Community Opinion Survey

SUMMARY RESEARCH REPORT

PREPARED FOR THE

City of Thousand Oaks

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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 129,039 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 provide 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.
- Profile 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 2014.
2. Fir prevention services are provided by the Ventura County Fire Protection District.

OVERVIEW OF METHODOLOGY Although a full description of the methodology used for this study is included later in this report (see *Methodology* on page 50), 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 of Thousand Oaks using a comprehensive database of residential addresses. Among these sampled households, the study employed a combination of mailed invitations, emailed invitations, and phone calls to recruit participation in the survey from 400 residents during the data collection period, which lasted from March 10 to March 17, 2015. Respondents were provided with the option to participate in the survey by telephone or online at a secure website hosted by True North. 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 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.

METHODOLOGICAL CHANGES & COMPARISONS TO PRIOR STUDIES In recent years, much has changed in terms of how the public receives information, the accessibility of residents through traditional recruiting methods, and their willingness to participate in community surveys. In addition to an increase in the proportion of households that have abandoned their land lines and only use unpublished cell phones, the prevalence of caller ID and similar technologies has led to a substantial rise in call screening behaviors—where individuals will not answer the phone unless they recognize the phone number. In combination, these factors create a situation where a growing percentage of households are simply unreachable if one relies solely on telephone-based sampling, recruiting, and data collection techniques.

Recognizing the aforementioned developments and the challenges they pose to producing statistically reliable results, True North recommended that the City of Thousand Oaks transition to a new methodology for the 2015 survey that utilized multiple recruiting methods (mail, email, and telephone) as well as multiple data collection methods (telephone and online). Although transitioning to this new methodology improves the overall reliability and comparability of the City's resident survey moving forward, it does create a methodological break in the time series of studies. For this reason, although comparisons between the 2013 and 2015 surveys are provided, it's

important to keep in mind that a difference in the survey results could be caused by a change in public opinion, be an artifact of a change in the methodology, or a mixture of both.[3]

STATISTICAL SIGNIFICANCE With the above caveat noted, the reader will find that many of the figures and tables in this report present the results of questions asked in 2015 alongside the results found in the prior surveys for identical questions. In such cases, True North conducted the appropriate tests of statistical significance to identify statistically significant changes between the 2013 and 2015 surveys. 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 2015.

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 (see *Questionnaire & Toplines* on page 53) 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 Assistant City Manager Andrew Powers. 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

3. For example, a visual format survey (as with the online survey) has a tendency to produce more graduated responses as participants can see the entire response scale rather than having to recall the scale/rely on their memory when answering questions.

designed and conducted over 900 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 2015 (96%) shared favorable opinions of the quality of life in Thousand Oaks, with 65% reporting it is excellent and 31% stating it is good. Just 3% of respondents used fair, poor, or very poor to describe the quality of life in the City.
- Just over half of residents (53%) 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, 23% felt that the quality of life has improved in Thousand Oaks, whereas a similar percentage (22%) 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 not sure/can't think of anything and no changes needed/everything is fine, collectively accounting for 30% of all responses. Among specific changes that were mentioned, the most common were reducing traffic congestion (15%), improving the maintenance of streets and roads (12%), limiting growth/preserving open space (10%), and engaging in economic development (7%).

CITY SERVICES/PERFORMANCE PRIORITIES

- The vast majority of Thousand Oaks residents in 2015 (88%) indicated that they were satisfied with the City's efforts to provide municipal services, with 50% stating that they were *very* satisfied. Approximately 7% of respondents indicated that they were dissatisfied with the City's overall performance, and an additional 4% indicated that they were unsure or unwilling to share their opinion.
- When asked to rate the importance of 17 specific services provided by the City, Thousand Oaks residents rated public safety services as the most important, including providing fire protection and emergency medical services (93% extremely or very important) and providing police services (89%). Other services that were viewed as among the more important included maintaining streets and roads (88%), maintaining parks and recreation areas (85%), and providing trash collection and recycling services (85%).
- The survey also asked about satisfaction with the City's efforts to provide the same 17 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 (97%), maintain parks and recreation areas (97%), provide trash and recycling services (97%), maintain public landscape areas (97%), provide police services (96%), and provide library services (95%).
- More than half of residents surveyed (55%) perceived that the quality of the City's infrastructure remained about the same during the past five years, whereas 27% felt that the quality had improved during this period and 14% perceived that it had declined.
- Approximately 15% of respondents 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 (29%), followed by a reference to new development/infra-

structure (13%), and the installation of traffic lights/better traffic management systems (11%).

- 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/sidewalks and their need for repair (24%), followed by a general statement about too much growth and development (10%), and traffic congestion (8%).

CIVIC ARTS PLAZA

- Approximately half (53%) of residents surveyed in 2015 indicated that at least one member of their household had purchased tickets and attended a show/event at the Civic Arts Plaza during the prior 12 month period.
- Among all respondents, 71% rated the quality of events and shows as excellent or good, 69% rated the variety of events and shows as excellent or good, and 63% 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 86%, 77%, and 78%, respectively.

SHOPPING & ECONOMIC DEVELOPMENT

- Approximately 58% of households in 2015 indicated that they spend at least half of their household's retail shopping dollars within the City, with 31% spending at least 80% of their dollars within the City, and 27% spending between 50% and 79% of their retail dollars within the City.
- Half (49%) of respondents indicated that there are retail stores and restaurants their household currently visits outside of the City that they would like to have available locally in Thousand Oaks.
- When provided with an open-ended opportunity to identify businesses they would most like to have located in Thousand Oaks, the most commonly mentioned types of businesses were large discount stores such as Costco or Sam's Club (21%), family restaurant chains such as Macaroni Grill and Claim Jumper (13%), contemporary casual cuisine such as Yard House and California Chicken Cafe (12%), and a home improvement store such as Home Depot or Lowe's (11%).
- When presented with six specific businesses and asked which they would most like to have located in Thousand Oaks, residents expressed the greatest interest in IKEA (42% 1st or 2nd choice) and Costco (39%), followed by Home Deport (27%), Lowe's (27%), Walmart (19%), and Sam's Club (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 (96% high or medium priority), followed by maintaining police services (94%), protecting water quality in creeks and streams (93%), investing in public schools (92%), and investing in road maintenance (92%).

STAFF & GOVERNANCE

- Among those with an opinion, the City was rated highest for its performance in providing access to information (64% excellent or good), followed by working through critical issues facing the City (58%), managing development and effectively planning for the future (56%), and being responsive to residents and businesses (53%).
- Although still generally positive, residents provided somewhat lower ratings for the City's performance in engaging with residents to get their feedback (51%), and spending tax dollars wisely (50%).
- Approximately one-third (31%) of respondents indicated that they had contacted Thousand Oaks staff at least once during the 12 months prior to the interview.
- At least 8 out of 10 respondents that had contact with staff from the City of Thousand Oaks indicated that staff were very or somewhat helpful (85%), professional (90%), and accessible (96%).

CITY-RESIDENT COMMUNICATION

- Overall, 72% of respondents in 2015 indicated they were satisfied with City's efforts to communicate with residents through newsletters, Internet, Social Media, and other means. The remaining respondents were either dissatisfied with the City's efforts in this respect (16%) or unsure of their opinion (11%).
- The most frequently-cited source for City information was *The Acorn* Newspaper (42%), followed by the Internet in general (29%) and the City's website (23%). Other sources mentioned by at least 5% of respondents included the *Ventura County Star* newspaper (12%), television (10%), *City Scene* city newsletter (9%), information posted at public facilities (9%), friends/family/associates (8%), Social Media (7%), and email notifications from the City (5%).
- More than half (56%) of residents reported that they had visited the City's website during the 12 month period preceding the interview.
- Among those who had visited the City's website during the past year, approximately two-thirds rated the overall quality (69%), ability to find what they are looking for (65%), and variety of content and resources (70%) available on the site as excellent or good.
- Overall, residents indicated that newsletters mailed to their home were the most effective method for the City to communicate with them (80% very or somewhat effective), followed closely email (78%), the City's website (78%), and emailed newsletters (77%).
- Notices inserted into utility bills (63%), Social Media (61%), and having information available at public locations (50%) were considered to be somewhat less effective methods of communication overall.

Conclusions

As noted in the *Introduction*, this study was designed to provide the City of Thousand Oaks with a statistically reliable understanding of the opinions, priorities, and concerns of its residents. Operating from the philosophy that you can't manage what you don't measure, since 2009 Thousand Oaks has periodically used the survey as a community needs assessment and performance measurement tool. In short, the study presents an opportunity to profile residents' needs and priorities, measure how well the City is performing in meeting these needs through existing services and facilities, and gather data on a variety of quality-of-life, issue, and policy-related matters. More than just a profiling exercise, the City uses the information gained from the surveys to adjust and improve its services—all toward the goal of building and sustaining a high level of community satisfaction.

Whereas subsequent sections of this report are devoted to conveying the detailed results of the survey, in this section we attempt to 'see the forest through the trees' and note how the collective results of the survey answer the key questions that motivated the research.

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

Thousand Oaks residents continue to be quite satisfied with the City's efforts to provide municipal services and facilities, as well as the quality of life in the City.

Overall, nearly nine-in-ten residents (88%) indicated that they were satisfied with the City's overall performance in providing municipal services, which is comparable to the figure recorded in 2013 (88%). The high level of satisfaction expressed with the City's performance *in general* was also mirrored in residents' assessments of the City's performance in providing specific services. For 16 of the 17 service areas tested, the City is meeting or exceeding the needs and expectations of at least 84% of residents (see *Performance Needs & Priorities* on page 22)—and for two-thirds of the services the City is meeting the needs of at least 90% of residents.

The City's performance in providing municipal services has also contributed to a high quality of life for residents. Nearly all residents surveyed (96%) rated the quality of life in Thousand Oaks as excellent or good. This sentiment was also widespread, with at least 90% of respondents in *every* identified demographic subgroup rating the quality of life in Thousand Oaks as excellent or good.

Another indicator of a well-managed city meeting its residents' needs is that when asked to indicate one thing that city government could do to make Thousand Oaks a better place to live, the most common response from residents was a request that the City continue what it is already doing (i.e., no changes) or a shrug of the shoulders (i.e., not sure).

Where should the City focus its efforts in the future?

In addition to measuring the City's current performance, a key goal of this study is to look *forward* and identify opportunities to adjust services, improve facilities, and/or refine communications strategies to best meet the community's evolving needs and expectations. Although resident satisfaction in Thousand Oaks is high (see above), there is always room for improvement. Below we note some of the areas that present the best opportunities in this regard.

Considering respondents' verbatim answers regarding what they feel city government could do to make Thousand Oaks a better place to live (see *Ways to Improve Quality of Life* on page 14), as well as the list of services and their respective priority status for future city attention (see *Performance Needs & Priorities* on page 22), the top priorities for residents are managing traffic congestion in the city, managing growth and development/protecting open space, maintaining city streets and roads, promoting economic development, and providing support to local public schools.

With the recommendation that the City focus on these areas, it is equally important to stress that when it comes to improving satisfaction in service areas, the appropriate strategy is often a combination of better communication and actual service improvements. That is, in some cases service improvements are needed to raise satisfaction with the City's performance. In other cases, particularly those that involve policies affecting services and facilities which are not readily apparent, the key may instead be to communicate better with residents about current efforts and future plans with respect to a particular service area. Choosing the appropriate balance of actual service improvements and efforts to raise awareness on these matters will be a key to maintaining and improving the community's overall satisfaction in the short- and long-term.

It is also important to keep in mind that although these areas represent opportunities to improve resident satisfaction, the city should *not* oversteer. Indeed, the main message of this study is that the City does many things exceptionally well and the emphasis should be on continuing to perform at a high level in these areas. The vast majority of residents were pleased with the City's efforts to provide services, programs, and facilities and have a favorable opinion of the City's performance in virtually all 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.

Is city-resident communication a growing challenge?

Yes. The public's preferences for communication are growing increasingly diverse. Whereas older residents continue to rely heavily on newsletters and printed forms of communication, younger residents generally show great interest in digital forms of communication including Social Media, text, and smart phone apps. This pattern makes the challenge of city-resident communication more difficult than in the past, when the sources residents relied on for information were fewer and more consistent across subgroups.

The trends noted above likely underlie some of the changes in resident satisfaction with the City of Thousand Oaks' communication efforts over the six years. In 2009, for example, eight-in-ten residents (81%) indicated that they were generally satisfied with the City's efforts to communicate with them through newsletters, the Internet, and other means, with 41% stating that they were *very* satisfied. The corresponding figures in the 2015 survey were 72% and 26%, respectively. Thousand Oaks is not alone in this area, as a number of other municipalities have displayed similar trends in satisfaction with city-resident communication. Based on these trends, the City of Thousand Oaks—like other cities—may want to conduct a careful review of its current communications strategies and budget to ensure that both are evolving to meet this growing challenge.

The aforementioned communications challenges notwithstanding, residents did recognize that the City has improved its civic engagement efforts over the past two years (see *Local Governance* on page 37). The percentage of respondents who rated the City's performance in engaging with residents to get their feedback as excellent or good increased 6%. This pattern likely reflects the Council's commitment to improving engagement during the past two years through a variety of initiatives, including holding City Council meetings at locations throughout the community and the *Visioning 2064 Program* which sought input from residents on guiding principles and key issues that will affect the City's future.

