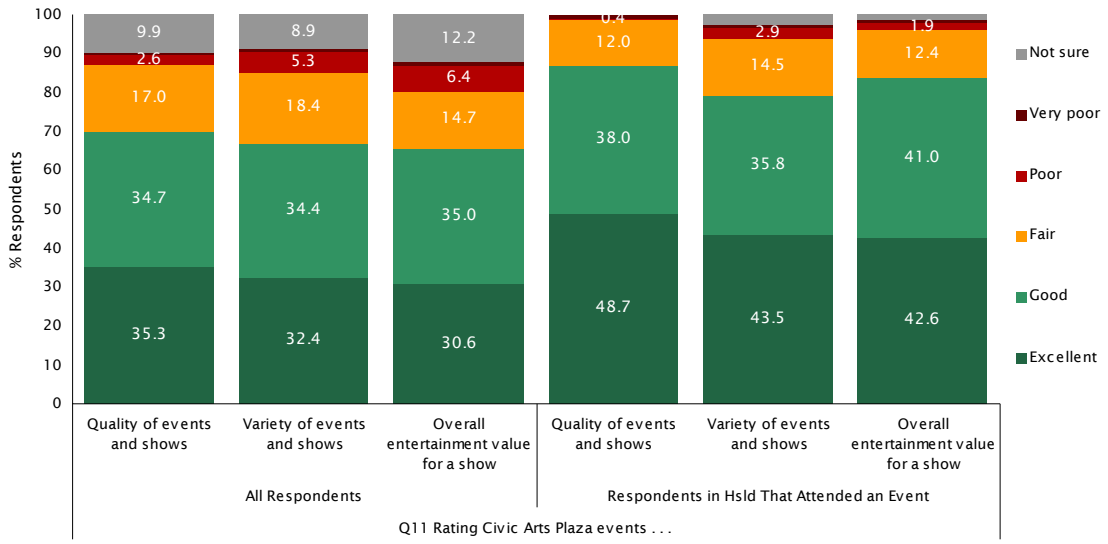


Table 4 displays the responses to Question 11 among all respondents (top tier) and just those whose household had attended an event at the Civic Arts Plaza in the past year (bottom tier) for the 2013 and 2009 studies, as well as the percentage change in responses between the two surveys. As noted in the table, among residents in general there were statistically significant decreases over the past four years in the percentage who rated the quality of events and shows (-6%) and overall entertainment value for a show (-6%) as excellent or good.

TABLE 4 RATING ASPECTS OF THE PLAZA: 2013 & 2009

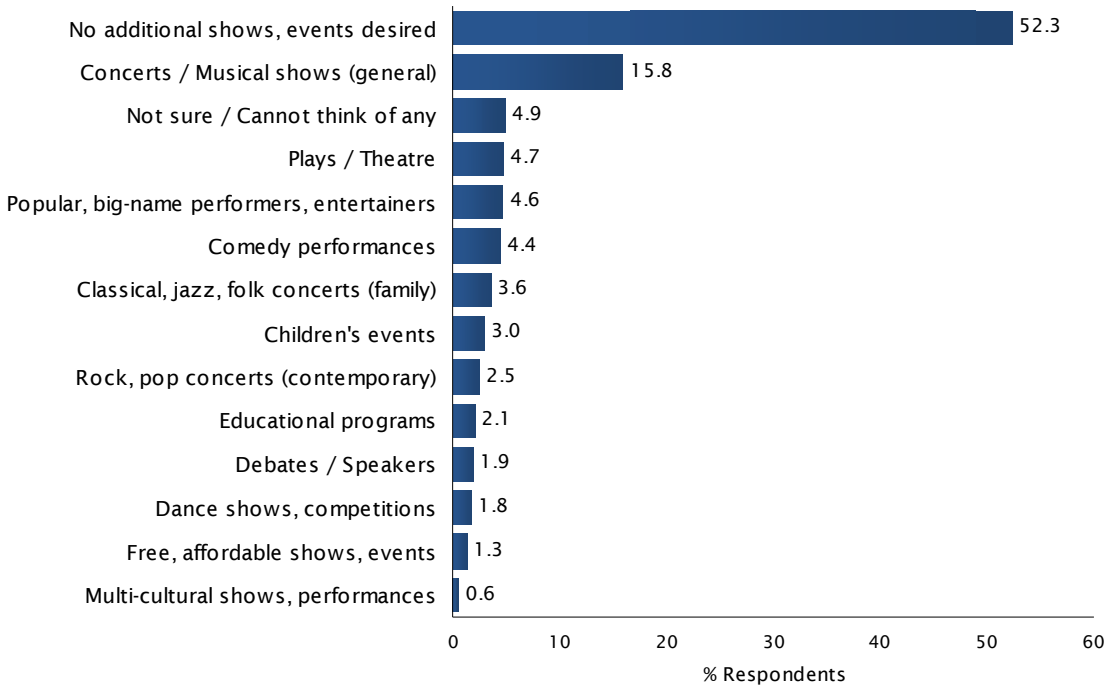
		Study Year		Change in Excellent + Good Among Those Who Provided Opinion
		2013	2009	
All Respondents	Variety of events and shows	73.3	78.7	-5.4
	Quality of events and shows	77.7	83.6	-5.9†
	Overall entertainment value for a show	74.7	81.1	-6.3†
Respondents in Hsld That Attended an Event	Quality of events and shows	86.7	91.4	-4.7
	Overall entertainment value for a show	84.7	89.8	-5.2
	Variety of events and shows	81.4	87.0	-5.6

† Statistically significant change ($p < 0.05$) between the 2009 and 2013 studies.

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 12 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 21.

Question 12 *Is there a type of show or event that you think should be offered more often at the Civic Arts Plaza?*

FIGURE 21 ADDITIONAL SHOWS OR EVENTS DESIRED AT CIVIC ARTS PLAZA



Overall, 52% of respondents indicated that they did not desire additional shows or events, and an additional 5% indicated that although they would like to have more shows and events offered at the Civic Arts 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 (16%), followed by plays/theatrical productions (5%), popular big-name performers (5%), and comedy performances (4%). No other single type of show or event was mentioned by at least 4% of respondents.

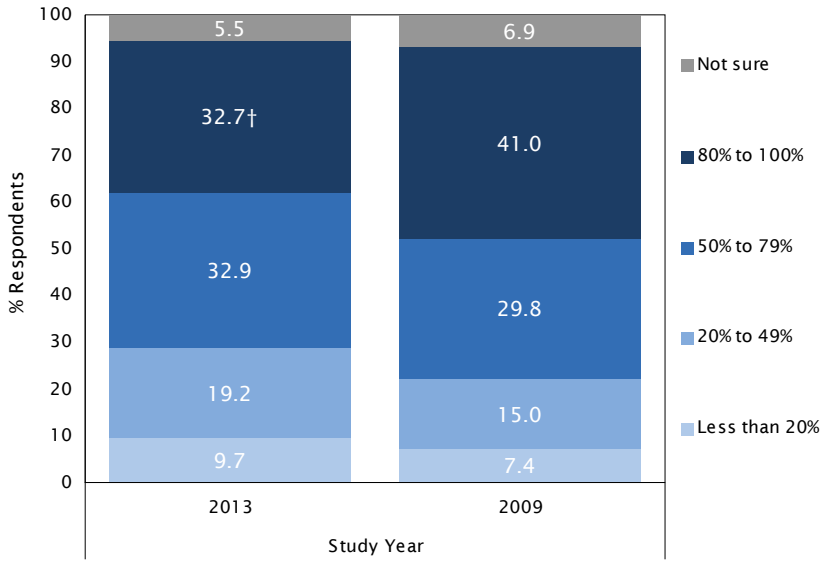
Shopping & Economic Development

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—excluding grocery shopping. Approximately two-thirds (66%) of households in 2013 indicated that they spend at least half of their household's retail shopping dollars within the City, with 33% spending at least 80% of their dollars within the City, and 33% spending between 50% and 79% of their retail dollars within the City (Figure 22). When compared to the 2009 study, however, there was a statistically significant decrease (-8%) in the percentage of households that reported spending at least 80% of their retail shopping dollars within Thousand Oaks.

Question 13 *Excluding grocery shopping, what percentage of your household's retail shopping dollars do you spend in the City of Thousand Oaks?*

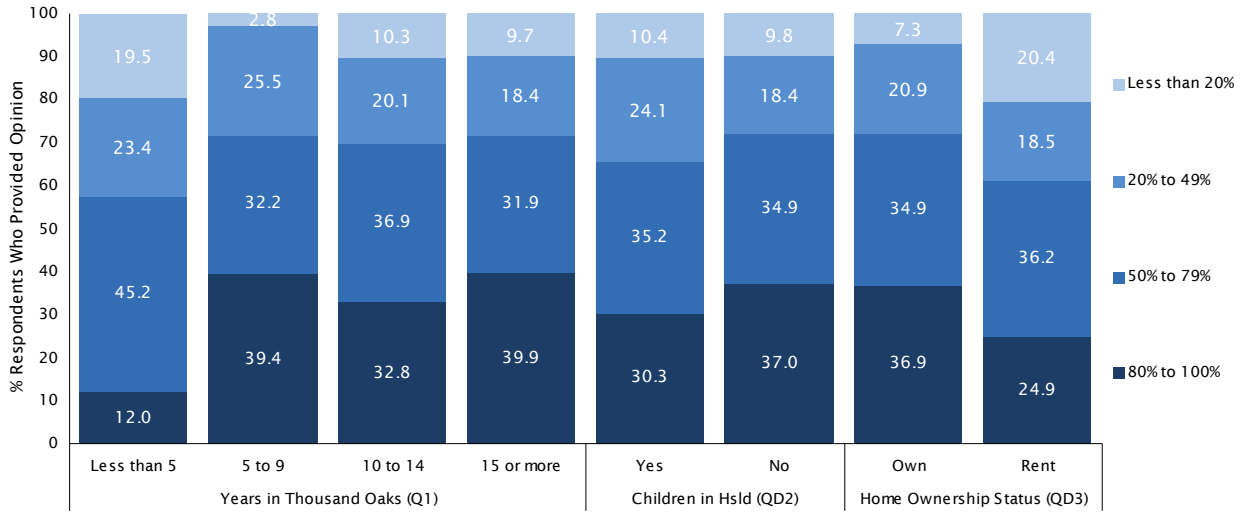
FIGURE 22 HOUSEHOLD RETAILS SHOPPING DOLLARS SPENT WITHIN THOUSAND OAKS: 2013 & 2009



† Statistically significant change ($p < 0.05$) between the 2009 and 2013 studies.

Figure 23 on the next page shows how retail spending patterns varied by length of residence in Thousand Oaks, presence of children in the home, and home ownership status. When compared to their respective counterparts, those who have lived in the City at least five years, households without children, and home owners were more likely to spend at least 80% of their retail shopping dollars within the City.

FIGURE 23 HOUSEHOLD RETAILS SHOPPING DOLLARS SPENT IN THOUSAND OAKS BY YEARS IN THOUSAND OAKS, CHILDREN IN HSLD, HOME OWNERSHIP STATUS & COMMUTE OUTSIDE CITY



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. Half (50%) of respondents in 2013 answered this question in the affirmative (see Figure 24), which is similar to the level of interest expressed in 2009. Interest in additional retail stores and restaurants was generally consistent across demographic subgroups, but was somewhat higher among those who have lived in the City between five and nine years, as well as those in the 24 to 34 and 55 to 64 age groups (see Figures 25 & 26).