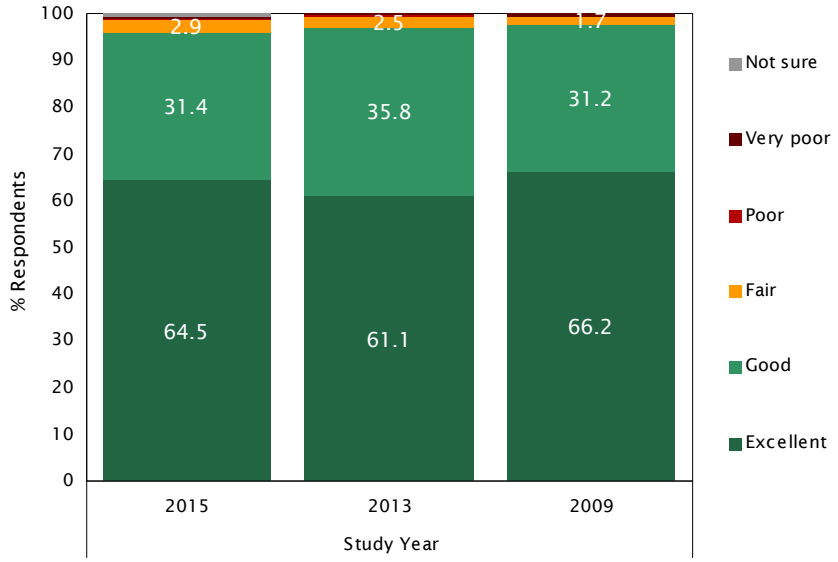
Quality of Life

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 2015 (96%) shared favorable opinions of the quality of life in Thousand Oaks, with 65% reporting it is excellent and 31% 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 2015 are statistically similar to those found in the 2013 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 BY STUDY YEAR



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 90% 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

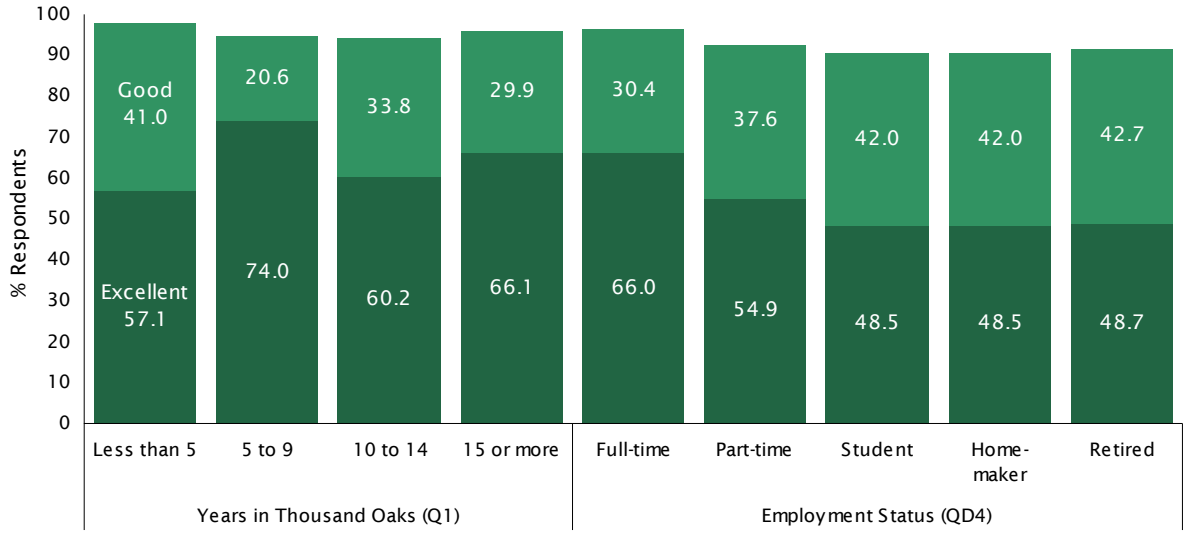
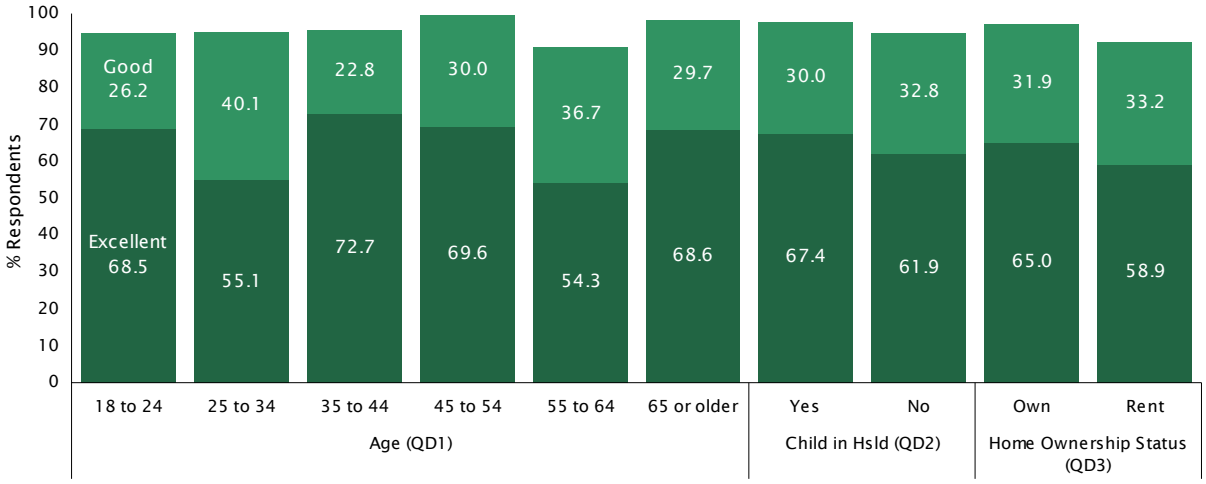


FIGURE 3 QUALITY OF LIFE BY AGE, CHILD IN HSLD & HOME OWNERSHIP STATUS

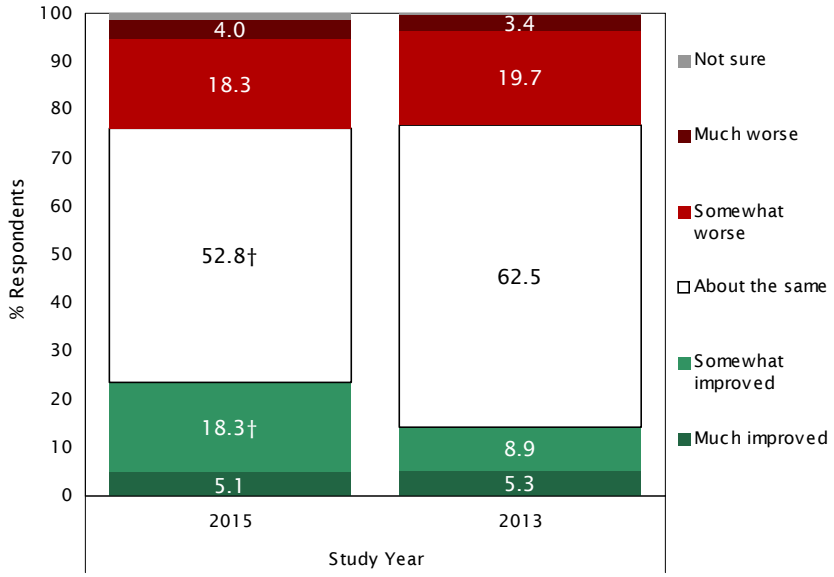


Having measured their perceptions of the general quality of life in Thousand Oaks as it is today (Question 2), the surveyed next asked respondents about perceived *trends* in the quality of life in the City over the past five years.[4] Just over half of residents (53%) perceived little or no change in 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, 23% felt that the quality of life has improved in Thousand Oaks, whereas a similar percentage (22%) perceived that it had declined over the past five years. It's worth noting that the percentage of respondents who perceived that the quality of life in the city had improved during the past five years increased significantly when compared to 2013.

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 BY STUDY YEAR



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, those who had lived in Thousand Oaks between five and nine years, retired individuals, and residents under the age of 35 were the most likely to perceive a positive trend in the quality of life in the city.

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

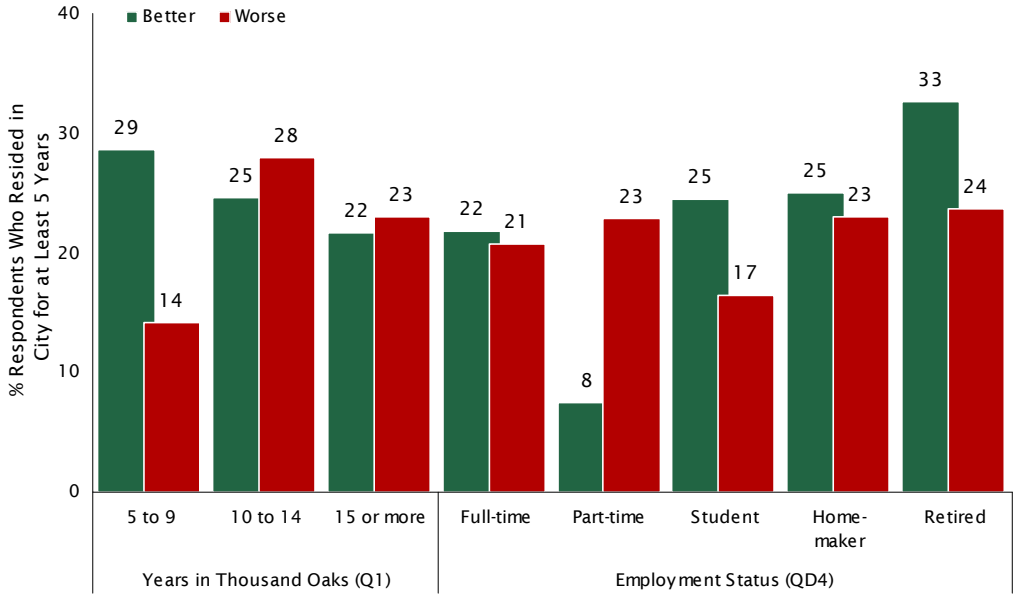
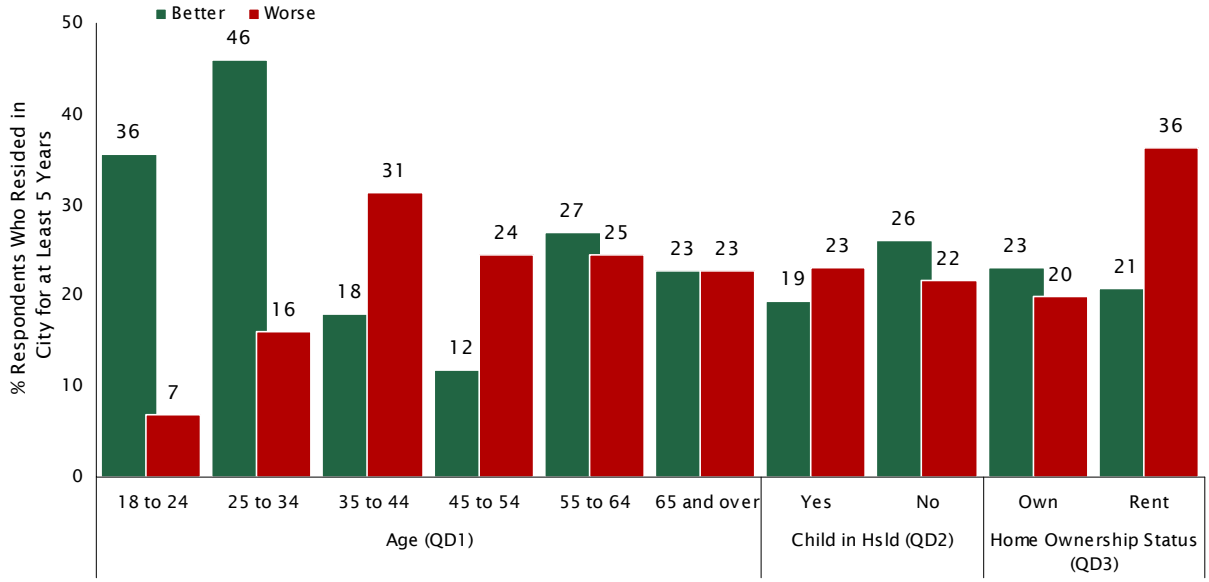


FIGURE 6 QUALITY OF LIFE IN PAST FIVE YEARS BY AGE, CHILDREN IN HSLD & HOME OWNERSHIP STATUS



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.

Overall, the most common responses to this question were not sure/can't think of anything and no changes needed/everything is fine, collectively accounting for 30% of all responses. Both of these responses 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 reducing traffic congestion (15%), improving the maintenance of streets and roads (12%), limiting growth/preserving open space (10%), and engaging in economic development (7%). Table 1 provides the top five responses to Question 4 in the 2015, 2013 and 2009 surveys, and demonstrates that both traffic congestion and street maintenance have increased in perceived importance over the past six years.

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

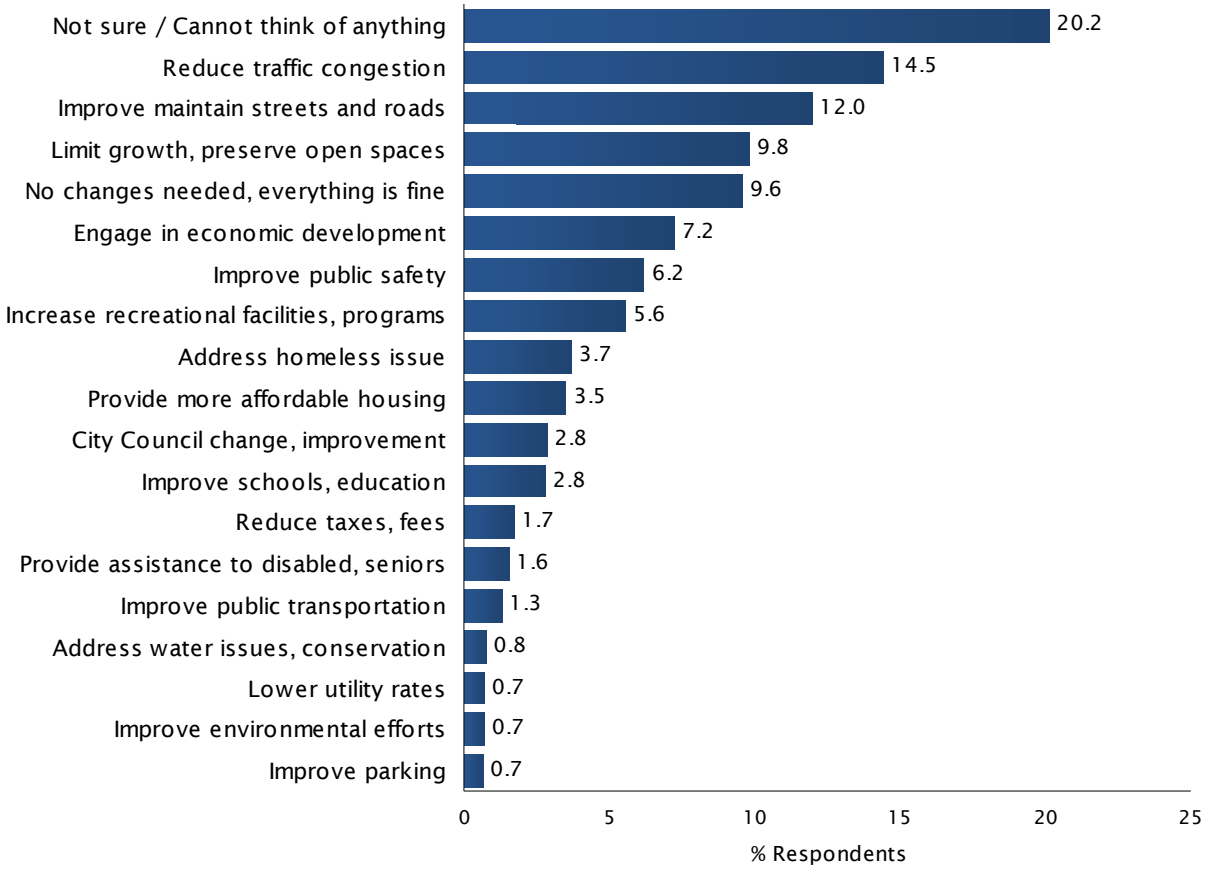


TABLE 1 TOP CHANGES TO IMPROVE THOUSAND OAKS BY STUDY YEAR

Study Year		
2015	2013	2009
Not sure / Cannot think of anything	No changes / Everything is okay	No changes / Everything is okay
Reduce traffic congestion	Not sure / Cannot think of anything	Not sure / Cannot think of anything
Improve maintain street roads	Limit growth / Preserve open space	Limit growth / Preserve open space
Limit growth / Preserve open space	Redevelop downtown areas	Redevelop downtown areas
No changes / Everything is okay	Reduce traffic congestion	Reduce traffic congestion

City Services

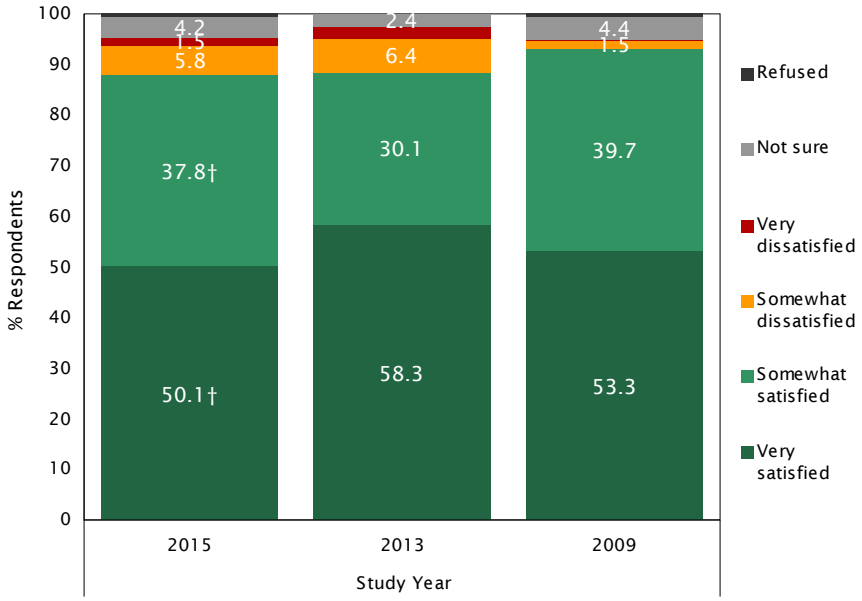
Having measured respondents' perceptions of the quality of life in Thousand Oaks, the survey next turned to assessing their opinions about the City's performance in providing various municipal services.

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 2015 (88%) indicated that they were satisfied with the City's efforts to provide municipal services, with 50% stating that they were *very* satisfied. Approximately 7% of respondents indicated that they were dissatisfied with the City's overall performance, and an additional 4% indicated that they were unsure or unwilling to share their opinion. When compared to the 2013 results, the overall percentage of residents who were satisfied in 2015 was identical (88%), although fewer respondents indicated that they were *very* satisfied.

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 BY STUDY YEAR



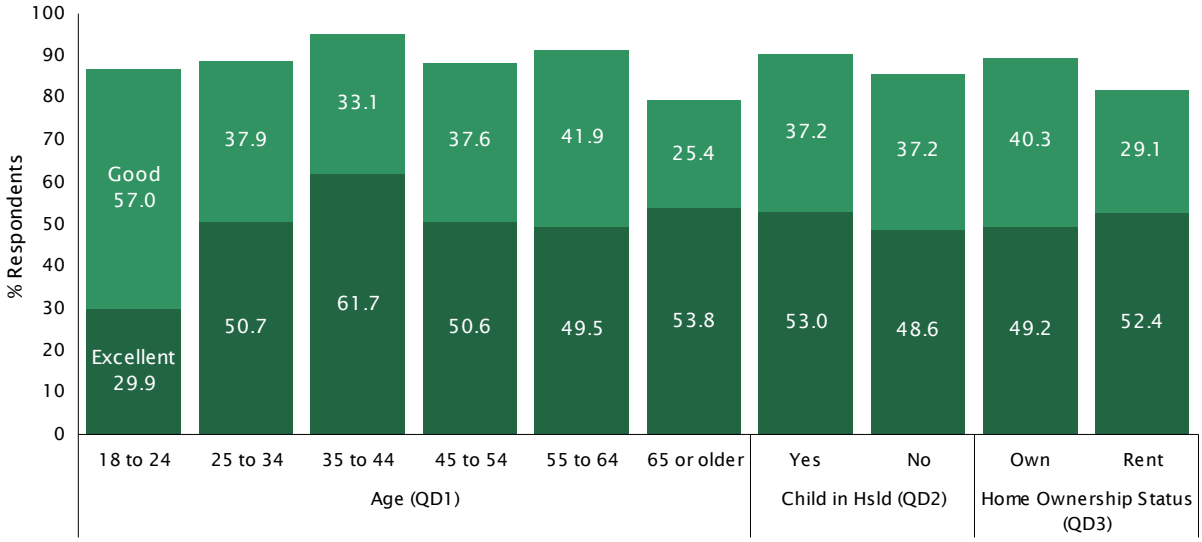
† Statistically significant change ($p < 0.05$) between the 2013 and 2015 studies.

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 79% 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, CHILD IN HSLD & HOME OWNERSHIP STATUS



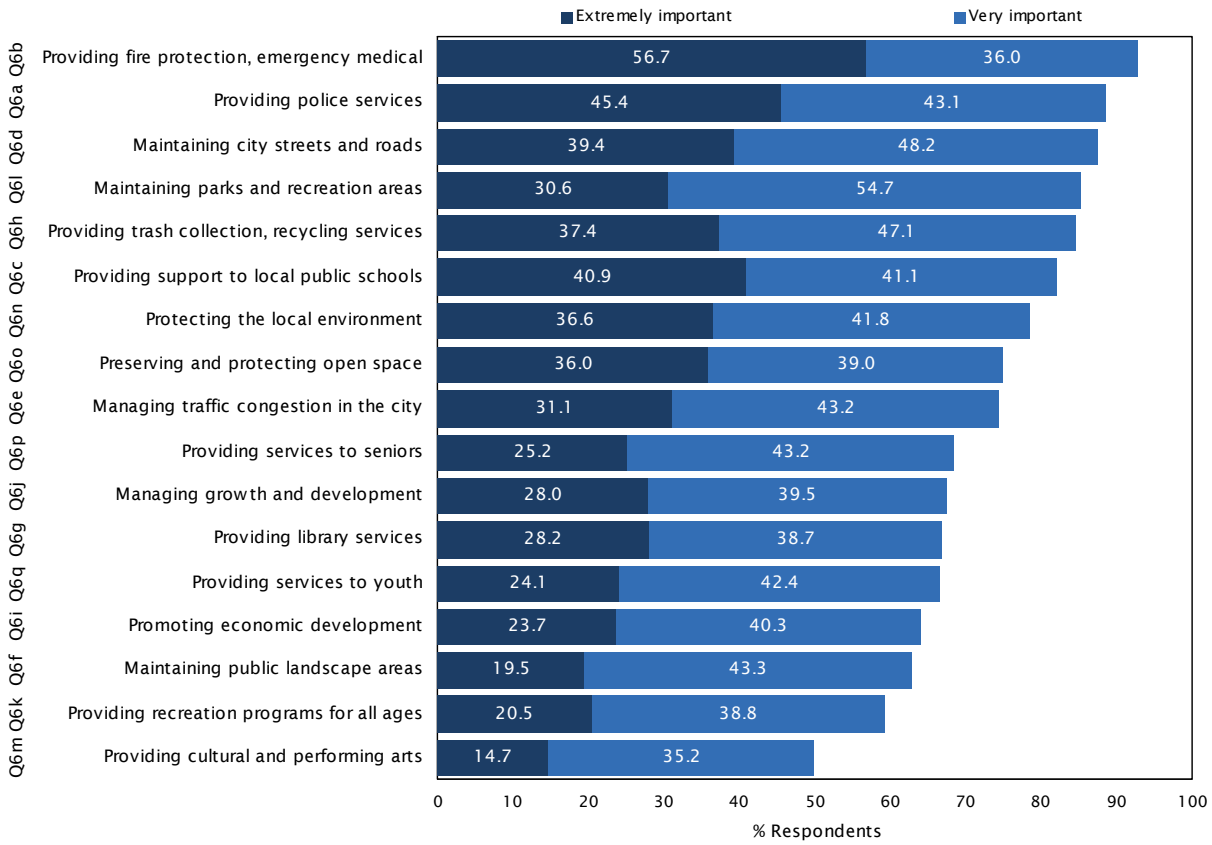
SPECIFIC SERVICES Whereas Question 5 addressed the City's *overall* performance, the next two questions asked respondents to rate the importance of *specific* services offered by the City, as well as their level of satisfaction with efforts to provide these services. For each service, respondents were 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 (93% extremely or very important) and providing police services (89%). Other services that were viewed as among the more important included maintaining streets and roads (88%), maintaining parks and recreation areas (85%), and providing trash collection and recycling services (85%).

At the other end of the spectrum, providing cultural and performing arts (50%), providing recreation programs for all ages (59%), and maintaining public landscape areas (63%) 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 2015, 2013 and 2009 resident surveys, as well as the percentage change in importance during the past two years. There was only one statistically significant change during this period: the importance assigned to maintaining parks and recreation areas increased 7%.

TABLE 2 IMPORTANCE OF SERVICES BY STUDY YEAR

	Study Year			Change in Extremely + Very Important
	2015	2013	2009	2013 to 2015
Maintaining parks and recreation areas	85.2	78.8	77.1	+6.5†
Maintaining public landscape areas	62.8	57.3	N/A	+5.5
Managing traffic congestion in the city	74.4	70.0	68.3	+4.3
Providing support to local public schools	82.0	77.7	N/A	+4.3
Protecting the local environment	78.4	74.5	72.5	+3.8
Providing cultural and performing arts	49.9	46.2	37.3	+3.7
Providing trash collection, recycling services	84.4	80.8	80.6	+3.6
Maintaining streets and roads	87.6	84.4	82.6	+3.2
Preserving and protecting open space	74.9	73.2	76.8	+1.7
Providing police services	88.6	87.9	85.8	+0.7
Providing library services	66.9	67.6	64.3	-0.8
Managing growth and development	67.5	68.5	64.7	-1.0
Providing fire protection, emergency medical	92.8	94.7	N/A	-1.9
Providing recreation programs for all ages	59.3	65.2	59.0	-6.0
Promoting economic development	64.0	70.1	69.6	-6.1
Providing services to seniors	68.4	N/A	N/A	N/A
Providing services to youth	66.6	N/A	N/A	N/A

† Statistically significant change ($p < 0.05$) between the 2013 and 2015 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 (97%), maintain parks and recreation areas (97%), provide trash and recycling services (97%), maintain public landscape areas (97%), provide police services (96%), and provide library services (95%). Respondents were comparatively less satisfied with the City's efforts to manage traffic congestion in the City (73%), provide public support to local schools (84%), and manage growth and development (84%). It is important to note, however, that even for these latter services approximately three-in-four respondents (or more) indicated they were satisfied with the City's performance.

Table 3 provides the percentage of respondents who expressed satisfaction with each service tested in the 2015 and 2013 surveys, as well as the percentage change in satisfaction during the past two years for each service. Although there was a mix of small positive and negative changes in satisfaction levels during the period of interest, only one of the changes was statistically significant (managing traffic congestion in the city).

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

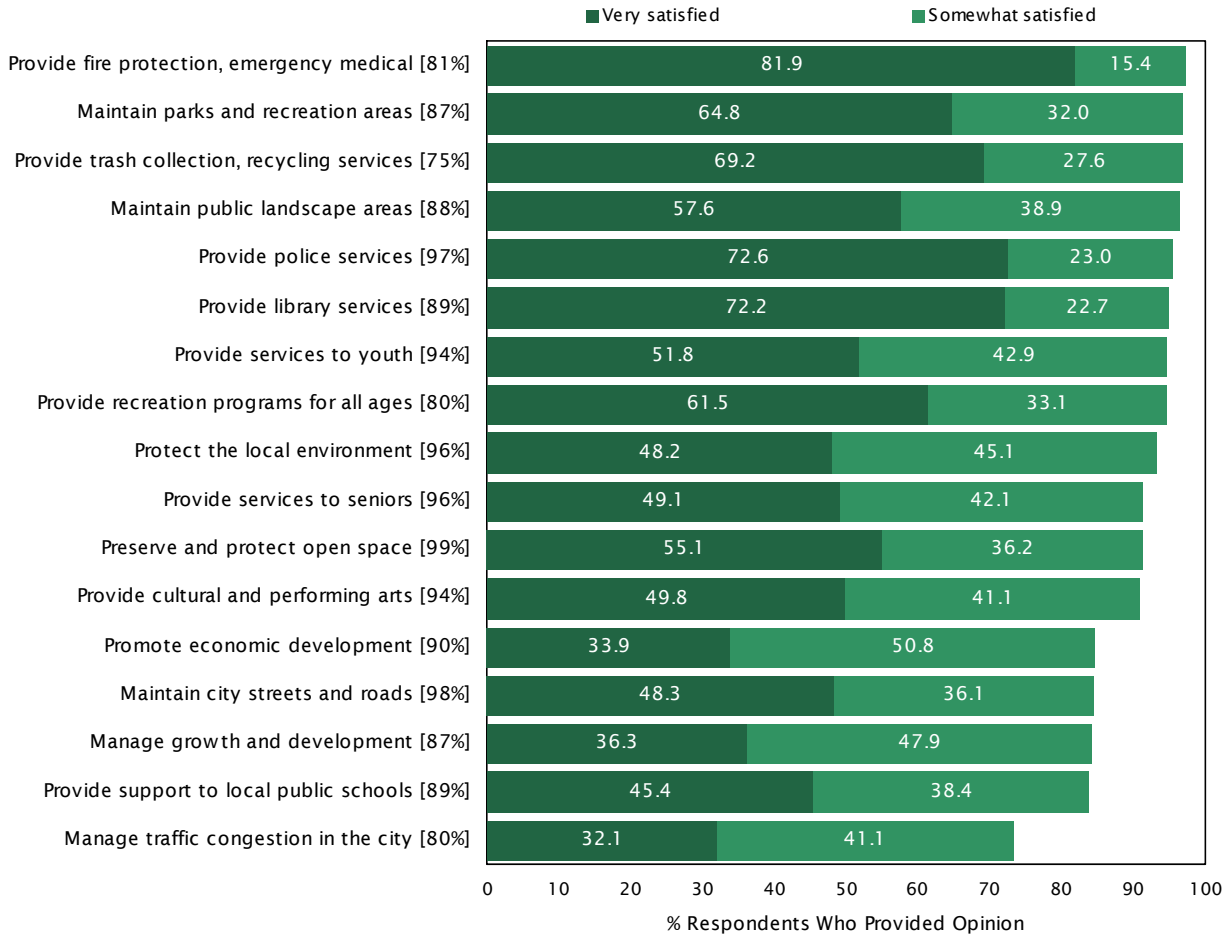


TABLE 3 SATISFACTION WITH SERVICES BY STUDY YEAR

	Study Year			Change in Satisfaction
	2015	2013	2009	2013 to 2015
Manage growth and development	84.1	82.4	82.8	+1.8
Provide trash collection, recycling services	96.8	95.1	96.9	+1.7
Provide police services	95.6	94.2	97.1	+1.4
Provide recreation programs for all ages	94.6	93.4	91.2	+1.3
Maintain public landscape areas	96.5	95.6	N/A	+0.9
Preserve and protect open space	91.2	90.8	90.2	+0.4
Protect the local environment	93.3	92.9	94.0	+0.3
Promote economic development	84.6	84.4	87.6	+0.3
Maintain parks and recreation areas	96.8	96.6	98.2	+0.2
Provide library services	94.9	95.7	97.7	-0.8
Provide fire protection, emergency medical	97.4	98.4	N/A	-1.0
Maintain streets and roads	84.3	87.1	91.1	-2.8
Provide cultural and performing arts	90.9	93.9	94.9	-3.0
Provide support to local public schools	83.8	87.1	N/A	-3.2
Manage traffic congestion in the city	73.2	79.6	83.2	-6.4†
Providing police services	91.3	N/A	N/A	N/A
Provide services to youth	94.7	N/A	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