Question 14 *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 24 DESIRE ADDITIONAL STORES IN THOUSAND OAKS: 2013 & 2009

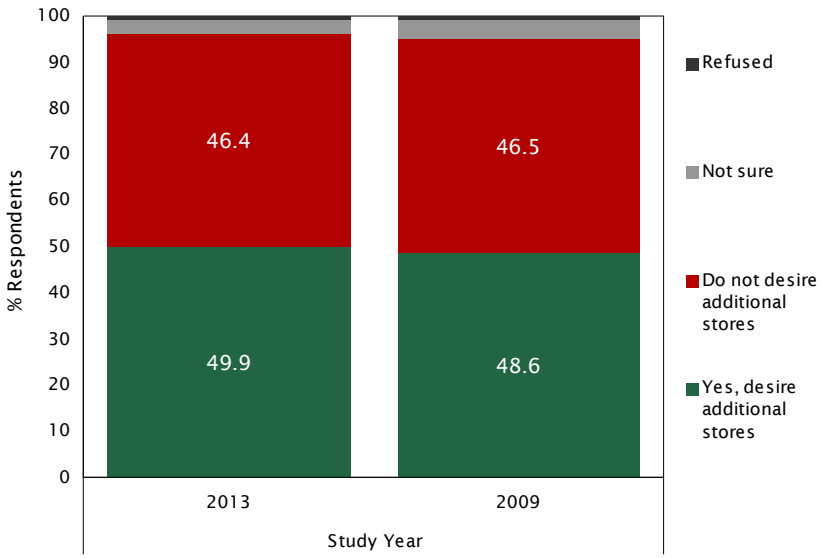


FIGURE 25 DESIRE ADDITIONAL STORES IN THOUSAND OAKS BY YEARS IN THOUSAND OAKS & AGE

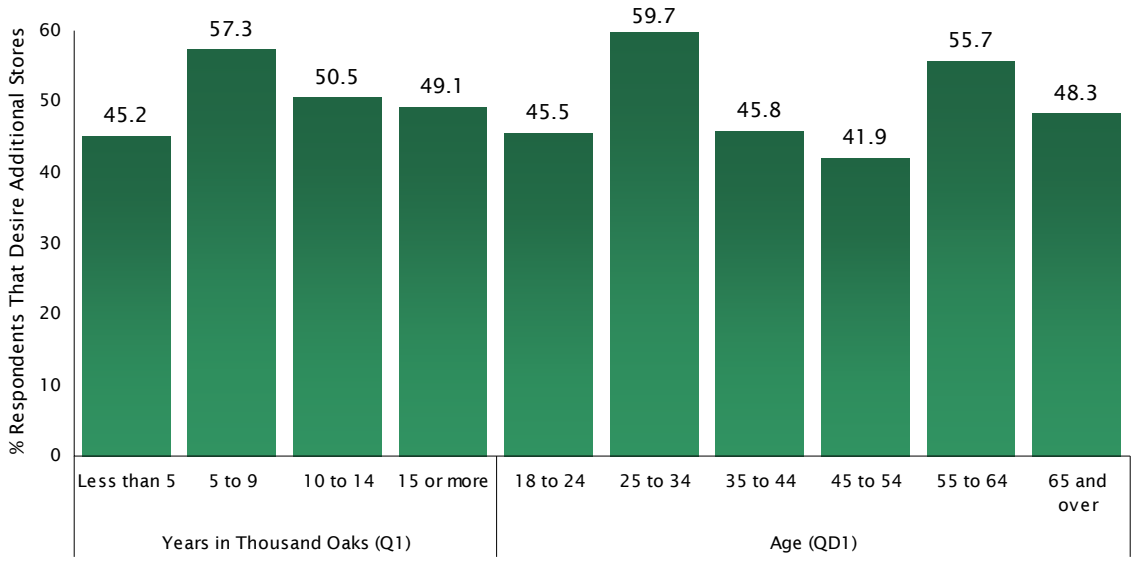
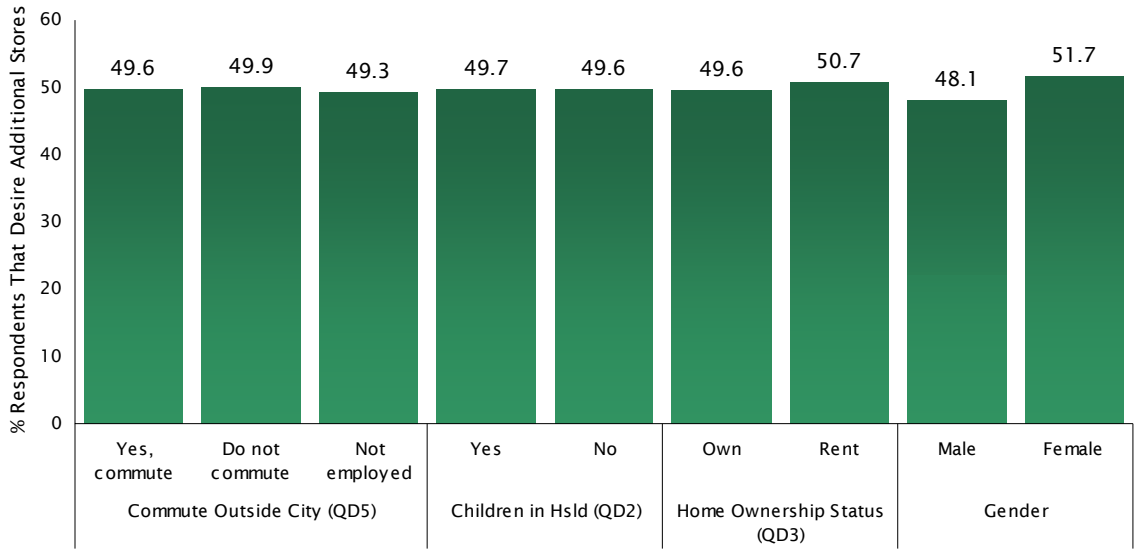


FIGURE 26 DESIRE ADDITIONAL STORES IN THOUSAND OAKS BY COMMUTE OUTSIDE CITY, CHILDREN IN HOUSEHOLD, HOME OWNERSHIP STATUS & GENDER

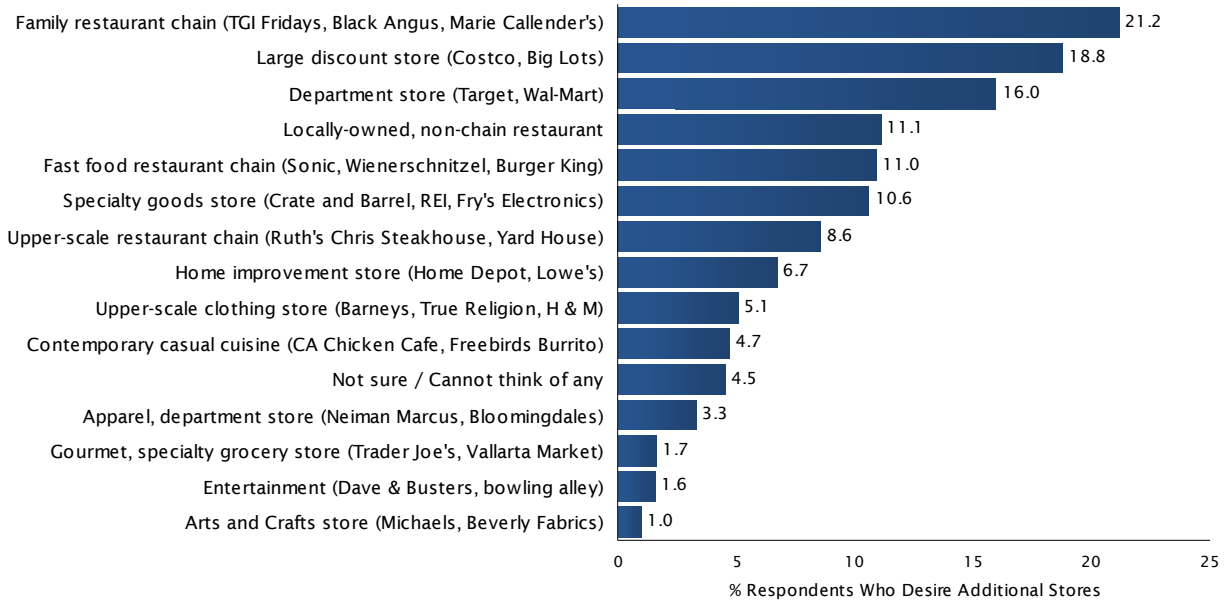


Those who were interested in new businesses in the City were next asked to name the one or two retail stores or restaurants they were most interested in having located in Thousand Oaks. This question was asked in an open-ended manner, allowing respondents to name any business that came to mind without being limited to a list of options. True North later reviewed the verbatim responses and grouped them into the broader categories shown in Figure 27, 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 are additional family restaurant chains such as TGI Fridays or Black Angus (21%), followed by large discount stores such as Costco or Big Lots (19%), and department stores such as Target or Wal-Mart (16%).

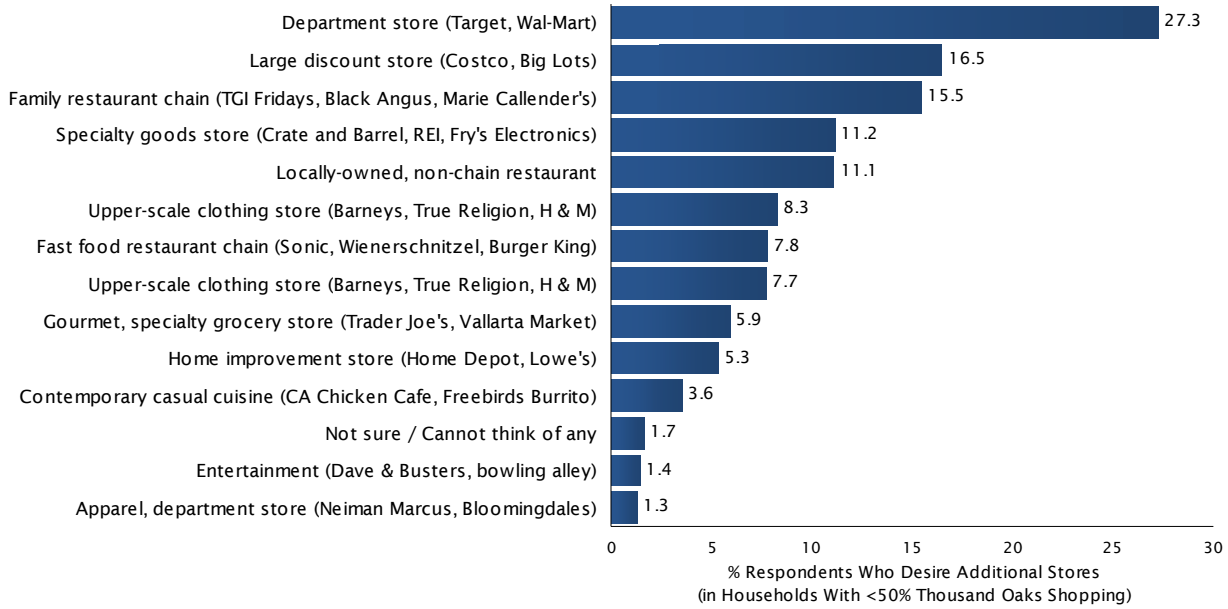
Question 15 *What are the names of the one or two stores or restaurants you would most like to have located in Thousand Oaks?*

FIGURE 27 ADDITIONAL STORES AND RESTAURANTS DESIRED



For the interested reader, Figure 28 shows that the results to Question 15 were somewhat different among households that indicated they currently spend *less* than 50% of their retail shopping dollars within the City. Among this target group, department stores such as Target and Wal-Mart were the most desired addition (27%), followed by large discount stores such as Costco and Big Lots (17%), and family restaurant chains such as TGI Fridays and Black Angus (16%).

FIGURE 28 ADDITIONAL STORES AND RESTAURANTS DESIRED AMONG RESIDENTS IN HOUSEHOLDS WITH LESS THAN 50% SPENDING IN THOUSAND OAKS



Parks & Recreation

The many parks, recreation facilities, scheduled activities, classes, and special events offered in the City 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 (89%) 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: 2013 & 2009

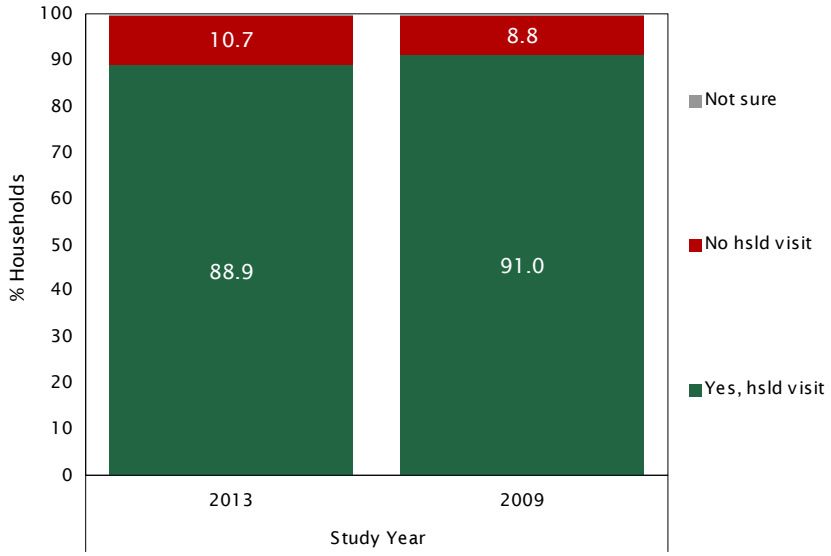
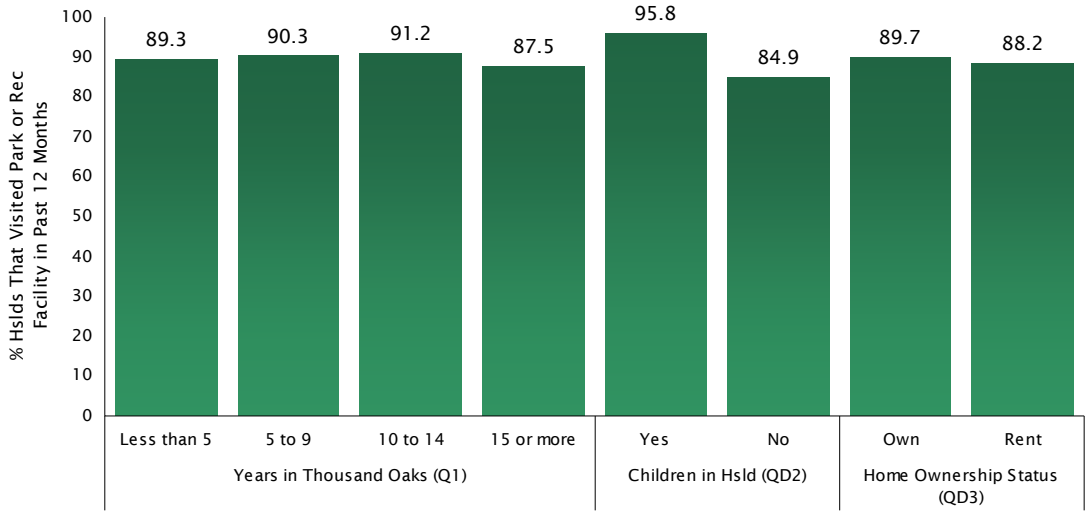