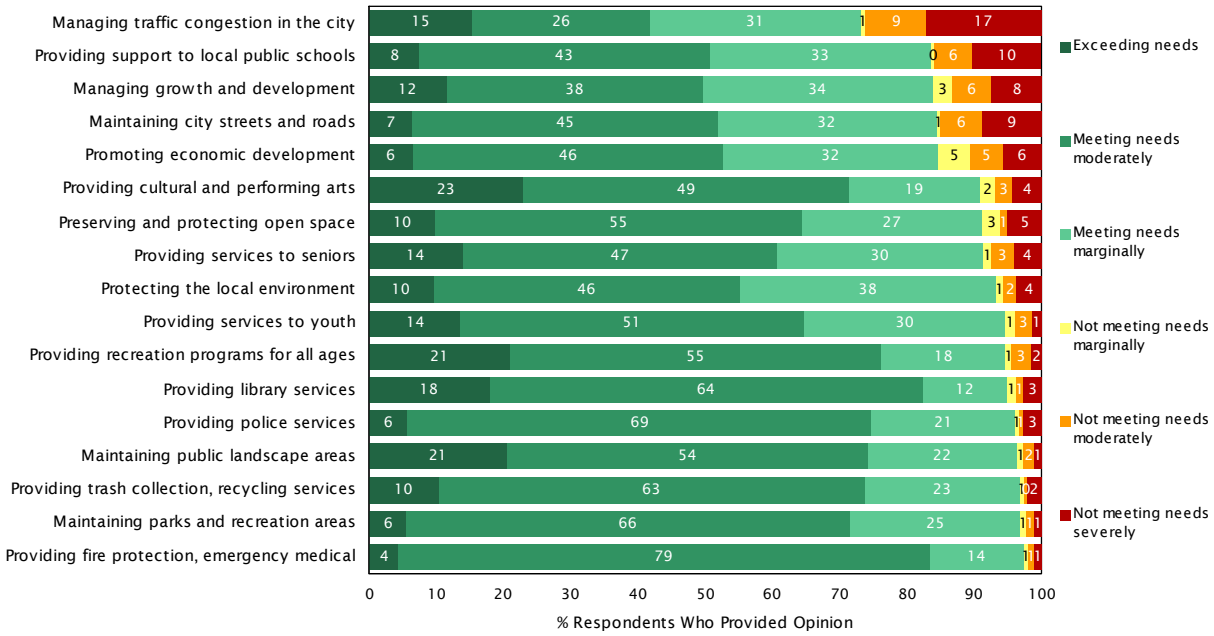
Using this framework, True North categorized respondents individually for each of the 17 services tested. For example, a respondent who indicated that managing traffic congestion was somewhat important and they were very satisfied with the City's efforts in this service area would be categorized in the *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 17 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 15% of respondents, moderately meeting the needs of 26% of respondents, marginally meeting the needs of 31% of respondents, marginally not meeting the needs of 1% of respondents, moderately not meeting the needs of 9% of respondents, and severely not meeting the needs of 17% of respondents.

Perhaps the most important pattern that is shown in the figure is that—for two-thirds of the 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 providing support to local public schools and managing growth and development.

FIGURE 14 RESIDENT SERVICE NEEDS



TREND IN INFRASTRUCTURE QUALITY Having measured residents' opinions about the *current* status of city services and facilities, the survey next asked if respondents perceived a *trend* in the quality of the City's infrastructure, which includes streets, sidewalks, utilities, parks and public facilities. As shown in Figure 15 on the next page, more than half of residents surveyed (55%) perceived that the quality of the City's infrastructure remained about the same during the past five years, whereas 27% felt that the quality had improved during this period and 14% perceived that it had declined.

Figure 16 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 at least 15 years and those who do not commute outside of Thousand Oaks for their employment/education were the most likely to perceive a positive trend in the quality of the City's infrastructure during the past five years.

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 BY STUDY YEAR

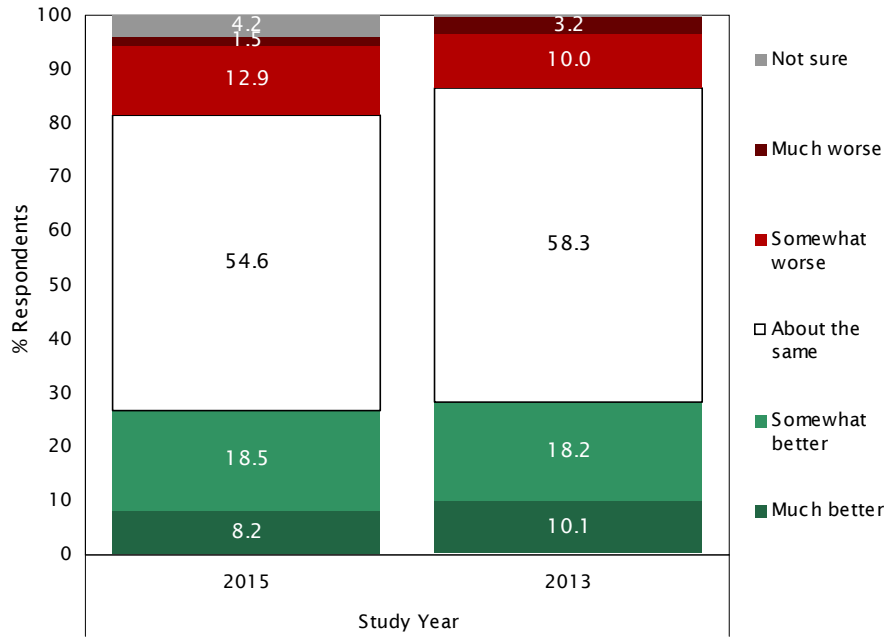
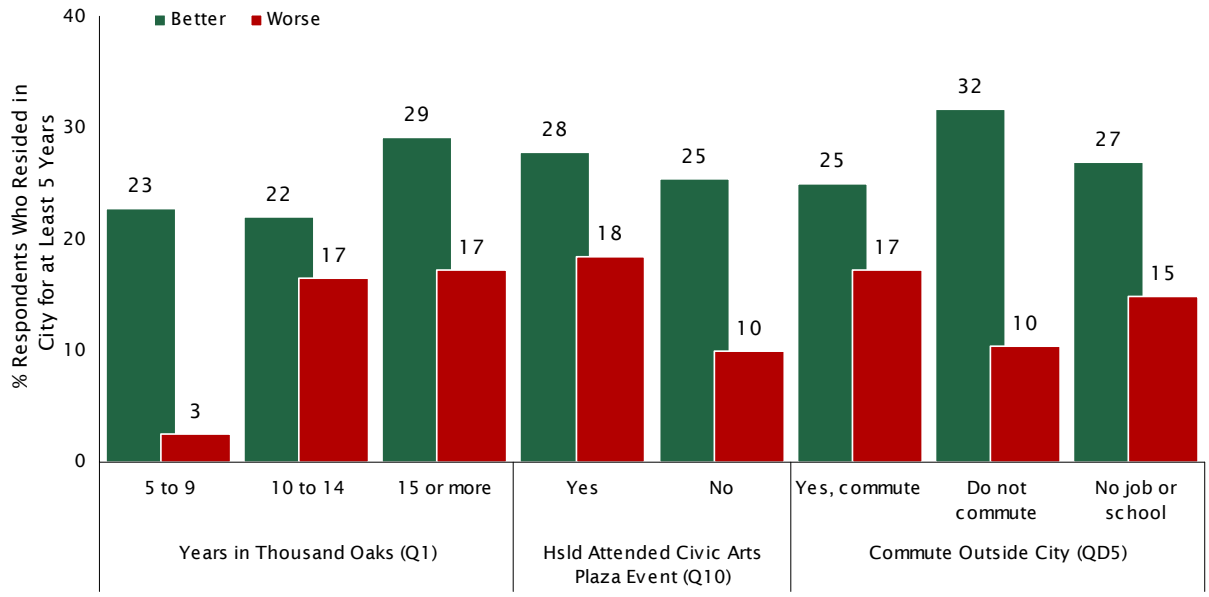


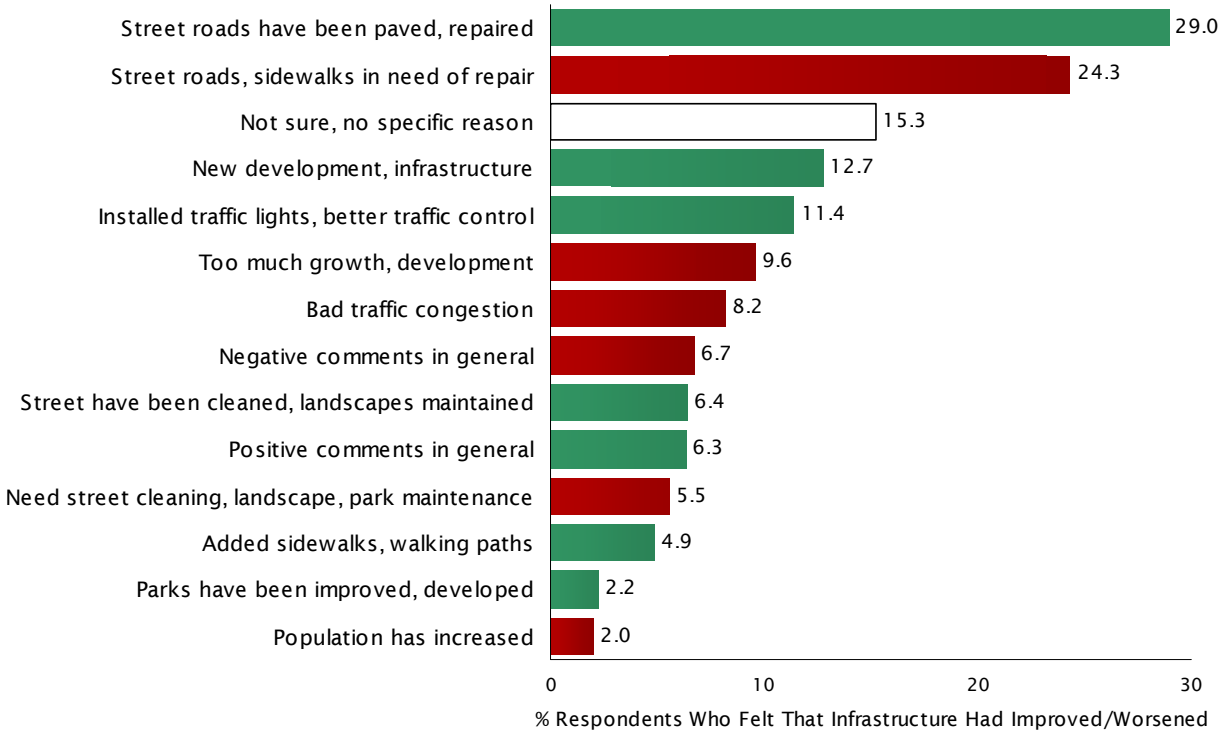
FIGURE 16 CITY INFRASTRUCTURE IN PAST FIVE YEARS BY YEARS IN THOUSAND OAKS, HSLD ATTENDED CIVIC ARTS PLAZA EVENT & COMMUTE OUTSIDE CITY



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



Approximately 15% of respondents 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 (see green bars), newly paved and repaired roads were the most commonly mentioned (29%), followed by a reference to new development/infrastructure (13%), and the installation of traffic lights/better traffic management systems (11%). Interestingly, the top response among those who perceived a *negative* trend in the quality of the City's infrastructure (see red bars) was also the condition of local streets/sidewalks and their need for repair (24%), followed by a general statement about too much growth and development (10%), and traffic congestion (8%).

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, as well as gauge their opinions about the variety and quality of events at the facility.

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, approximately half (53%) of residents surveyed in 2015 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 up slightly from the 50% recorded in 2013.

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 by Study Year

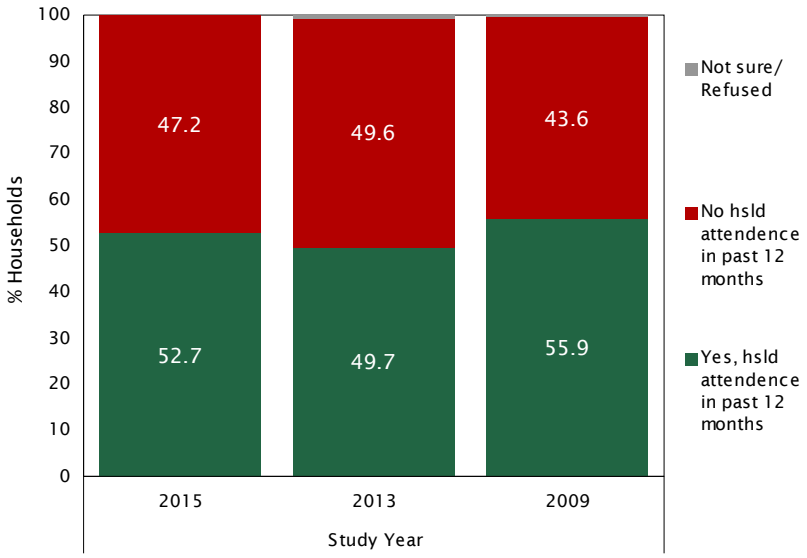
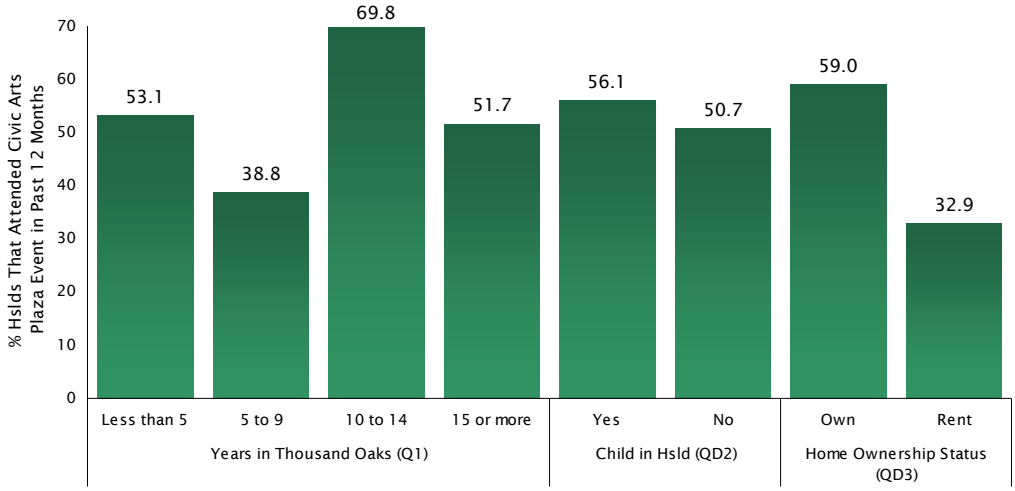


Figure 19 on the next page shows how attendance at a paid event or show varied by length of residence in the City, presence of children in the home, and homeownership status. When compared to their respective counterparts, rates of attendance were highest for those who have lived in the City between 10 to 14 years, households with children, and home owners.

FIGURE 19 HOUSEHOLD CIVIC ARTS PLAZA ATTENDANCE BY YEARS IN THOUSAND OAKS, CHILD IN HSLD & 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, 71% rated the quality of events and shows as excellent or good, 69% rated the variety of events and shows as excellent or good, and 63% 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 86%, 77%, and 78%, 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

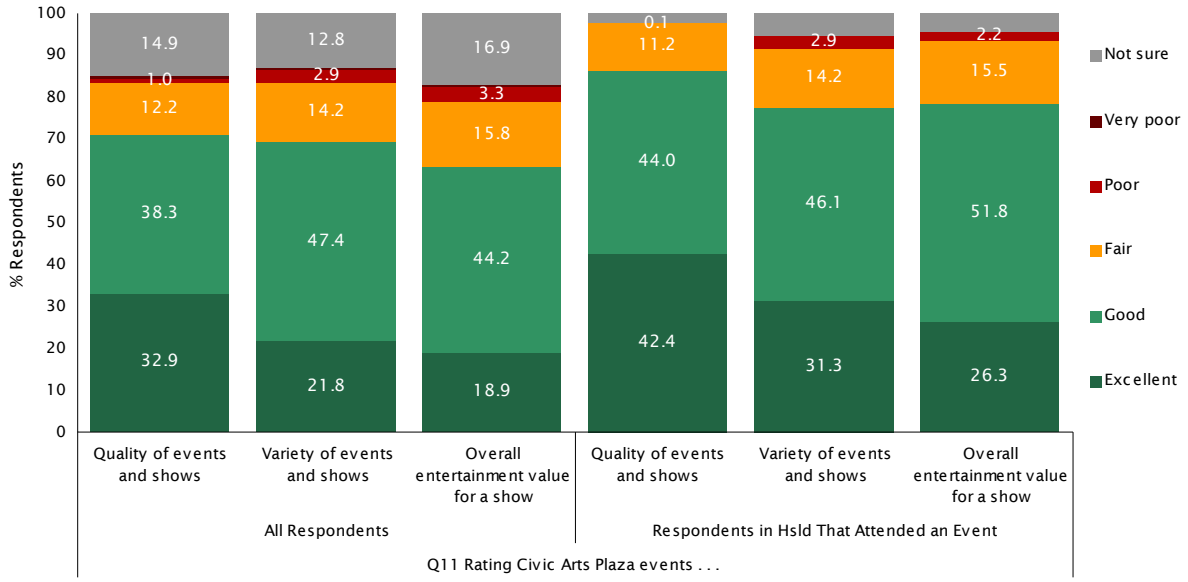


Table 4 displays the responses to Question 11 among all respondents (top tier) and just those whose household had attended an event at the Civic Arts Plaza in the past year (bottom tier) for the 2015, 2013 and 2009 studies, as well as the percentage change in responses between the most recent two surveys. As noted in the table, among residents in general there were statistically significant increases over the past two years in the percentage who rated the *variety* and *quality* of events and shows as excellent or good.

TABLE 4 RATING ASPECTS OF THE PLAZA BY STUDY YEAR

		Study Year			Change in Excellent + Good Among Those Who Provided Opinion
		2015	2013	2009	
All Respondents	Variety of events and shows	79.4	73.3	78.7	+6.1†
	Quality of events and shows	83.6	77.7	83.6	+5.9†
	Overall entertainment value for a show	75.9	74.7	81.1	+1.2
Respondents in Hsld That Attended an Event	Quality of events and shows	88.4	86.7	91.4	+1.7
	Variety of events and shows	81.9	81.4	87.0	+0.5
	Overall entertainment value for a show	81.6	84.7	89.8	-3.1

† Statistically significant change ($p < 0.05$) between the 2013 and 2015 studies.

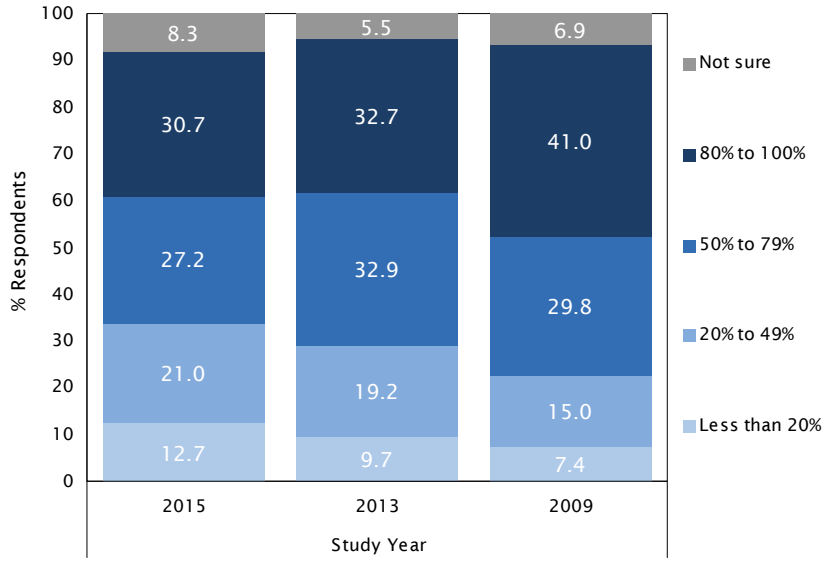
Shopping & Economic Development

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 four 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 58% of households in 2015 indicated that they spend at least half of their household's retail shopping dollars within the City, with 31% spending at least 80% of their dollars within the City, and 27% spending between 50% and 79% of their retail dollars within the City (Figure 21). The trend since 2009, however, is that Thousand Oaks residents are spending a smaller percentage of their retail dollars in the city, with 13% fewer residents reporting that they spend at least half of their retail shopping dollars locally when compared to 2009.

Question 12 *Excluding grocery shopping, what percentage of your household's retail shopping dollars do you spend in the City of Thousand Oaks?*

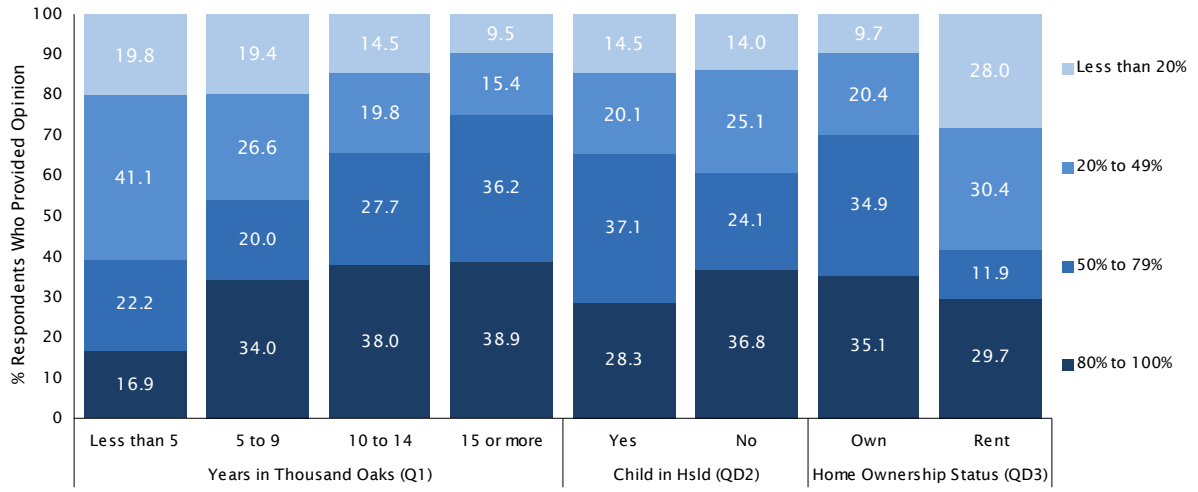
Figure 21 Household Retails Shopping Dollars Spent Within Thousand Oaks by Study Year



† Statistically significant change ($p < 0.05$) between the 2013 and 2015 studies.

Figure 22 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 10 years, households without children, and home owners were more likely to spend at least 80% of their retail shopping dollars within the City.

FIGURE 22 HOUSEHOLD RETAILS SHOPPING DOLLARS SPENT IN THOUSAND OAKS BY YEARS IN THOUSAND OAKS, CHILD IN HSLD & HOME OWNERSHIP STATUS



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 (49%) of respondents in 2015 answered this question in the affirmative (see Figure 23), which is similar to the level of interest expressed in 2013 and 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 10 and 14 years, seniors, and households with children (see Figures 24 & 25).

Question 13 *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 23 DESIRE ADDITIONAL STORES IN THOUSAND OAKS BY STUDY YEAR

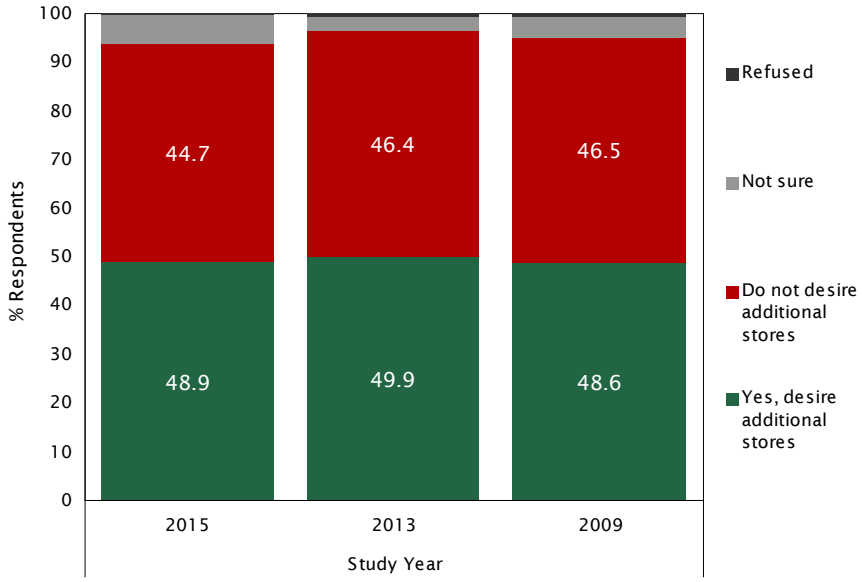


FIGURE 24 DESIRE ADDITIONAL STORES IN THOUSAND OAKS BY YEARS IN THOUSAND OAKS & AGE

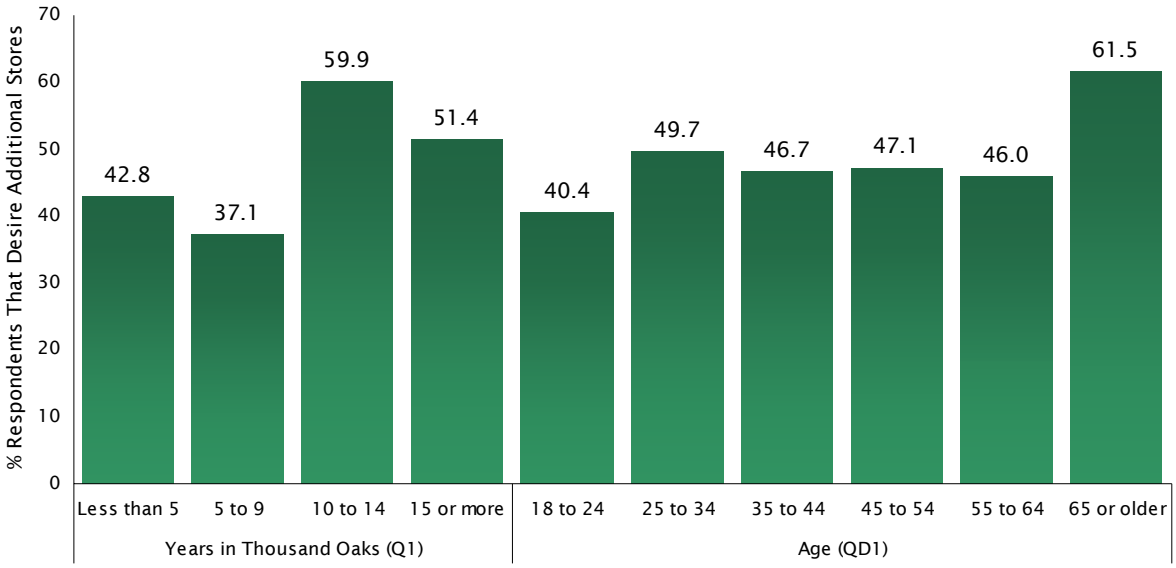
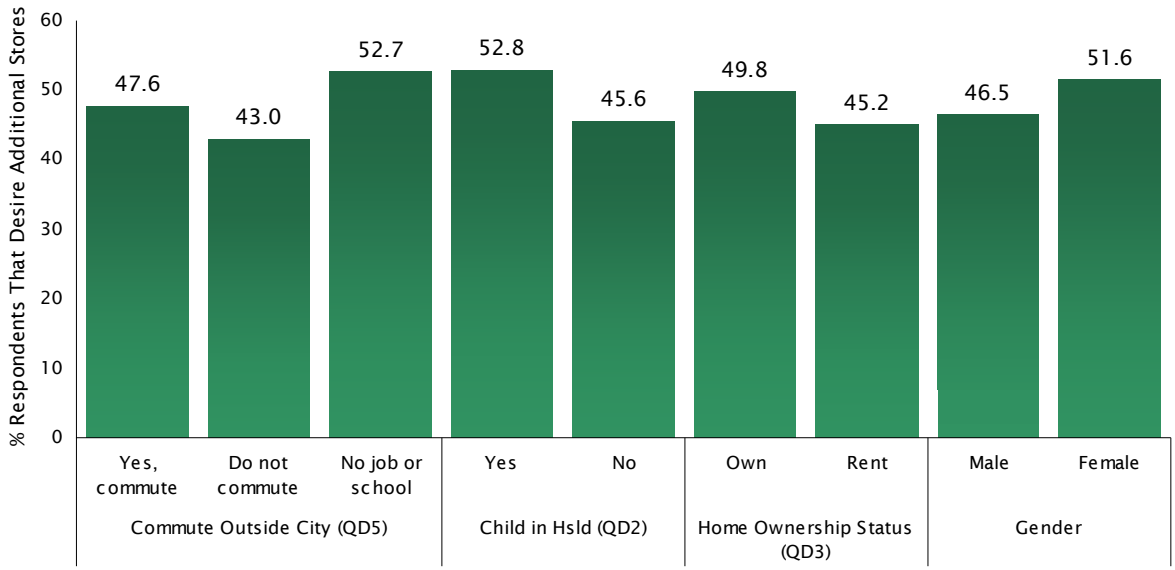