Figure 30 on the next page displays the responses to Question 16 according to length of residence, presence of children in the home, and home ownership status. Although certain subgroups (e.g., those living with children) had noticeably higher rates of visitation to a Thousand Oaks park or recreation 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 84% 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



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, approximately one-third (31%) of respondents in 2013 indicated that they would like to see improvements to Thousand Oaks' parks and recreation facilities, which is slightly lower than the corresponding figure in 2009 (Figure 31). Residents who have lived in the City between 10 and 14 years, those between 35 and 44 years of age, those with recent visitations to a park or recreation facility within the City, and those who live with children were 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: 2013 & 2009

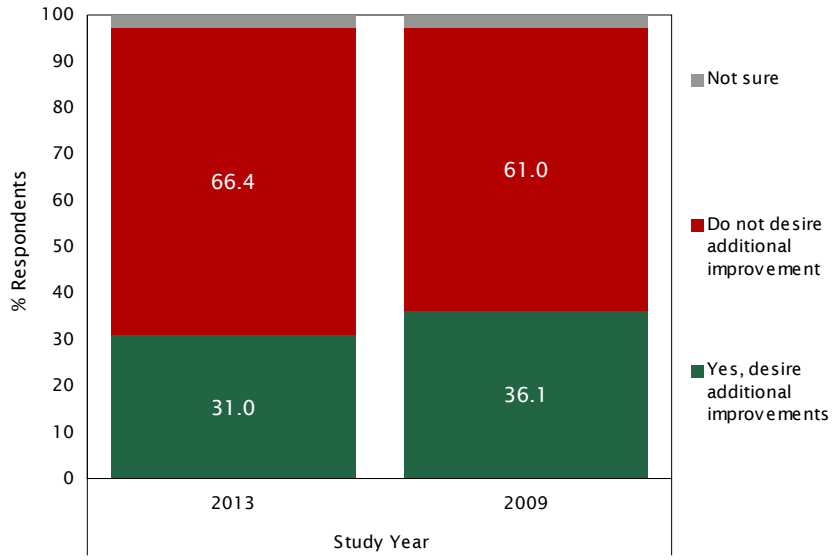


FIGURE 32 DESIRE ADDITIONAL PARK AND REC IMPROVEMENTS BY YEARS IN THOUSAND OAKS & AGE

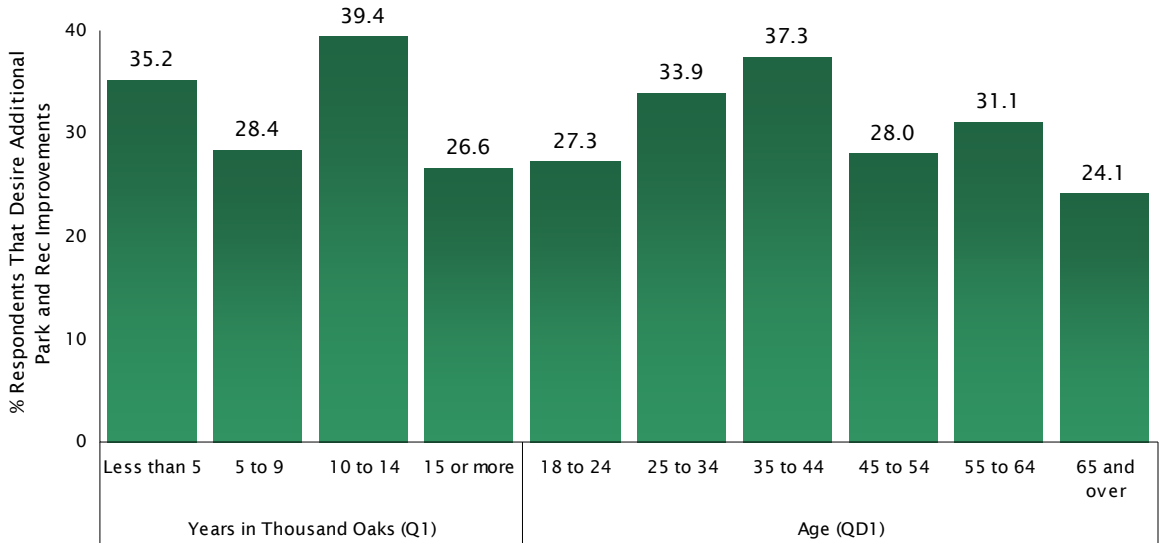
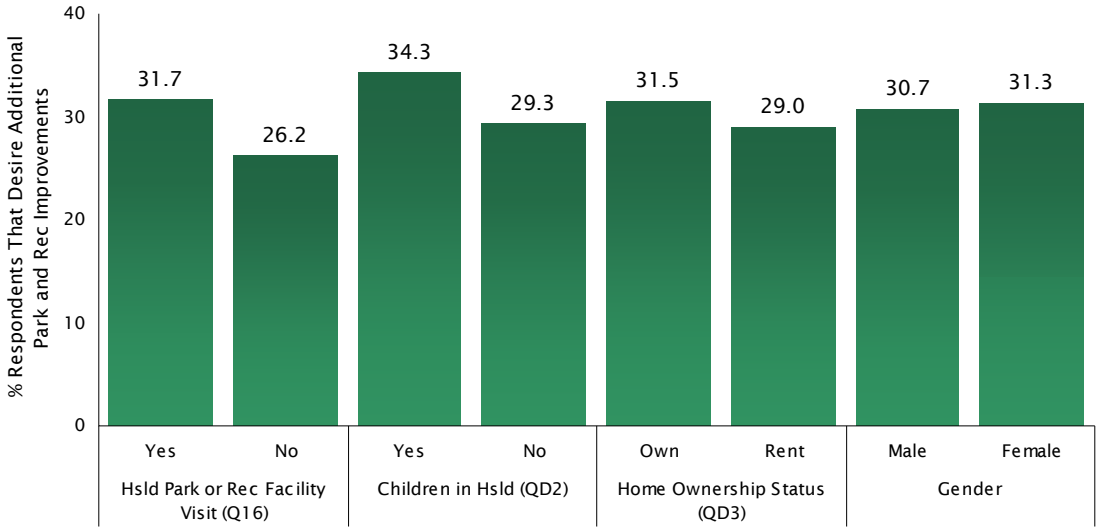


FIGURE 33 DESIRE ADDITIONAL PARK AND REC IMPROVEMENTS BY HOUSEHOLD PARK OR REC FACILITY VISIT, CHILDREN IN HOUSEHOLD, HOME OWNERSHIP STATUS & GENDER

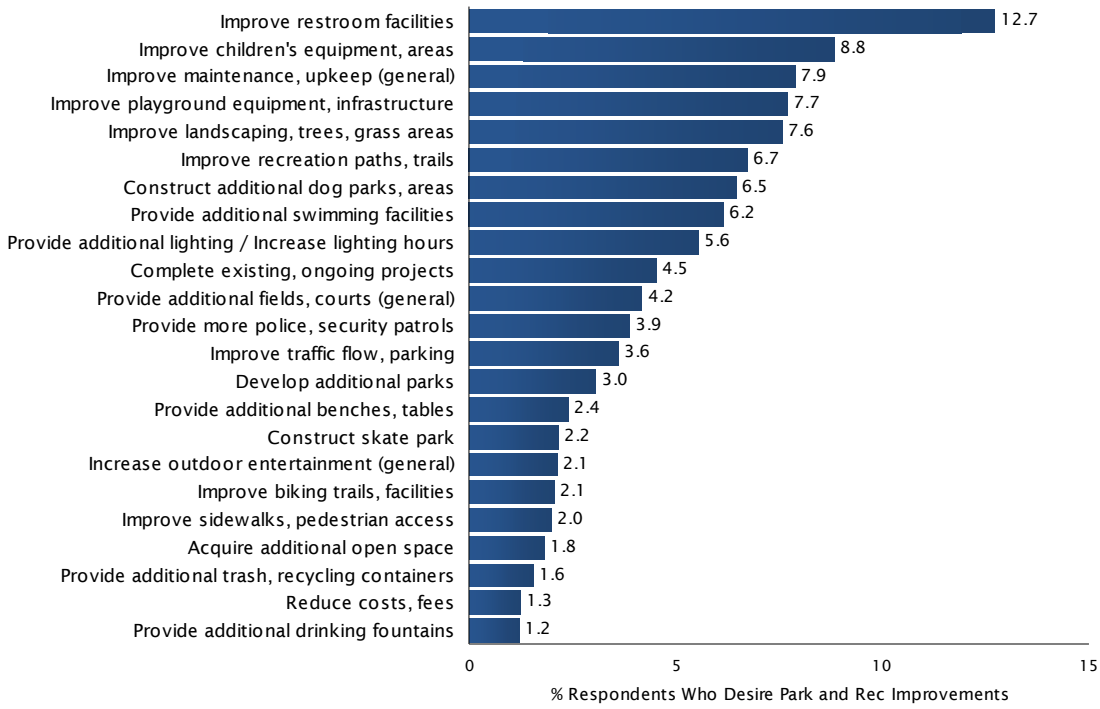


The final question in this series asked those who indicated a desire for park and recreation improvements in Thousand Oaks to briefly describe the improvement they wanted most. Question 18 was asked in an exploratory, open-ended manner, meaning that respondents were at liberty to suggest any improvement 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 pertained to restroom facilities (13%), followed by improvements to children's play areas and equipment (9%), the maintenance of parks and recreation facilities in general (8%), playground equipment/infrastructure in general (8%), and landscaping including trees and grassy areas (8%).

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

FIGURE 34 PARKS AND REC IMPROVEMENTS DESIRED



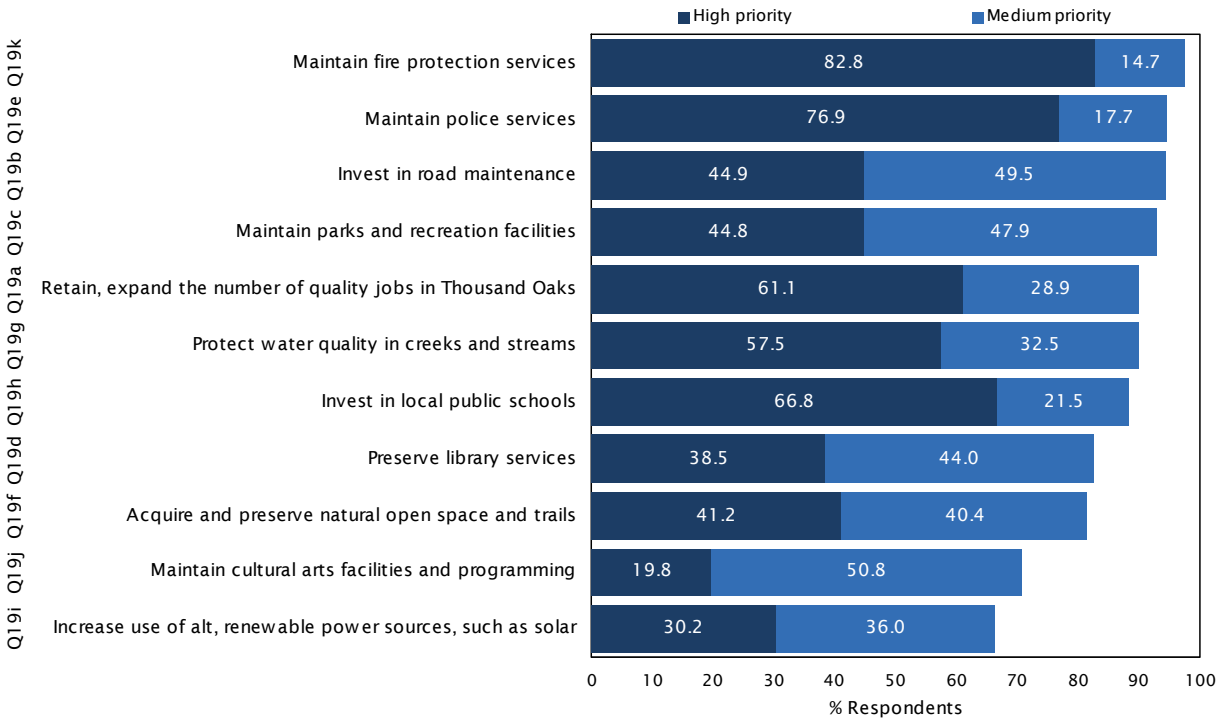
Spending Priorities

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.