FIGURE 25 DESIRE ADDITIONAL STORES IN THOUSAND OAKS BY COMMUTE OUTSIDE CITY, CHILD IN HSLD, HOME OWNERSHIP STATUS & GENDER

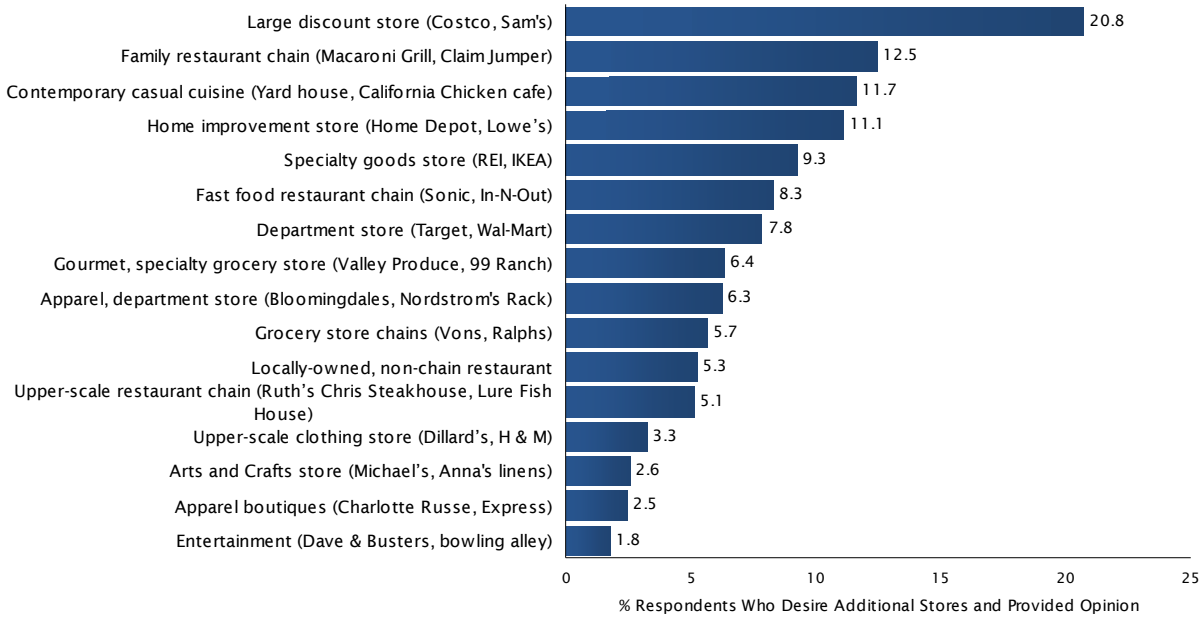


Those who were interested in new businesses in the City were next asked to name the one or two retail stores or restaurants they were most interested in having located in Thousand Oaks. This question was asked in an open-ended manner, allowing respondents to name any business that came to mind without being limited to a list of options. True North later reviewed the verbatim responses and grouped them into the broader categories shown in Figure 26, 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 large discount stores such as Costco or Sam's Club (21%), followed by additional family restaurant chains such as Macaroni Grill and Claim Jumper (13%), contemporary casual cuisine such as Yard House and California Chicken Cafe (12%), and a home improvement store such as Home Depot or Lowe's (11%).

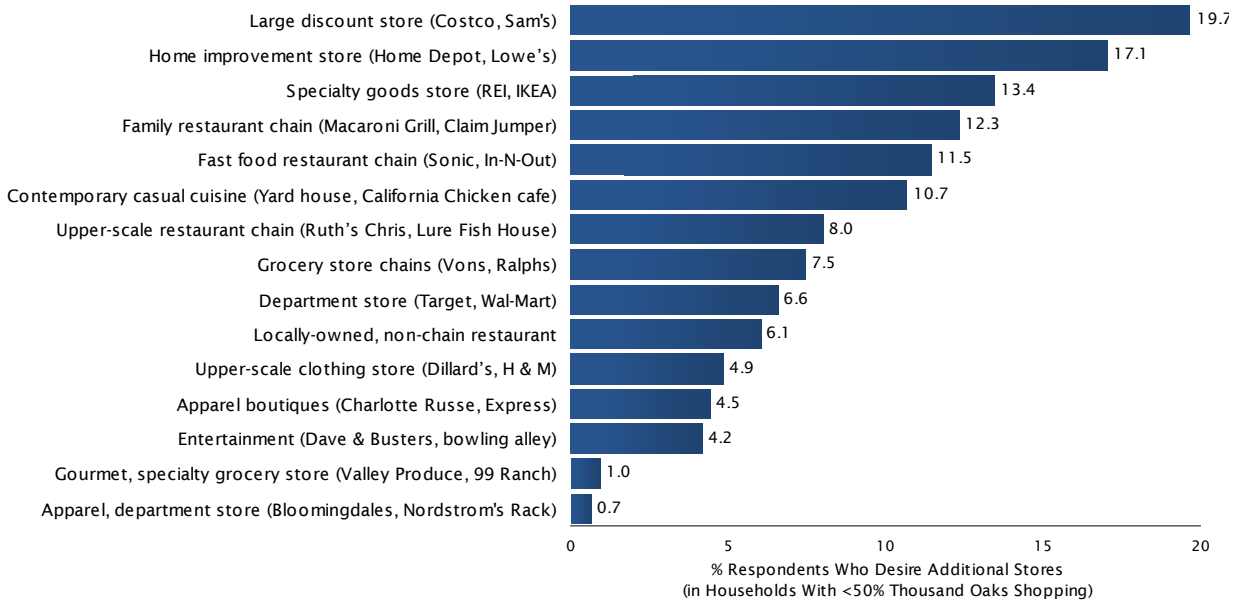
Question 14 *What are the names of the one or two stores or restaurants you would most like to have located in Thousand Oaks?*

FIGURE 26 ADDITIONAL STORES AND RESTAURANTS DESIRED



For the interested reader, Figure 27 on the next page 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 Thousand Oaks. Among this target group, retail stores captured the top three slots, including large discount stores (20%), home improvement stores (17%), and speciality goods stores such as REI and IKEA (13%).

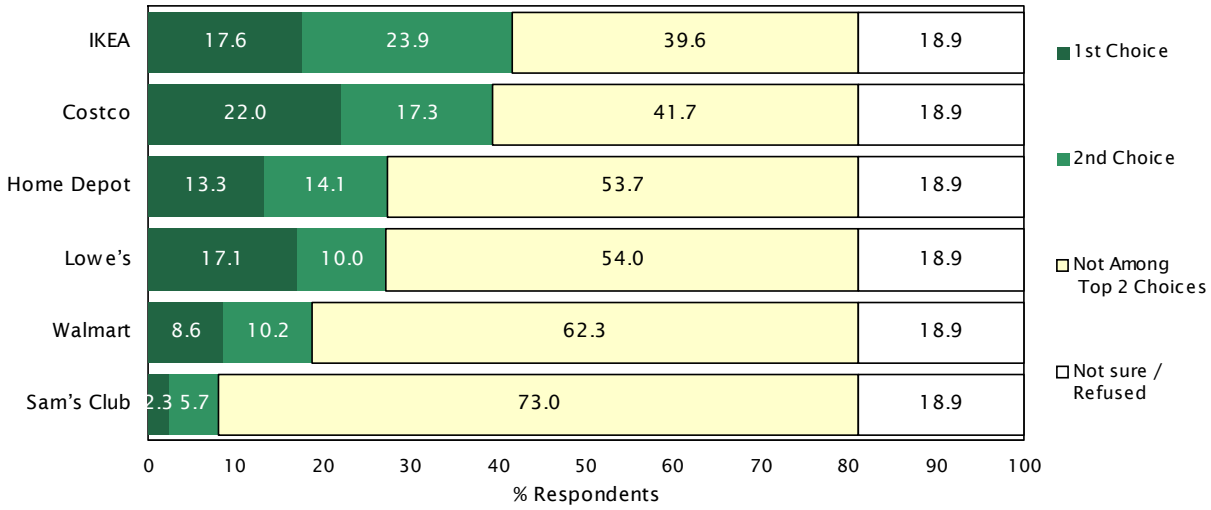
FIGURE 27 ADDITIONAL STORES AND RESTAURANTS DESIRED AMONG RESIDENTS IN HOUSEHOLDS WITH LESS THAN 50% SPENDING IN THOUSAND OAKS



RANK TOP TWO RETAIL STORES The final question in this series presented respondents with the list of six businesses shown in Figure 28 and asked which would be their first and second choice to open a store in Thousand Oaks. Overall, residents expressed the greatest interest in IKEA (42% 1st or 2nd choice) and Costco (39%), followed by Home Deport (27%), Lowe's (27%), Walmart (19%), and Sam's Club (8%).

Question 15 *Next, I'm going to read you a short list of businesses. Some of these businesses have expressed an interest in coming to the City or expanding in Thousand Oaks. Please tell me which you would most want to see open a store in Thousand Oaks.*

FIGURE 28 INTEREST IN PROPOSED BUSINESSES



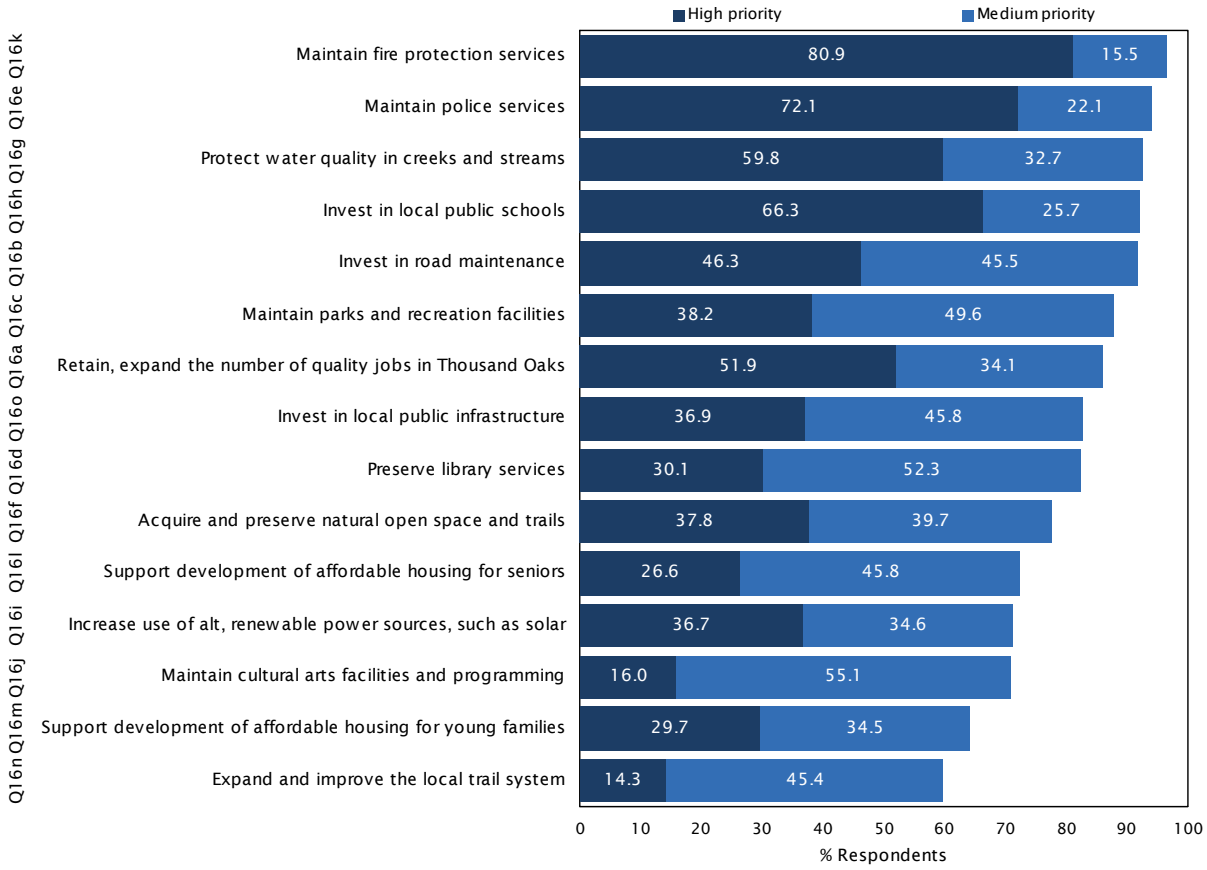
Spending Priorities

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 16 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 29 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 16 *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.*

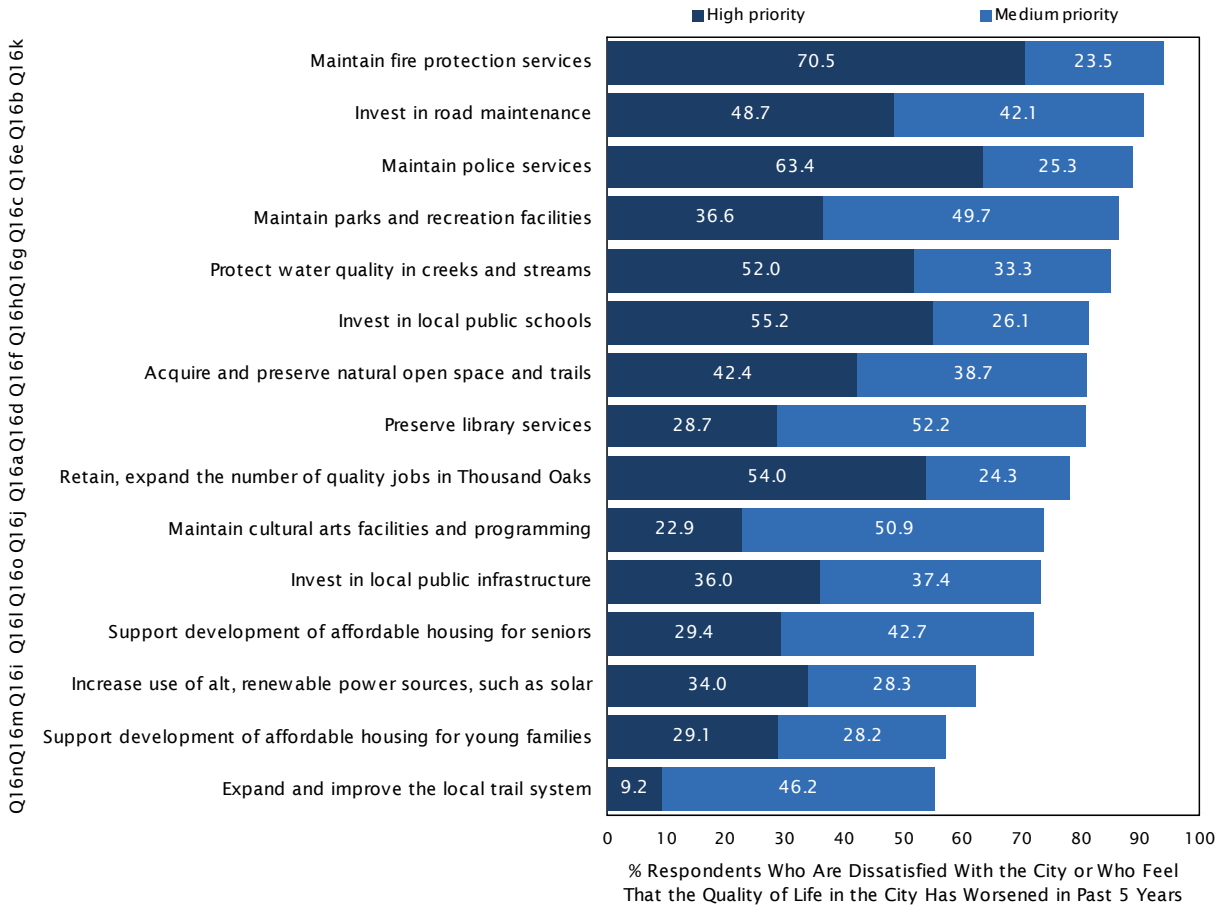
Figure 29 Spending Priorities



The projects and programs are sorted in Figure 29 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 (96% high or medium priority), followed by maintaining police services (94%), protecting water quality in creeks and streams (93%), investing in public schools (92%), and investing in road maintenance (92%).

For the interested reader, Figure 30 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 were slightly different, its worth noting that four of the top five priorities for this subgroup—maintaining fire protection services, investing in road maintenance, maintaining police services, and protecting water quality in creeks and streams—were the same as for residents in general.

FIGURE 30 SPENDING PRIORITIES AMONG THOSE WHO ARE DISSATISFIED WITH CITY OR WHO FEEL THAT QUALITY OF LIFE HAS WORSENED IN PAST FIVE YEARS



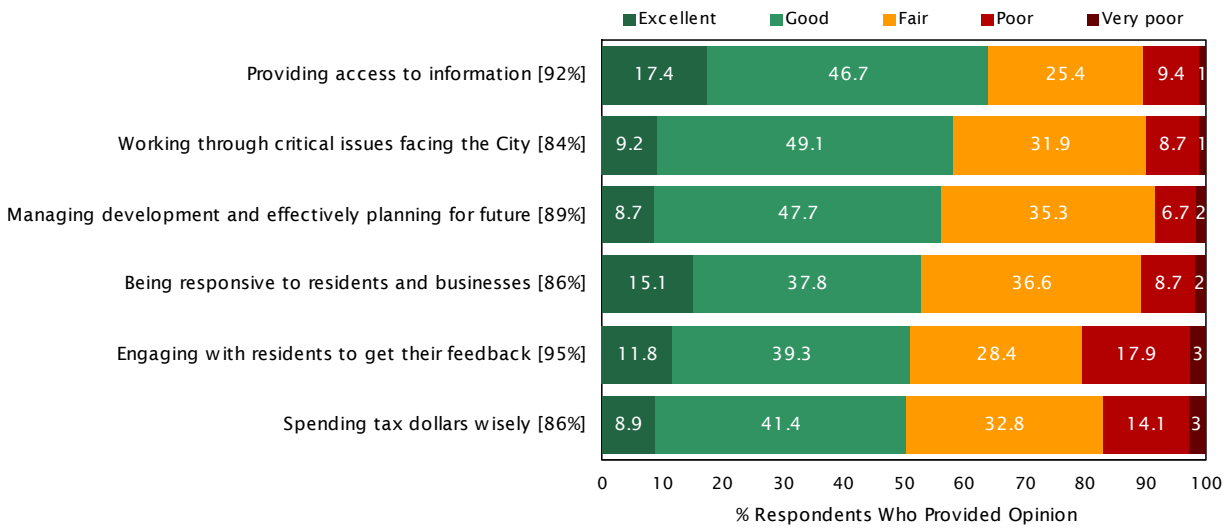
Staff & Governance

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 managing 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 31, 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 17 *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 31 RATING ASPECTS OF CITY GOVERNANCE



Among those with an opinion, the City was rated highest for its performance in providing access to information (64% excellent or good), followed by working through critical issues facing the City (58%), managing development and effectively planning for the future (56%), and being responsive to residents and businesses (53%). Although still generally positive, residents provided somewhat lower ratings for the City's performance in engaging with residents to get their feedback (51%), and spending tax dollars wisely (50%). It should be noted, however, that in the

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

past two years the percentage of residents who rated the City's performance in engaging with residents to get their feedback as excellent or good increased 6% (see Table 5). This pattern likely reflects the Council's committment to improving engagement during the past two years through a variety of initiatives, including holding City Council meetings at locations throughout the community and the *Visioning 2064 Program* which sought input from residents on guiding principles and key issues that will affect the City's future.

TABLE 5 RATING ASPECTS OF GOVERNANCE BY STUDY YEAR

	Study Year		Change in Excellent + Good
	2015	2013	
Engaging with residents to get their feedback	51.1	45.2	+5.9
Providing access to information	64.1	61.1	+2.9
Spending tax dollars wisely	50.3	51.2	-0.8
Being responsive to residents and businesses	52.9	55.4	-2.5
Managing development and effectively planning for future *	56.3	59.1	-2.7
Working through critical issues facing the City	58.3	62.2	-3.9

STAFF CONTACT The staff at the City of Thousand Oaks are often the "face" of the City for residents who are using city facilities, participating in various programs or events, or in need of assistance from the City on any number of matters. Overall, approximately one-third (31%) 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 prior years (Figure 32). Interaction with City staff was most commonly reported by residents who had lived in the City less than five years and residents between 45 and 54 years of age (see Figure 33).

Question 18 *In the past 12 months, have you been in contact with staff from the City of Thousand Oaks?*

FIGURE 32 CONTACT WITH STAFF IN PAST 12 MONTHS BY STUDY YEAR

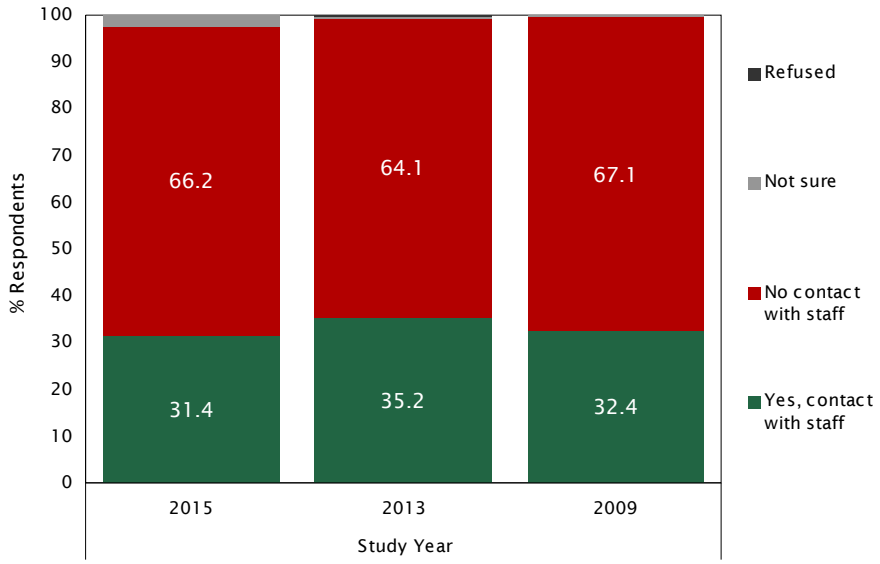
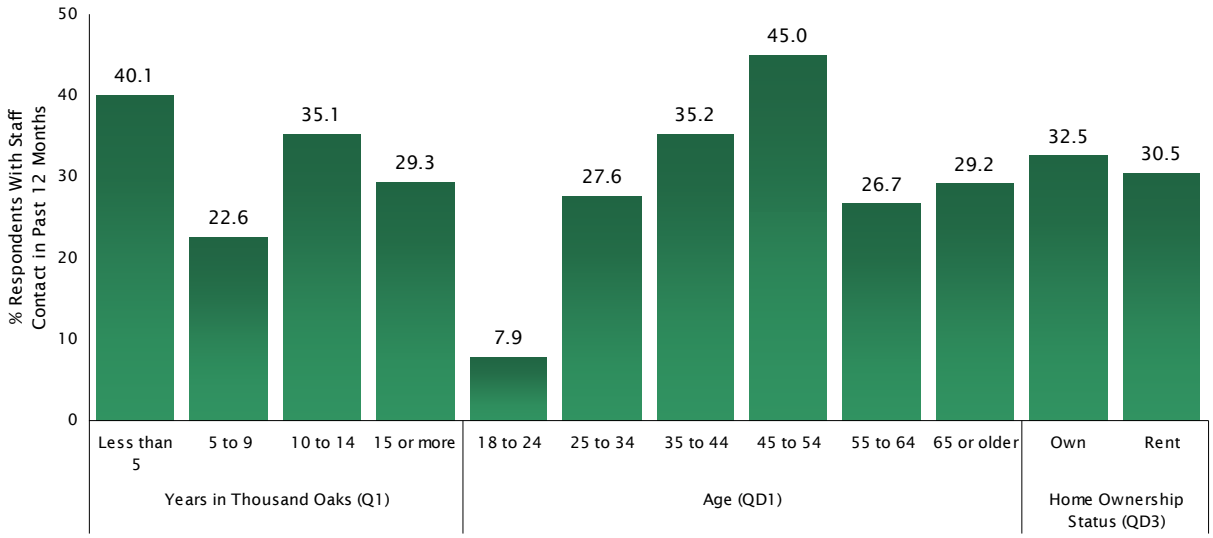


FIGURE 33 CONTACT WITH STAFF IN PAST 12 MONTHS BY YEARS IN THOUSAND OAKS, AGE & HOME OWNERSHIP STATUS



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 34), with at least 8 out of 10 respondents indicating that Thousand Oaks staff are very or somewhat helpful (85%), professional (90%), and accessible (96%). Although residents' ratings for staff decreased between 2013 and 2015 on two of three dimensions tested, the differences were not statistically significant (see Table 6).

Question 19 *In your opinion, was the staff at the City very _____, somewhat _____, or not at all _____?*

FIGURE 34 RATING ASPECTS OF CITY STAFF

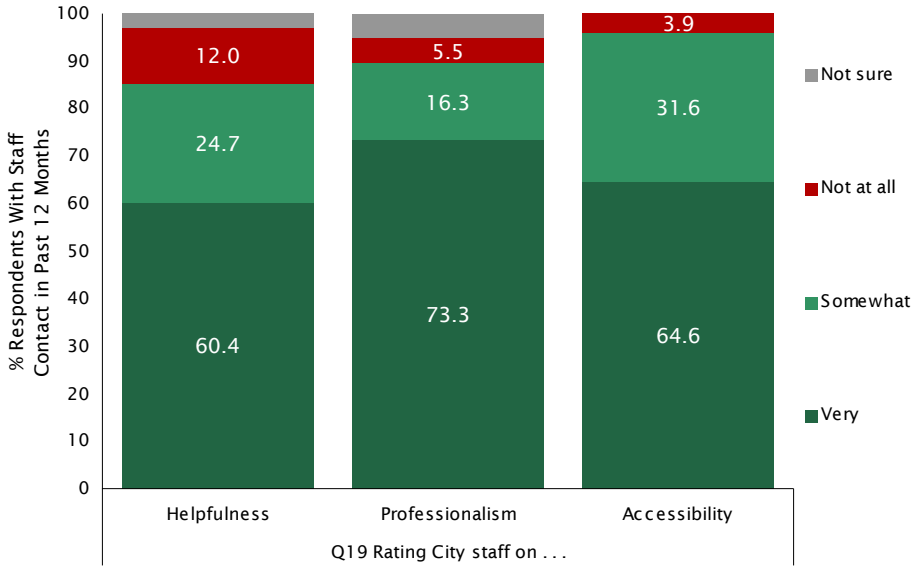


TABLE 6 RATING ASPECTS OF CITY STAFF BY STUDY YEAR

	Study Year			Change in % *Very*
	2015	2013	2009	2013 to 2015
Accessibility	64.6	63.9	61.3	+0.6
Professionalism	73.3	75.3	66.4	-2.1
Helpfulness	60.4	68.5	65.5	-8.1

† Statistically significant change ($p < 0.05$) between the 2013 and 2015 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 20 of the survey asked residents to report their satisfaction with city-resident communication in the City. Overall, 72% of respondents in 2015 indicated they were satisfied with City's efforts to communicate with residents through newsletters, Internet, Social Media, and other means (Figure 35). The remaining respondents were either dissatisfied with the City's efforts in this respect (16%) or unsure of their opinion (11%). When compared to 2013, there were statistically significant declines in the percentage of residents who reported being either very satisfied or very dissatisfied with the City's communication efforts, and a corresponding increase in the percentage who were unsure. For the interested reader, Figures 36 and 37 on the next page display how satisfaction with the City's efforts to communicate with residents varied across resident subgroups.

Question 20 *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 35 SATISFACTION WITH COMMUNICATION BY STUDY YEAR

† Statistically significant change ($p < 0.05$) between the 2013 and 2015 studies.