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

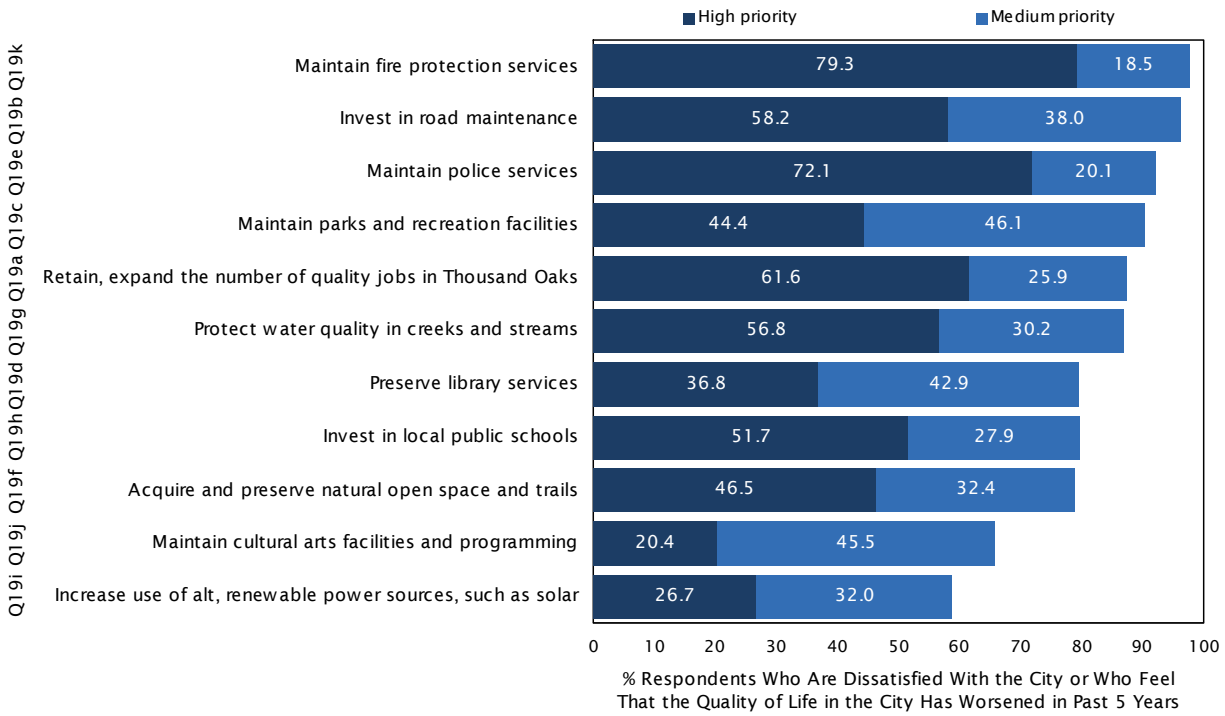


The projects and programs are sorted in Figure 35 from high to low based on the proportion of respondents who indicated that an item was *at least* a medium priority for future city spending. Among the projects and programs tested, maintaining fire protection services was assigned the highest priority (98% high or medium priority), followed by maintaining police services (95%),

investing in road maintenance (94%), maintaining parks and recreation facilities (93%), and retaining and expanding the number of quality jobs in Thousand Oaks (90%).

For the interested reader, Figure 36 presents the top priorities among the subset of residents who felt that the quality of life in Thousand Oaks has declined during the past five years. Although the percentage results and ranking are slightly different, its worth noting that the top five priorities for this subgroup—maintaining fire protection services, investing in road maintenance, maintaining police services, maintaining parks and recreation facilities, and retaining and expanding the number of quality jobs in the City—are the same as for residents in general.

FIGURE 36 SPENDING PRIORITIES AMONG THOSE WHO ARE DISSATISFIED WITH CITY OR WHO FEEL THAT QUALITY OF LIFE HAS WORSENED IN PAST FIVE YEARS



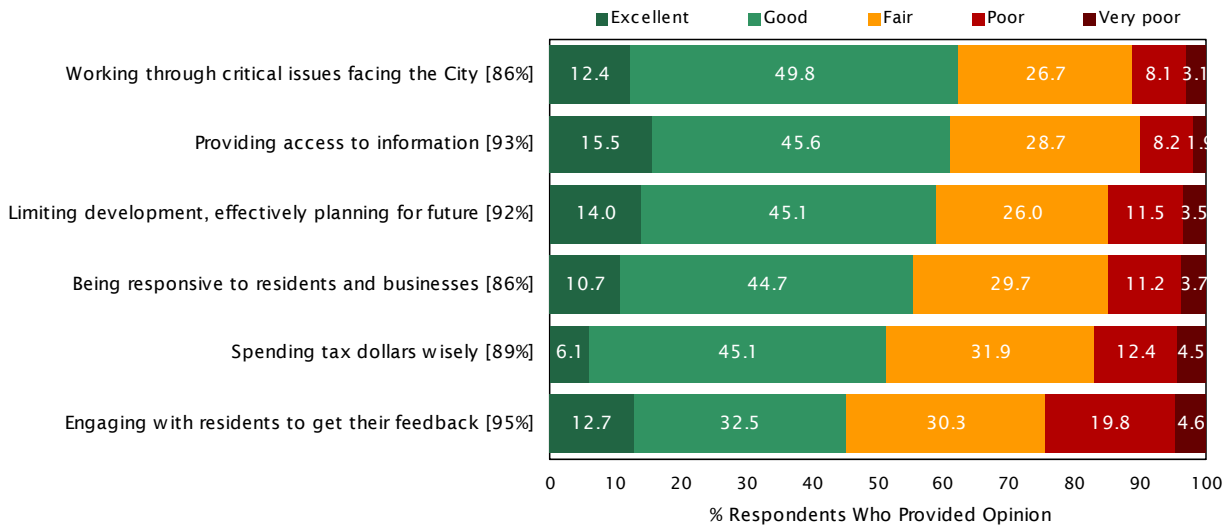
Staff & Governance

Although much of the survey focused on residents' satisfaction with the City's efforts to provide specific services, as with other progressive cities Thousand Oaks recognizes there is more to good local governance than simply providing satisfactory services. Do residents perceive that the City is responsive to residents' needs? How well is the City engaging with its residents? Do residents feel that the City is doing a good job limiting development and effectively planning for the future? Answers to questions such as these are as important as service-related questions in measuring the City's performance in meeting residents' needs. Accordingly, they were the focus of the next section of the interview.

LOCAL GOVERNANCE The first question in this series was designed to measure how residents perceive the City on topics such as accessibility, responsiveness, fiscal accountability and effectively planning for the City's future. The format of the question was straightforward: for each of the statements shown at the left of Figure 37, respondents were simply asked if they agreed or disagreed with the statement. Percentages shown in the figure are among those with an opinion.[7]

Question 20 *For each of the items I read next, please tell me how good of a job you think the City of Thousand Oaks is doing. Here is the (first/next) one: _____. Would you say the City does an excellent, good, fair, poor or very poor job in this area?*

FIGURE 37 RATING ASPECTS OF CITY GOVERNANCE



Among those with an opinion, the City was rated highest for its performance in working through critical issues facing the City (62% excellent or good), providing access to information (61%), limiting development and effectively planning for the future (59%), and being responsive to residents and businesses (55%). Although still generally positive, residents provided somewhat lower ratings for the City's performance in spending tax dollars wisely (51%) and engaging with residents to get their feedback (45%).

7. The percentage of respondents who provided an opinion for each statement is shown to the right of each statement in brackets.

STAFF CONTACT The staff at the City 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. Overall, just over one-third (35%) of respondents indicated that they had contacted Thousand Oaks staff at least once during the 12 months prior to the interview, which is similar to the pattern found in 2009 (Figure 38). Interaction with City staff was most commonly reported by residents who had lived in the City less than five years or 15+ years, residents 55 years of age or older, and home owners (see Figure 39).

Question 21 *In the past 12 months, have you been in contact with staff from the City of Thousand Oaks?*

FIGURE 38 CONTACT WITH STAFF IN PAST 12 MONTHS: 2013 & 2009

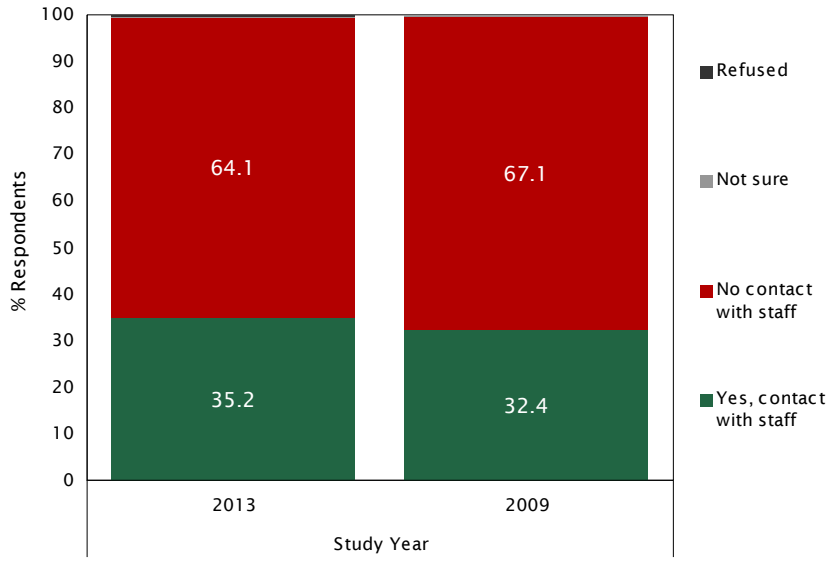
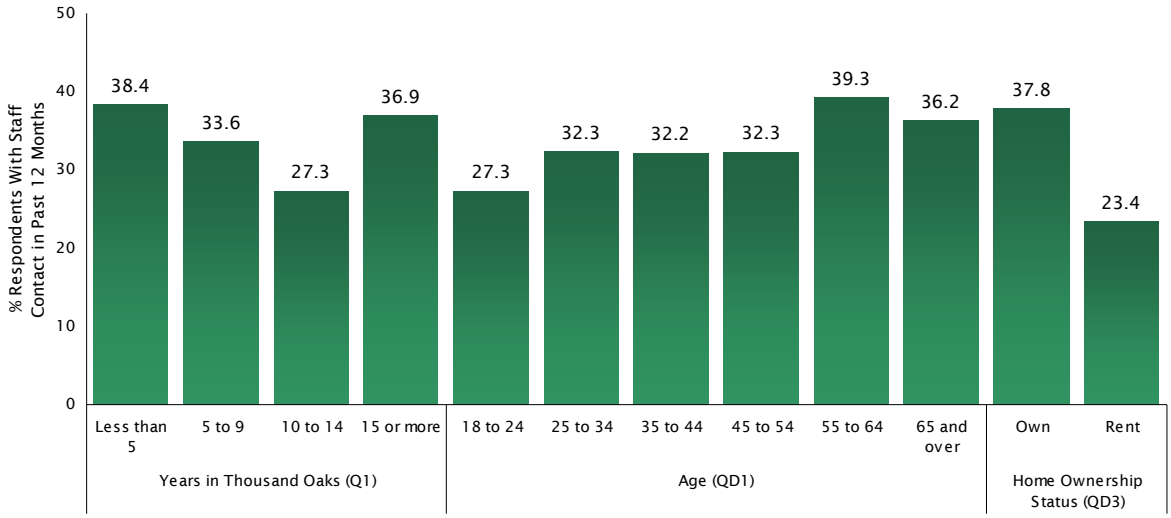


FIGURE 39 CONTACT WITH STAFF IN PAST 12 MONTHS BY YEARS IN THOUSAND OAKS, AGE & HOME OWNERSHIP STATUS



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 40), with at least 9 out of 10 respondents indicating that Thousand Oaks staff are very or somewhat helpful (95%), professional (97%), and accessible (96%). Its worth noting, moreover, that residents' ratings for staff improved between 2009 and 2013, with a statistically significant increase of 9% in those who rated staff as *very* professional (see Table 5).

Question 22 *In your opinion, was the staff at the City very _____, somewhat _____, or not at all _____?*

FIGURE 40 RATING ASPECTS OF CITY STAFF

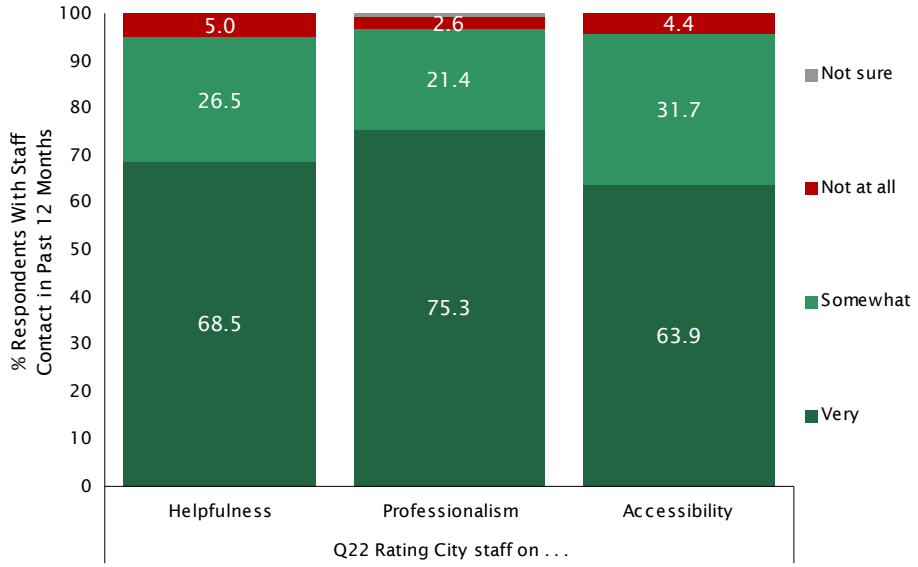


TABLE 5 RATING ASPECTS OF CITY STAFF: 2013 & 2009

	Study Year		Change in
	2013	2009	% *Very*
Professionalism	75.3	66.4	+9.0 †
Helpfulness	68.5	65.5	+3.0
Accessibility	63.9	61.3	+2.6

† Statistically significant change ($p < 0.05$) between the 2009 and 2013 studies.

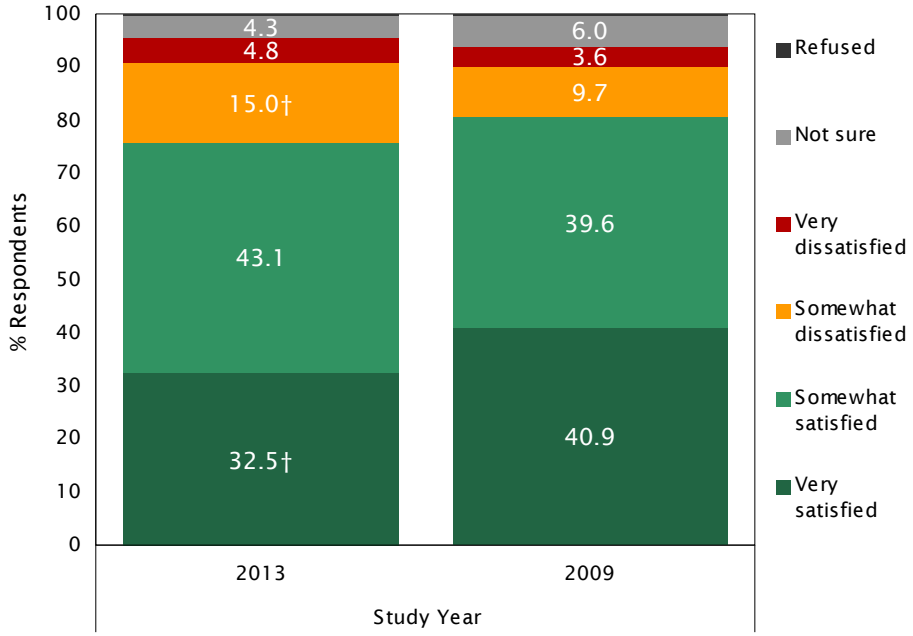
City-Resident Communication

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 23 of the survey asked residents to report their satisfaction with city-resident communication in the City. Overall, 76% of respondents in 2013 indicated they were satisfied with City's efforts to communicate with residents through newsletters, Internet, Social Media, and other means (Figure 41). The remaining respondents were either dissatisfied with the City's efforts in this respect (20%) or unsure of their opinion (4%). When compared to 2009, there was a statistically significant decline in the percentage of residents who reported being *very* satisfied with the City's communication efforts, and a corresponding increase in the percentage who indicated that they were somewhat dissatisfied. For the interested reader, Figures 42 and 43 on the next page display how satisfaction with the City's efforts to communicate with residents varied across resident subgroups.

Question 23 *Overall, are you satisfied or dissatisfied with the City's efforts to communicate with residents through newsletters, the Internet, Social Media, and other means?*

FIGURE 41 SATISFACTION WITH COMMUNICATION: 2013 & 2009



† Statistically significant change ($p < 0.05$) between the 2009 and 2013 studies.

FIGURE 42 SATISFACTION WITH COMMUNICATION BY YEARS IN THOUSAND OAKS & EMPLOYMENT STATUS

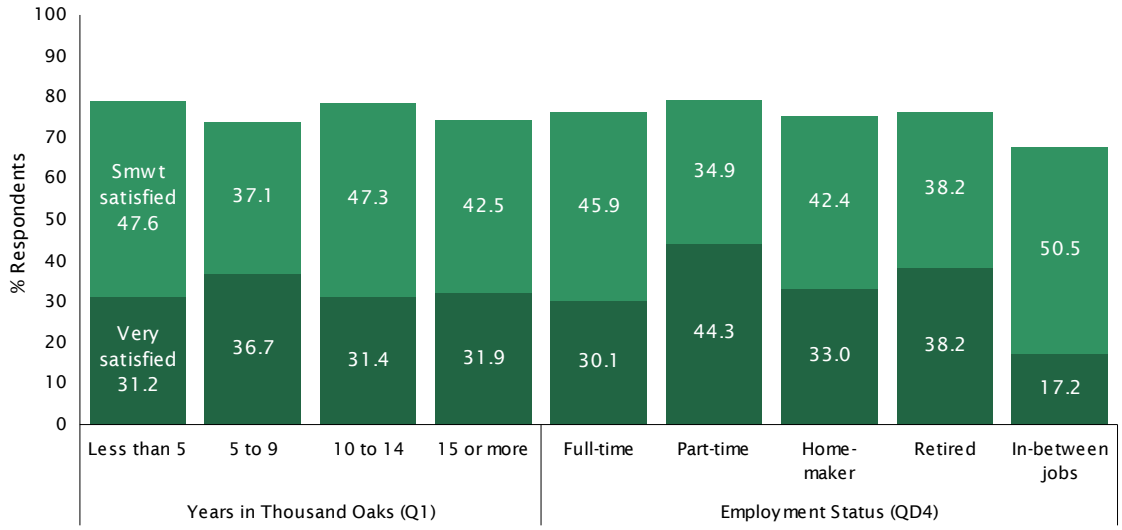
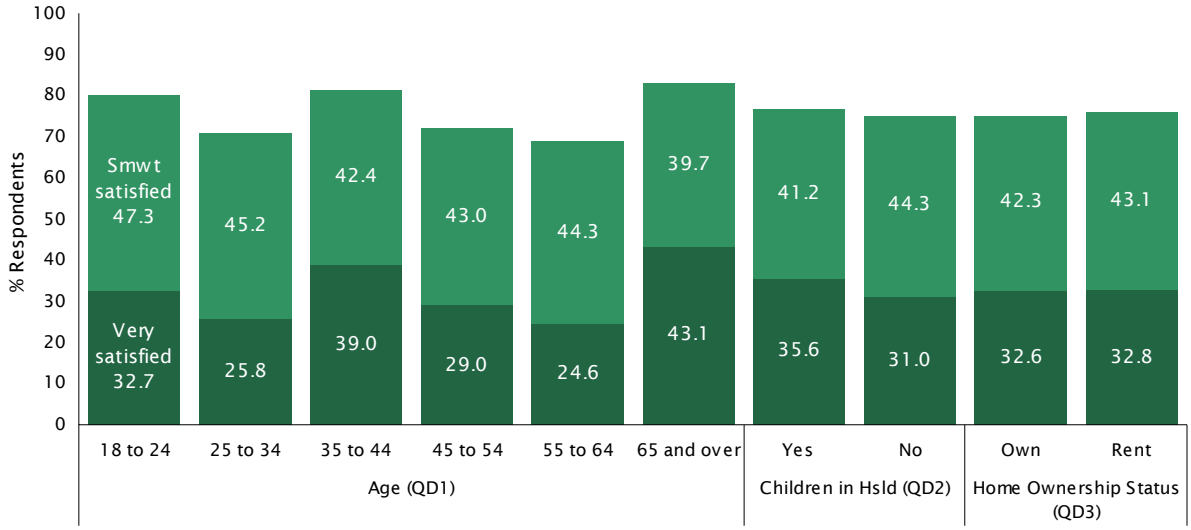


FIGURE 43 SATISFACTION WITH COMMUNICATION BY AGE, CHILDREN IN HOUSEHOLD & HOME OWNERSHIP STATUS



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 44 represent the percentage of residents who mentioned a particular source, and thus sum to more than 100.

The most frequently-cited source for City information was the Internet in general (40%), followed by *The Acorn* Newspaper (37%). The *Ventura County Star* newspaper (24%) and City's website (19%) were also mentioned by nearly one-quarter of respondents. Its worth noting, however, that just 5% of respondents indicated that they rely on the City's newsletter, which is quite low when compared other cities. For the interested reader, Table 6 compares the top information sources cited in response to Question 24 in 2009 and 2013.

Question 24 *What information sources do you use to find out about City of Thousand Oaks news, services, programs and events?*

FIGURE 44 SOURCE FOR THOUSAND OAKS INFO

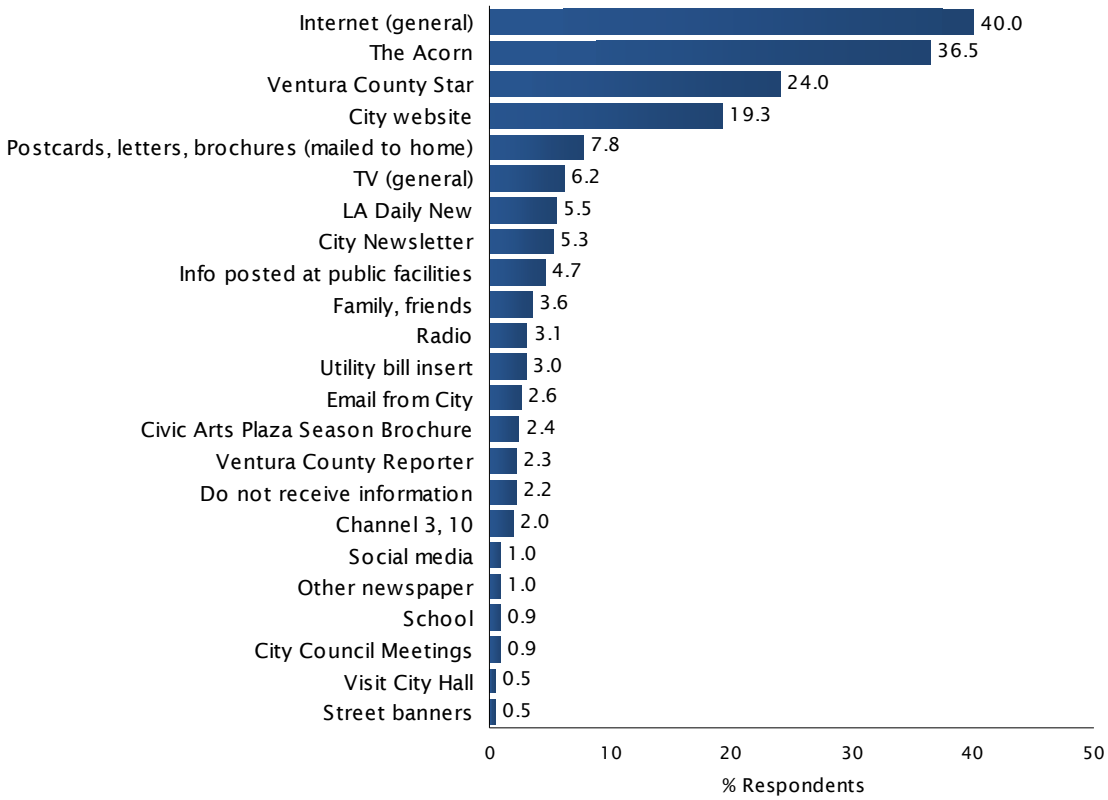


TABLE 6 TOP SOURCES FOR THOUSAND OAKS: 2013 & 2009

Study Year	
2013	2009
Internet (general)	The Acorn
The Acorn	Ventura County Star
Ventura County Star	Internet (general)
City website	City website
Postcards, letters, brochures (mailed to home)	City Newsletter

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 45, more than half (58%) of residents in 2013 reported that they had visited the site during this period, up slightly from the 54% recorded in 2009. New residents, those between the ages of 35 and 44, those living in households that had visited a park and recreation facility in Thousand Oaks during the past year, employed residents and homemakers, residents who live with children, and home owners were the most likely to state that they had visited the City's website during the preceding 12 months (see Figures 46 & 47).

Question 25 *In the past 12 months, have you visited the City's website?*

FIGURE 45 VISITED CITY WEBSITE IN PAST 12 MONTHS: 2013 TO 2009

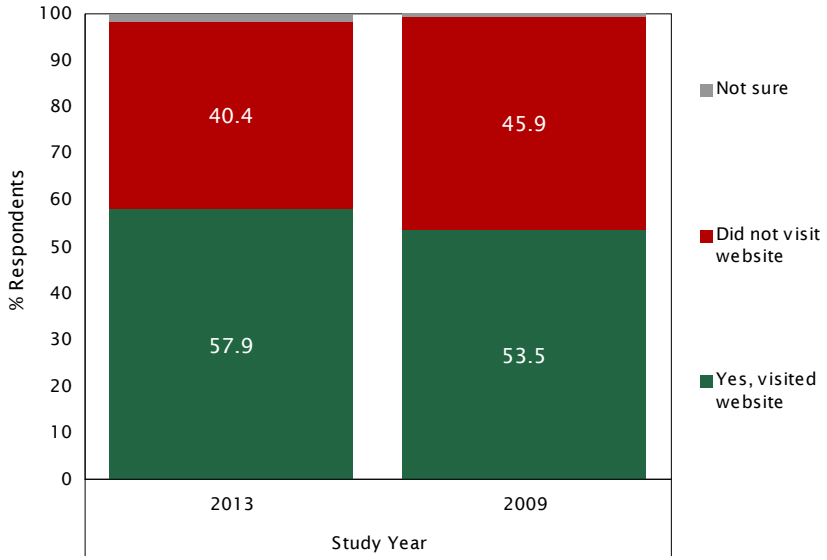


FIGURE 46 VISITED CITY WEBSITE IN PAST 12 MONTHS BY YEARS IN THOUSAND OAKS & AGE

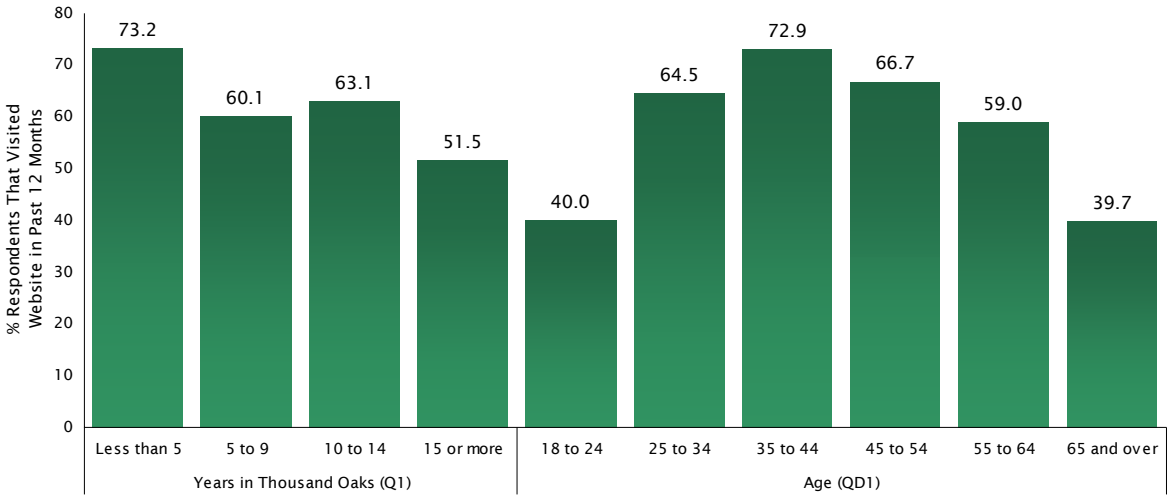
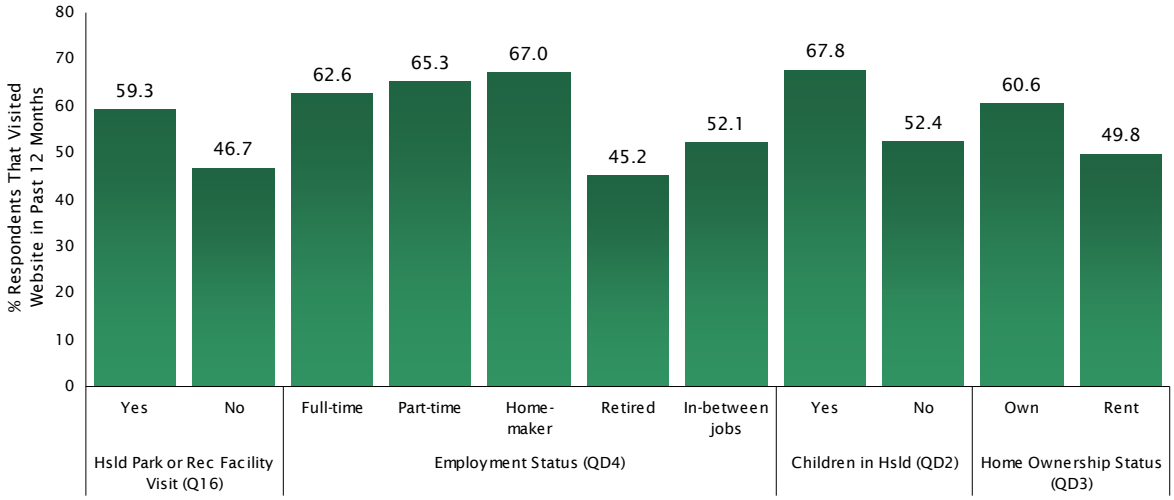


FIGURE 47 VISITED CITY WEBSITE IN PAST 12 MONTHS BY HOUSEHOLD PARK OR REC FACILITY VISIT, EMPLOYMENT STATUS, CHILDREN IN HOUSEHOLD & HOME OWNERSHIP STATUS



COMMUNICATION PREFERENCES The next communication-related question presented respondents with each of the methods shown to the left of Figure 48 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 (81%), followed by the City's website (79%), and email (76%). Notices inserted into utility bills (68%), having information available at public locations (62%), and Social Media (52%) were considered to be somewhat less effective methods of communication overall. However, there were pronounced differences in communication preferences in some cases for age cohorts, as shown in Table 7 on the next page.

Question 26 *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 48 EFFECTIVENESS OF COMMUNICATION METHODS

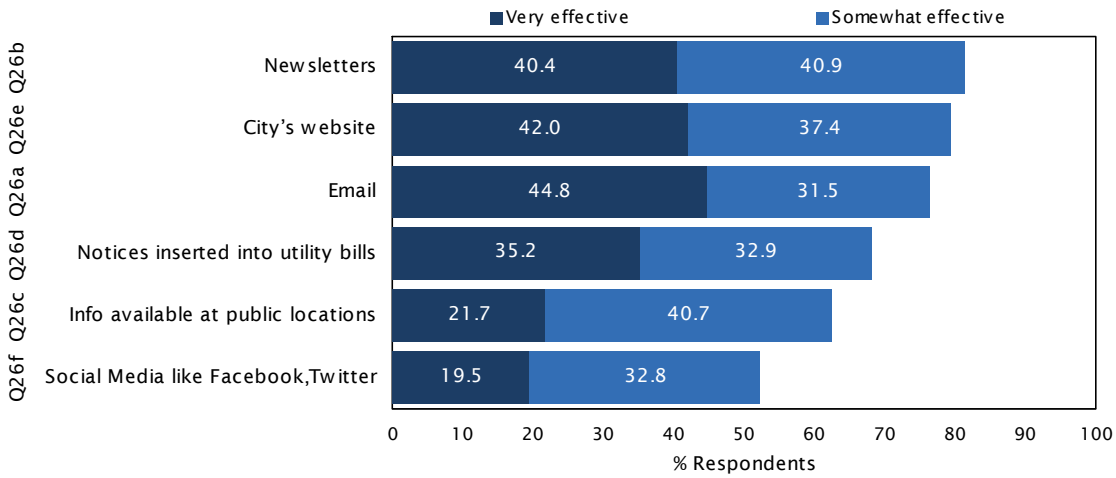


TABLE 7 EFFECTIVENESS OF COMMUNICATION METHODS BY AGE (SHOWING % VERY EFFECTIVE)

	Age (QD1)					
	18 to 24	25 to 34	35 to 44	45 to 54	55 to 64	65 and over
Email	43.6	40.3	47.5	49.5	45.9	41.4
City's website	32.7	41.9	47.5	43.0	49.2	34.5
Newsletters	38.2	27.4	39.0	34.4	44.3	55.2
Notices inserted into utility bills	29.1	24.2	39.0	31.2	36.1	46.6
Info available at public locations	40.0	8.1	23.7	14.0	23.0	27.6
Social Media like Facebook,Twitter	50.9	25.8	22.0	16.1	11.5	8.6

SMART PHONE APPLICATION

The final substantive questions of the survey focused on residents' use of smart phones and their likely use of a proposed smart phone application designed to improve communications and information access for residents and local businesses alike. As shown in Figure 49, smart phones are commonly used by Thousand Oaks residents, with two-thirds (66%) indicating that they currently use a smart phone. Interestingly, there is a pronounced relationship between length of residence in Thousand Oaks (as well as age) and smart phone usage, as indicated in Figure 50.

Question 27 *Do you use a smart phone?*

FIGURE 49 SMART PHONE USE

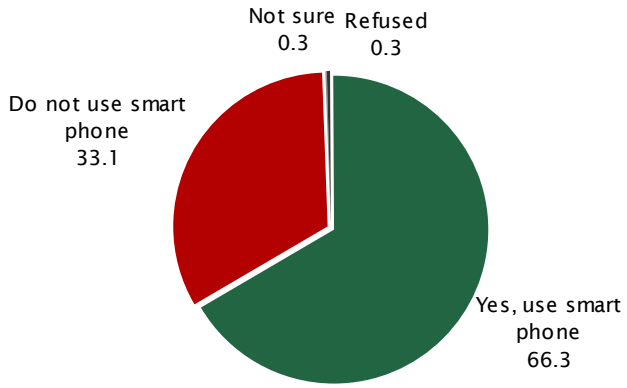
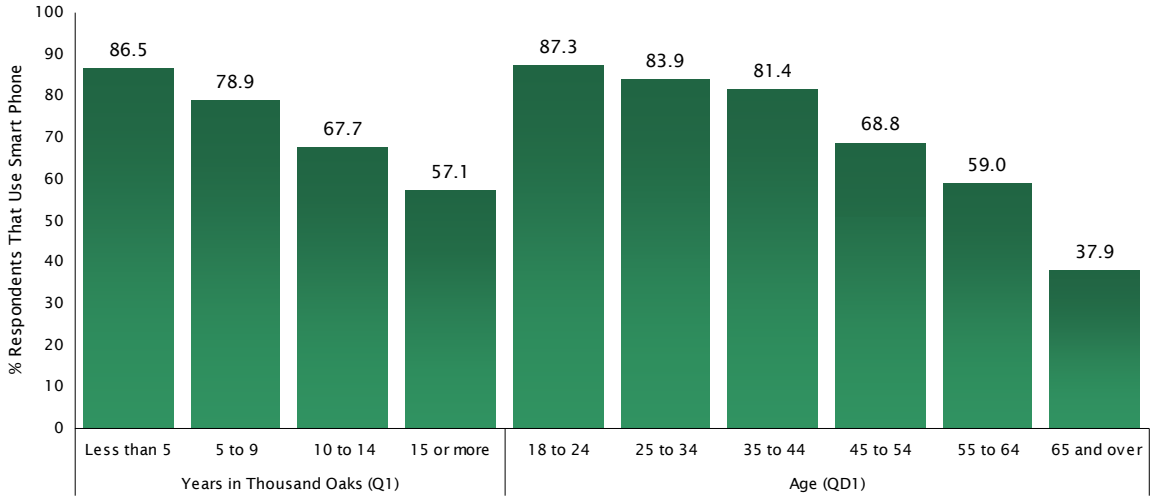


FIGURE 50 SMART PHONE USE BY YEARS IN THOUSAND OAKS & AGE



After informing respondents that the City is considering creating a mobile application for use on smart phones and tablets, Question 28 asked residents to indicate how likely they would be to use various potential features of the application. The features tested, as well as respondents' likely use of the features, are shown in Figure 51 among all respondents and Figure 52 for just those who currently use a smart phone.

Although a majority of residents expressed interest in each feature tested, the highest rates of anticipated use were provided for access to City news and events (72% very or somewhat likely to use), Police and Fire Department information (72%), event listings for the Civic Arts Plaza (68%), and ability to report potholes, graffiti or other concerns using the application (68%). When compared to the other features tested, residents anticipated less use for City Council and staff contact information (56%). Anticipated use of each feature tested was somewhat higher among those who currently use a smart phone (see Figure 52 on the next page)

Question 28 *The City of Thousand Oaks is considering creating a mobile application for use on smart phones and tablets. As I read the following features of the smart phone application, I'd like to know how likely you would be to use the feature.*

FIGURE 51 LIKELIHOOD OF USING MOBILE APPLICATION FEATURES

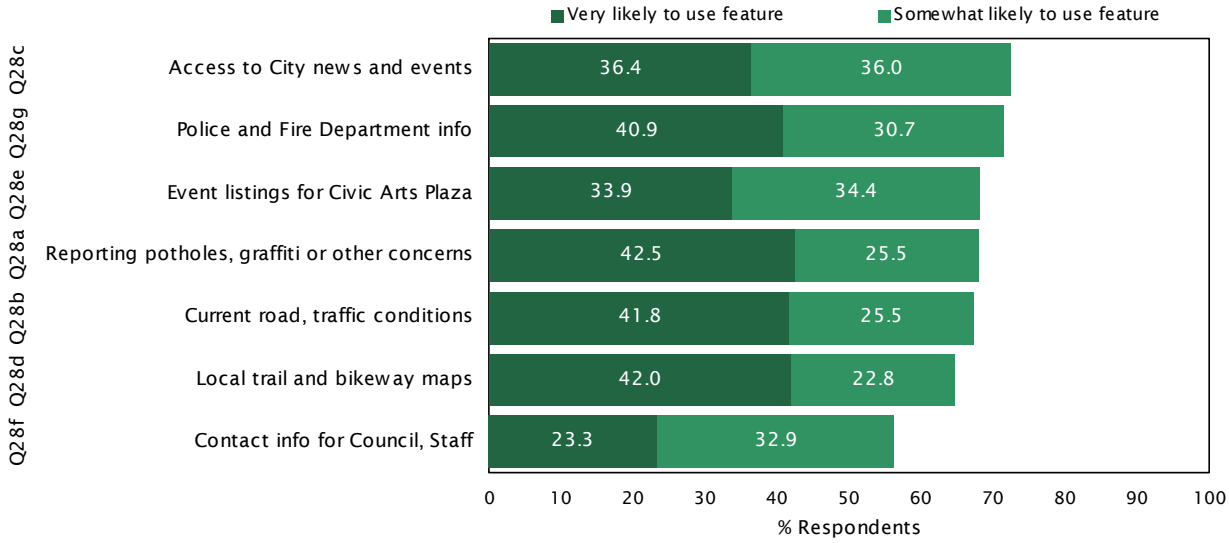
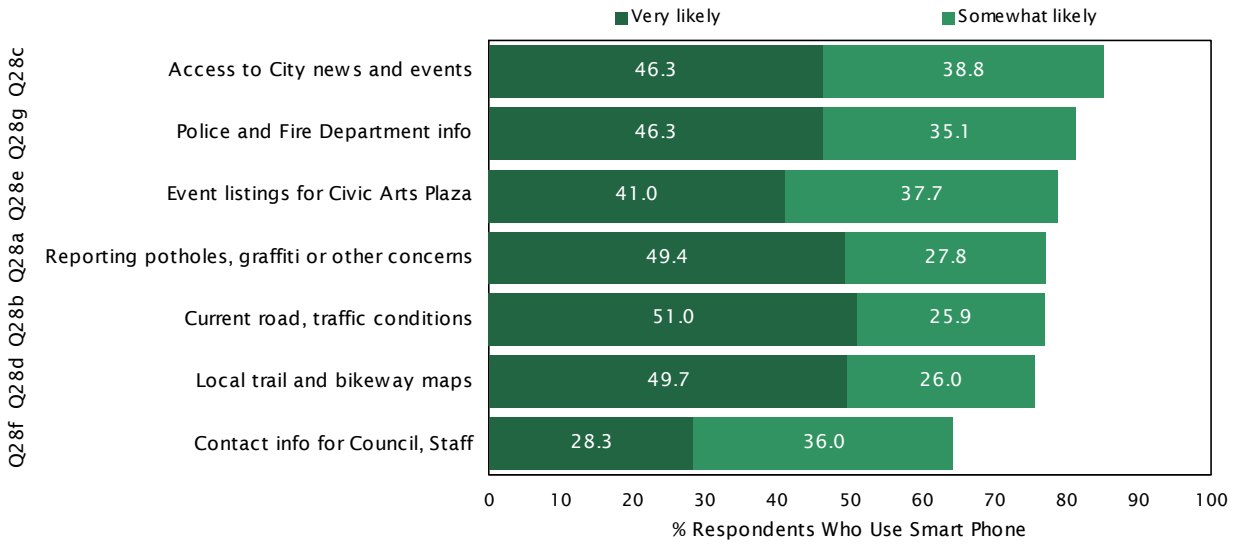


FIGURE 52 LIKELIHOOD OF USING MOBILE APPLICATION FEATURES AMONG THOSE WHO USE A SMART PHONE



Demographics & Background Info

Table 8 Demographics of Sample: 2013 & 2009

	Study Year 2013	Study Year 2009
Total Respondents	*400*	*400*
QD1 Age	%	%
18 to 24	10.3	11.1
25 to 34	12.5	13.7
35 to 44	17.5	19.1
45 to 54	21.6	21.7
55 to 64	16.5	14.6
65 and over	18.6	15.6
Refused	3.0	4.2
QD2 Children in home		
Yes	36.0	47.3
No	63.5	51.9
Refused	0.4	0.8
QD3 Home ownership status		
Own	79.6	81.8
Rent	18.3	16.2
Refused	2.1	2.0
QD4 Employment status		
Full-time	50.4	50.0
Part-time	11.3	9.9
Student	6.6	6.9
Homemaker	8.8	6.7
Retired	17.8	18.5
In-between jobs	4.2	6.8
Refused	0.9	1.2
QD5 Commute outside City for job / school		
Not employed or in school	31.7	33.2
Yes	38.5	34.4
No	29.8	32.0
Not sure	0.0	0.2
Refused	0.0	0.2
QD6 Typical commute minutes to job / school		
No commute	61.5	65.6
20 or less	4.8	6.1
21 to 39	6.0	8.6
40 to 59	7.7	6.4
60 or more	18.4	11.9
Refused	1.7	1.4
QD7 Gender		
Male	50.6	50.0
Female	49.4	50.0

Table 8 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 51), 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).

Methodology

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 55) identifies skip patterns used during the interview to ensure that each respondent received the appropriate questions.

Most of the questions asked in the 2013 survey were tracked directly from the 2009 survey to allow the City to reliably track its performance over time.

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. In addition, 15% of the sample was dedicated to cell phone numbers so that those who rely on cell phones were represented in the study.

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 for landlines to the extent needed to ensure a representative sample. In addition to following this protocol, 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 will make an identical (but separate) survey available to interested residents. All households in the City will be mailed a postcard inviting them to participate in the survey online at a secure web site. The postcards will include two unique PINs for each household, thereby preventing non-residents from accessing the online survey and preventing resident households from participating more than twice. Surveys collected in this second phase of the study will constitute the **Supplemental sample**.

The Supplemental sample will represent a self-selected, non-random group of interested residents and will not necessarily be representative of the City's adult population. For this reason, the results for the Supplemental sample will be analyzed separately and presented in a separate set of crosstabulations. 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 96,607 adult residents[8] had been interviewed.

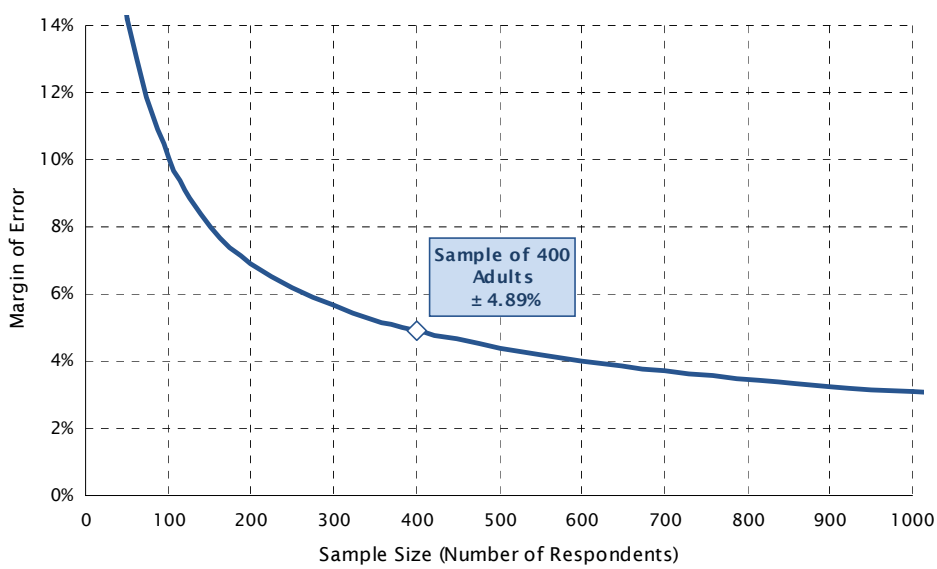
For example, in estimating the percentage of adult residents who have interacted with staff in the past 12 months (Question 21), the margin of error can be calculated if one knows the size of the population, the size of the sample, a desired confidence level, and the distribution of responses to the 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 (0.35 for 35% in this example), N is the population size of all adult residents (96,607), 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 ± 4.67%. This means that with 35% of survey 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 30% and 40%.

Figure 53 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 ± 4.89% for questions answered by all 400 respondents.

FIGURE 53 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 53 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)

8. Source: U.S. Census Bureau, 2010 Census Data.

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 February 4 and February 13, 2013. 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.

TRUE NORTH RESEARCH

City of Thousand Oaks
Community Satisfaction Survey
Final Toplines
February 2013

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 the 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, 91320, 91360	100%	*Go to SC2*
	2	Other ZIP code	0%	*Terminate*
SC2	Do you live in the City of Thousand Oaks?			
	1	Yes	100%	*Qualified for Study*
	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	3%
	2	1 to 4 years	12%
	3	5 to 9 years	14%
	4	10 to 14 years	17%
	5	15 years or longer	53%
	99	Prefer not to answer	1%
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	61%
	2	Good	36%
	3	Fair	2%
	4	Poor	0%
	5	Very poor	0%
	98	Not sure	0%
	99	Refused	0%
Only ask Q3 if Q1 = (3,4,5).			
Q3	Over the past five years, would you say that the quality of life in Thousand Oaks has gotten better, stayed about the same, or gotten worse? *If better or worse, ask*: Would that be much (better/worse) or somewhat (better/worse)?		
	1	Much better	5%
	2	Somewhat better	9%
	3	About the same	63%
	4	Somewhat worse	20%
	5	Much worse	3%
	98	Not sure	0%
	99	Refused	0%

Q4	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	15%
	Not sure / Cannot think of anything	13%
	Limit growth / Preserve open space	12%
	Redevelop downtown areas	9%
	Change, improve Council, gov process	6%
	Reduce traffic congestion	5%
	Improve public safety	5%
	Improve, maintain roads	4%
	Improve, add parks, rec facilities	4%
	Improve education	4%
	Reduce taxes, fees	4%
	Provide more affordable housing	3%
	Improve public transit	3%
	Address homeless issue	2%
	Provide positive alternatives for youth	2%
	Reduce cost of living	1%
	Beautify City	1%
	Enforce building codes	1%
	Reduce building permit restrictions	1%
	Reduce budget / Control spending	1%
	Provide assistance to disabled, seniors	1%
	Engage in economic development	1%
	Improve parking	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.			
Q5	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	58%
	2	Somewhat satisfied	30%
	3	Somewhat dissatisfied	6%
	4	Very dissatisfied	3%
	98	Not sure	2%
	99	Refused	0%

Q6 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.

	Randomize	Extremely Important	Very Important	Somewhat Important	Not at all Important	No Opinion	Refused
A	Providing police services	38%	50%	10%	2%	0%	0%
B	Providing fire protection and emergency medical services	42%	53%	5%	0%	0%	0%
C	Providing support to local public schools	30%	48%	16%	4%	2%	0%
D	Maintaining streets and roads	23%	62%	15%	0%	0%	0%
E	Managing traffic congestion in the city	20%	50%	28%	2%	0%	0%
F	Maintaining public landscape areas	10%	47%	38%	4%	1%	0%
G	Providing library services	17%	50%	27%	5%	1%	0%
H	Providing trash collection and recycling services	22%	59%	15%	1%	2%	1%
I	Promoting economic development for a healthy business community	21%	49%	26%	3%	1%	0%
J	Managing growth and development	22%	46%	28%	3%	0%	1%
K	Providing recreation programs for all ages	16%	49%	30%	4%	0%	0%
L	Maintaining parks and recreation areas	21%	58%	20%	1%	0%	0%
M	Providing cultural and performing arts	10%	36%	42%	11%	0%	0%
N	Protecting the local environment	25%	50%	22%	3%	1%	0%
O	Preserving and protecting open space	28%	45%	23%	3%	1%	0%

Q7	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? *Get answer. If 'satisfied' or 'dissatisfied', then ask*: Would that be very (satisfied/dissatisfied) or somewhat (satisfied/dissatisfied)?						
	Randomize	Very Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Very Dissatisfied	No Opinion	Refused
A	Provide police services	74%	18%	4%	2%	3%	0%
B	Provide fire protection and emergency medical services	83%	11%	1%	0%	4%	0%
C	Provide support to local public schools	33%	42%	7%	4%	13%	1%
D	Maintain streets and roads	51%	36%	10%	3%	0%	0%
E	Manage traffic congestion in the city	35%	43%	13%	8%	1%	0%
F	Maintain public landscape areas	60%	33%	3%	1%	2%	0%
G	Provide library services	66%	24%	3%	1%	6%	1%
H	Provide trash collection and recycling services	74%	17%	3%	2%	3%	1%
I	Promote economic development for a healthy business community	27%	47%	9%	5%	11%	0%
J	Manage growth and development	34%	42%	10%	6%	8%	0%
K	Provide recreation programs for all ages	57%	29%	4%	2%	7%	0%
L	Maintain parks and recreation areas	70%	25%	2%	1%	2%	0%
M	Provide cultural and performing arts	54%	33%	4%	1%	6%	1%
N	Protect the local environment	54%	32%	5%	1%	7%	0%
O	Preserve and protect open space	56%	30%	5%	4%	4%	0%

Only ask Q8 and Q9 if Q1 = (3,4,5).

Q8	Over the past five years, would you say that the quality of the City's infrastructure such as streets, sidewalks, utilities, parks and public facilities has gotten better, stayed about the same, or gotten worse? *If better or worse, ask*: Would that be much (better/worse) or somewhat (better/worse)?			
	1	Much better	10%	*Ask Q9*
	2	Somewhat better	18%	*Ask Q9*
	3	About the same	58%	*Skip to Q10*
	4	Somewhat worse	10%	*Ask Q9*
	5	Much worse	3%	*Ask Q9*
	98	Not sure	0%	*Skip to Q10*
	99	Refused	0%	*Skip to Q10*

Q9	Are there particular reasons why you feel the City's infrastructure has gotten (better/worse)? *If yes, ask:* Please describe them. Verbatim responses recorded and grouped into categories shown below.	
	Not sure, no specific reason	35%
	Streets, roads in need of repair	14%
	Streets, roads have been paved, repaired	14%
	Parks have been improved, developed	9%
	Mismanaged money, poor budgeting	8%
	New development, infrastructure	7%
	Lack of proper street lighting	6%
	Tree trimming, maintaining landscapes	6%
	Too much growth, development	6%
	Unmet need for economic development	5%
	Added sidewalks, walking paths	4%
	Installed traffic lights	4%
	Need more trash, litter pick-up	4%
	Stormwater, sewer system in need of repair	2%

Section 5: Civic Arts Plaza

The Thousand Oaks Civic Arts Plaza offers a wide range of performing arts shows, programs and events throughout the year.

Q10	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	50%
	2	No	50%
	98	Not sure	1%
	99	Refused	0%

Q11 Overall, how would you rate the _____ at the Plaza? Would you say it is excellent, good, fair, poor or very poor?

Read in Order		Excellent	Good	Fair	Poor	Very Poor	Not Sure	Refused
A	Quality of events and shows	35%	35%	17%	3%	0%	9%	1%
B	Variety of events and shows	32%	34%	18%	5%	1%	8%	1%
C	Overall entertainment value for a show	31%	35%	15%	6%	1%	12%	1%

Q12	Is there a type of show or event that you think should be offered more often at the Civic Arts Plaza? *If yes, ask:* please briefly describe it to me. Verbatim responses recorded and grouped into categories shown below.	
	No additional shows, events desired	52%
	Concerts / Musical shows (general)	16%
	Plays / Theatre	5%
	Popular, big-name performers, entertainers	5%
	Not sure / Cannot think of any	5%
	Classical, jazz, folk concerts (family)	4%
	Comedy performances	4%
	Children's events	3%
	Rock, pop concerts (contemporary)	2%
	Dance shows, competitions	2%
	Debates / Speakers	2%
	Educational programs	2%
	Multi-cultural shows, performances	1%
	Free, affordable shows, events	1%

Section 6: Shopping & Economic Development

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

Q13	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%	5%
	2	10% to 19%	5%
	3	20% to 29%	9%
	4	30% to 39%	6%
	5	40% to 49%	5%
	6	50% to 59%	13%
	7	60% to 69%	8%
	8	70% to 79%	12%
	9	80% to 89%	13%
	10	90% to 100%	20%
	98	Not sure	5%
	99	Refused	0%

Q14	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	50%	*Ask Q15*
	2	No	46%	*Skip to Q16*
	98	Not sure/Not Sure	3%	*Skip to Q16*
	99	Refused	1%	*Skip to Q16*
Q15	What are the names of two or three stores or restaurants you would most like to have located in Thousand Oaks? Verbatim stores and restaurants recorded and grouped into categories shown below. Examples of categories shown in parentheses.			
	Family restaurant chain (TGI Fridays, Black Angus, Marie Callender's)		21%	
	Large discount store (Costco, Big Lots)		19%	
	Department store (Target, Wal-Mart)		16%	
	Fast food restaurant chain (Sonic, Wienerschnitzel, Burger King)		11%	
	Specialty goods store (Crate and Barrel, REI, Fry's Electronics)		11%	
	Locally-owned, non-chain restaurant		11%	
	Upper-scale restaurant chain (Ruth's Chris Steakhouse, Yard House, Lure Fish House)		9%	
	Home improvement store (Home Depot, Lowe's)		7%	
	Contemporary casual cuisine (CA Chicken Cafe, Freebirds World Burrito)		5%	
	Upper-scale clothing store (Barneys, True Religion, H & M)		5%	
	Apparel, department store (Neiman Marcus, Bloomingdales)		3%	
	Gourmet, specialty grocery store (Trader Joe's, Vallarta Market)		2%	
	Entertainment (Dave & Busters, bowling alley)		2%	
	Arts and Crafts store (Michaels, Hobby Lobby)		1%	

Section 7: 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	89%	
	2	No	11%	
	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	31%	*Ask Q18*
	2	No	66%	*Skip to Q19*
	98	Not sure/No opinion	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 restroom facilities		13%	
	Improve children's equipment, areas		9%	
	Improve playground equipment, infrastructure		8%	
	Improve landscaping, trees, grass areas		8%	
	Improve maintenance, upkeep (general)		8%	
	Improve recreation paths, trails		7%	
	Provide additional lighting / Increase lighting hours		6%	
	Provide additional swimming facilities		6%	
	Construct additional dog parks, areas		6%	
	Complete existing, ongoing projects		5%	
	Provide additional fields, courts (general)		4%	
	Improve traffic flow, parking		4%	
	Provide more police, security patrols		4%	
	Develop additional parks		3%	
	Improve sidewalks, pedestrian access		2%	
	Provide additional trash, recycling containers		2%	
	Provide additional benches, tables		2%	
	Improve biking trails, facilities		2%	
	Acquire additional open space		2%	

	Increase outdoor entertainment (general)	2%
	Construct skate park	2%
	Provide additional drinking fountains	1%
	Reduce costs, fees	1%

Section 8: Spending Priorities

The City of Thousand Oaks has limited financial resources to provide some of the services, programs and projects desired by residents. Because it cannot fund every service, program and project, 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?

	Randomize	High Priority	Medium Priority	Low Priority	Should not spend money	No Opinion	Refused
A	Retain and expand the number of quality jobs in Thousand Oaks	61%	29%	8%	2%	1%	0%
B	Invest in road maintenance	45%	50%	5%	0%	1%	0%
C	Maintain parks and recreation facilities	45%	48%	7%	0%	0%	0%
D	Preserve library services	38%	44%	14%	3%	0%	0%
E	Maintain police services	77%	18%	4%	1%	0%	0%
F	Acquire and preserve natural open space and trails	41%	40%	15%	2%	0%	0%
G	Protect water quality in creeks and streams	58%	32%	9%	1%	0%	0%
H	Invest in local public schools	67%	22%	10%	1%	1%	0%
I	Increase use of alternative and renewable power sources, such as solar	30%	36%	25%	9%	0%	0%
J	Maintain cultural arts facilities and programming	20%	51%	25%	4%	0%	0%
K	Maintain fire protection services	83%	15%	2%	0%	0%	0%

Section 9: Staff & Governance								
Q20	For each of the items I read next, please tell me how good of a job you think the City of Thousand Oaks is doing. Here is the (first/next) one _____. Would you say the City does an excellent, good, fair, poor or very poor job in this area?							
	Randomize	Excellent	Good	Fair	Poor	Very Poor	No Opinion	Refused
A	Being responsive to residents and businesses	9%	39%	26%	10%	3%	13%	0%
B	Limiting development and effectively planning for the future	13%	41%	24%	10%	3%	8%	1%
C	Working through critical issues facing the City	11%	43%	23%	7%	3%	13%	0%
D	Engaging with residents to get their feedback	12%	31%	29%	19%	4%	5%	0%
E	Providing access to information	14%	43%	27%	8%	2%	6%	0%
F	Spending tax dollars wisely	5%	40%	28%	11%	4%	10%	0%

Q21	In the past 12 months, have you been in contact with staff from the City of Thousand Oaks?			
	1	Yes	35%	*Ask Q22*
	2	No	64%	*Skip to Q23*
	98	Not sure	0%	*Skip to Q23*
	99	Refused	0%	*Skip to Q23*

Q22	In your opinion, was the staff at the City very _____, somewhat _____, or not at all _____. *Read one item at a time, continue until all items are read.*					
	Randomize	Very	Somewhat	Not at all	Not sure	Refused
A	Helpful	68%	27%	5%	0%	0%
B	Professional	75%	21%	3%	1%	0%
C	Accessible	64%	32%	4%	0%	0%

Section 10: City-Resident Communication			
Q23	Overall, are you satisfied or dissatisfied with the City's efforts to communicate with residents through newsletters, the Internet, Social Media and other means? *Get answer, then ask:* Would that be very (satisfied/dissatisfied) or somewhat (satisfied/dissatisfied)?		
	1	Very satisfied	33%
	2	Somewhat satisfied	43%
	3	Somewhat dissatisfied	15%
	4	Very dissatisfied	5%
	98	No Opinion/Not Sure	4%
	99	Prefer not to answer	0%
Q24	What information sources do you use to find out about City of Thousand Oaks news, services, programs and events? *Don't read list. Record up to first 3 responses.*		
	1	*City Scene*/City Newsletter	5%
	2	*Ventura County Star*/(daily newspaper)	24%
	3	*Ventura County Reporter*/weekly newspaper	2%
	4	*LA Daily News*/daily newspaper	6%
	5	*The Acorn* (weekly newspaper)	36%
	6	Civic Arts Plaza Season Brochure	2%
	7	Channel 10 or Channel 3, TOTV Government Access TV	2%
	8	Television (general)	6%
	9	City Council Meetings	1%
	10	Radio	3%
	11	City's website	19%
	12	Internet (not City's site)	40%
	13	Utility bill insert	3%
	14	Email notification from City	3%
	15	Flyers, brochures or posters (displayed at public facilities)	5%
	16	Postcards, letters, flyers or brochures (mailed to home)	8%
	17	Street banners	0%
	18	Friends/Family/Associates	4%
	21	Visit City Hall	1%
	22	Social media	1%
	23	Other newspaper	1%
	24	School	1%
	19	Other (unique responses)	1%

	20	Do Not Receive Information about City	2%
	98	Not sure	1%
	99	Refused	0%
Q25	In the past 12 months, have you visited the City's website?		
	1	Yes	58%
	2	No	40%
	98	Not sure	2%
	99	Refused	0%

Q26	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.					
	Randomize	Very Effective	Somewhat Effective	Not Effective	Not Sure	Refused
A	Email	45%	32%	21%	2%	0%
B	Newsletters	40%	41%	16%	2%	0%
C	Flyers, postcards and brochures available at public locations	22%	41%	36%	1%	0%
D	Notices inserted into utility bills	35%	33%	30%	2%	0%
E	City's Website	42%	37%	18%	3%	0%
F	Social Media like Facebook and Twitter	20%	33%	42%	4%	1%

Q27	Do you use a smart phone?		
	1	Yes	66%
	2	No	33%
	98	Not sure	0%
	99	Refused	0%

Q28	The City of Thousand Oaks is considering creating a mobile application for use on smart phones and tablets. As I read the following features of the smart phone application, I'd like to know how likely you would be to use the feature. Here is the (first/next) one: _____. Would you be very likely, somewhat likely, or not likely to use this feature?					
	Randomize	Very likely	Somewhat likely	Not likely	Not Sure	Refused
A	Reporting the location of potholes, graffiti or other neighborhood concerns to City staff	42%	26%	29%	1%	2%
B	Information about current road and traffic conditions in Thousand Oaks	42%	25%	30%	1%	2%
C	Access to City news and events	36%	36%	24%	1%	2%
D	Local trail and bikeway maps	42%	23%	32%	1%	2%
E	Show and event listings for the Civic Arts Plaza	34%	34%	28%	2%	2%
F	Contact information for City Council and City staff	23%	33%	41%	1%	2%
G	Police and Fire Department information	41%	31%	25%	1%	2%

Section 11: 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? Year recoded into age categories shown below.		
	18 to 24		10%
	25 to 34		12%
	35 to 44		17%
	45 to 54		22%
	55 to 64		16%
	65 and over		19%
	Refused		3%
D2	Do you have one or more children under the age of 18 living in your household?		
	1	Yes	36%
	2	No	64%
	99	Refused	0%

D3	Do you own or rent your residence in Thousand Oaks?			
	1	Own	80%	
	2	Rent	18%	
	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	11%	*Ask D5*
	3	Student	7%	*Ask D5*
	4	Homemaker	9%	*Skip to end*
	5	Retired	18%	*Skip to end*
	6	In-between jobs	4%	*Skip to end*
	99	Refused	1%	*Skip to end*
D5	Do you commute outside of Thousand Oaks on a regular basis for (your job/school)?			
	1	Yes	56%	*Ask D6*
	2	No	44%	*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? Minutes recorded and grouped into categories shown below.			
	20 or less		12%	
	21 to 39		16%	
	40 to 59		20%	
	60 or more		48%	
	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	51%
	2	Female	49%