FIGURE 36 SATISFACTION WITH COMMUNICATION BY YEARS IN THOUSAND OAKS & EMPLOYMENT STATUS

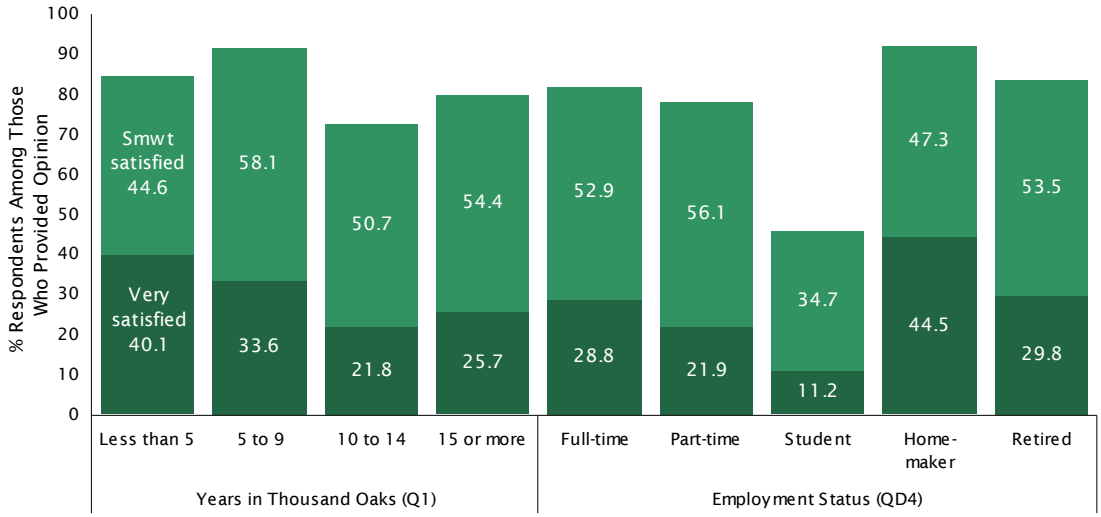
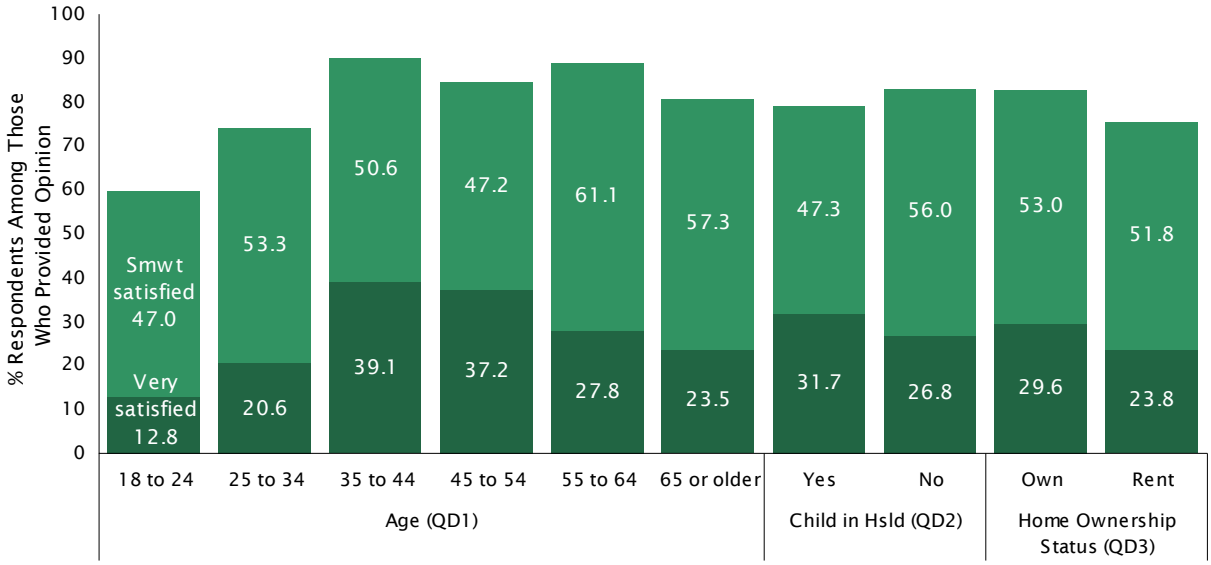


FIGURE 37 SATISFACTION WITH COMMUNICATION BY AGE, CHILD IN HSLD & HOME OWNERSHIP STATUS



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 38 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 Acorn* Newspaper (42%), followed by the Internet in general (29%) and the City's website (23%). Other sources mentioned by at least 5% of respondents included the *Ventura County Star* newspaper (12%), television (10%), *City*

Scene city newsletter (9%), information posted at public facilities (9%), friends/family/associates (8%), Social Media (7%), and email notifications from the City (5%). For the interested reader, Table 7 compares the top information sources cited in response to Question 21 in 2015, 2013, and 2009, whereas Figures 39 and 40 show how the information sources residents cited varied by age, homeownership status, the presence of children in the home, and whether they were satisfied or dissatisfied with the City's communication efforts.

Question 21 *What information sources do you use to find out about City of Thousand Oaks news, services, programs and events?*

FIGURE 38 SOURCE FOR THOUSAND OAKS INFO

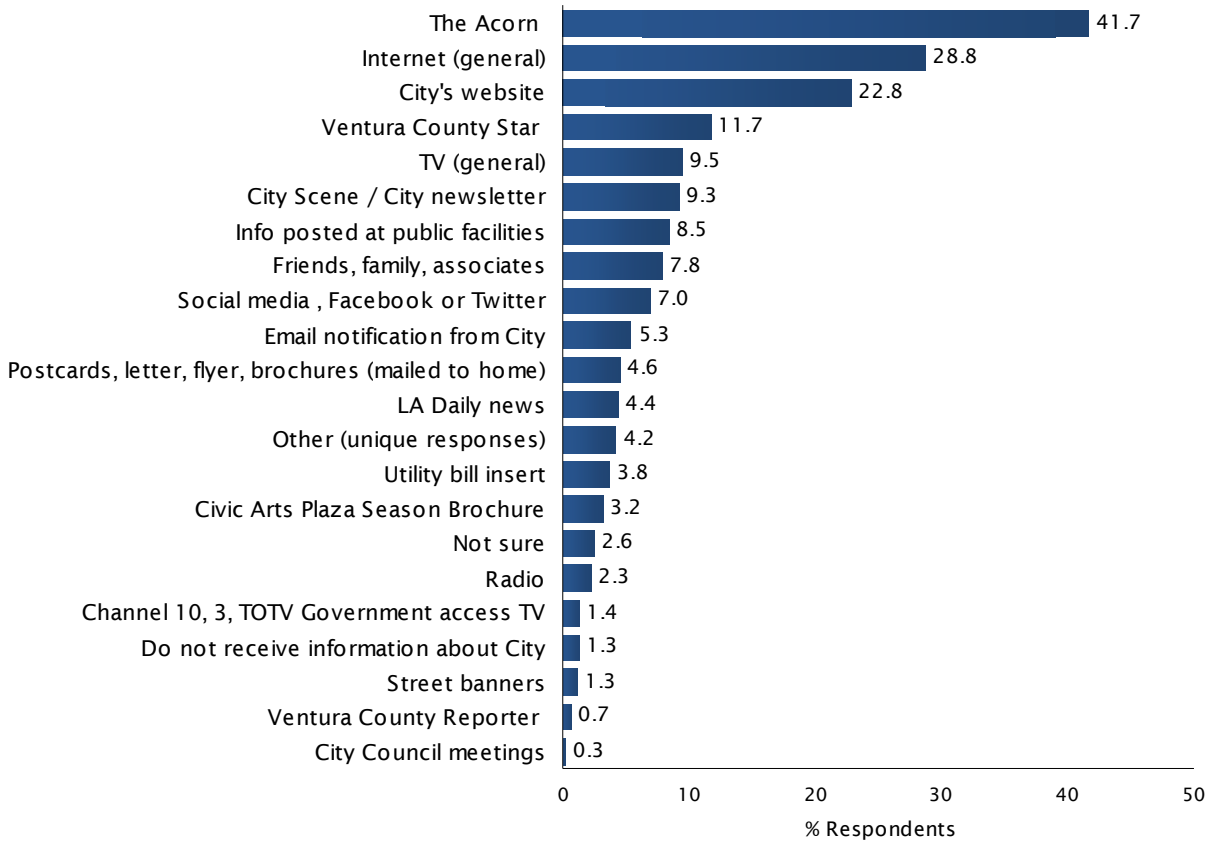


Table 7 Top Sources for Thousand Oaks by Study Year

Study Year		
2015	2013	2009
The Acorn	Internet (general)	The Acorn
Internet (general)	The Acorn	Ventura County Star
City website	Ventura County Star	Internet (general)
Ventura County Star	City website	City website
TV (general)	Postcards, letters, brochures (mailed to home)	City Newsletter

Figure 39 Information Source Categories by Overall & Age

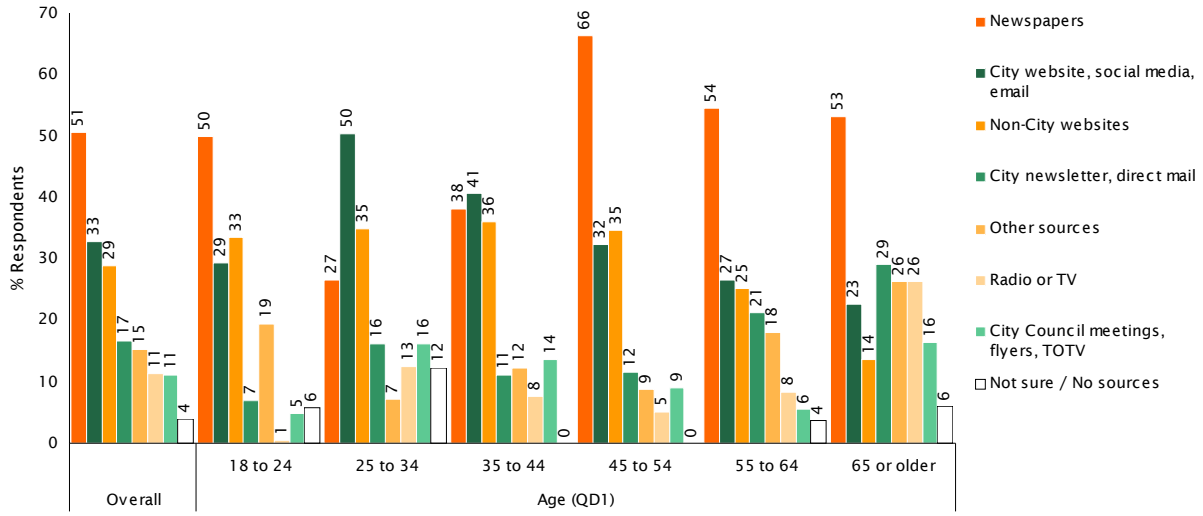
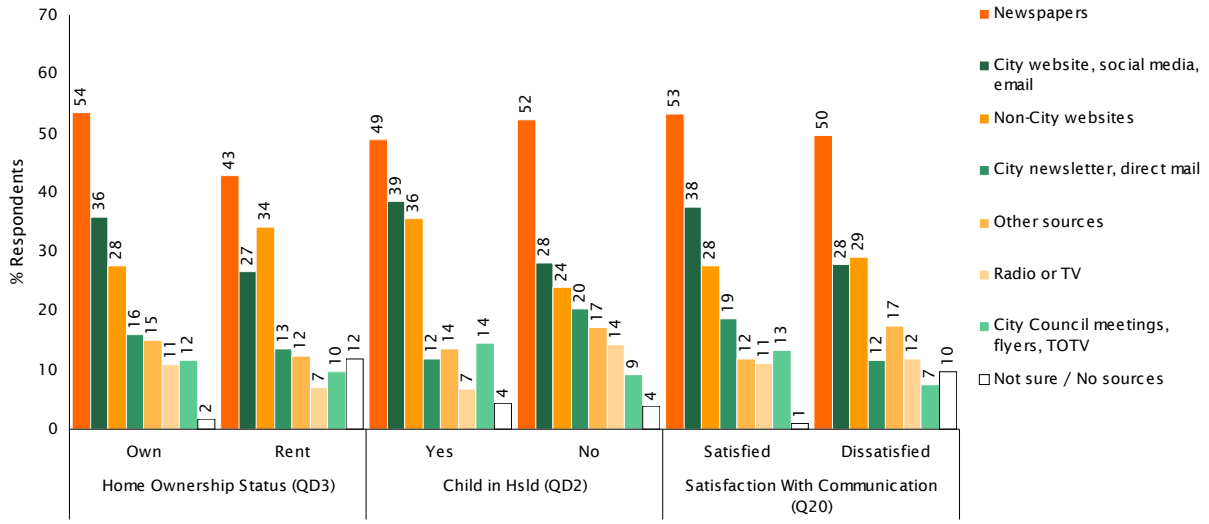


FIGURE 40 INFORMATION SOURCE CATEGORIES BY HOME OWNERSHIP STATUS, CHILD IN HSLD & SATISFACTION WITH COMMUNICATION



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 41, more than half (56%) of residents in 2015 reported that they had visited the site during this period, which is similar to the 58% recorded in 2013. Residents who have lived in the City between five and nine years, those between the ages of 25 and 64, 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 42 & 43).

Question 22 *In the past 12 months, have you visited the City's website?*

FIGURE 41 VISITED CITY WEBSITE IN PAST 12 MONTHS BY STUDY YEAR

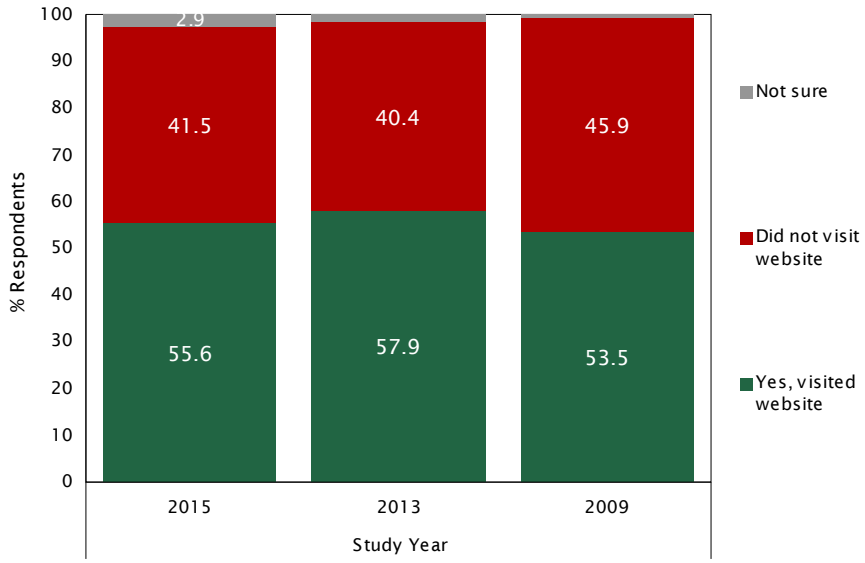


FIGURE 42 VISITED CITY WEBSITE IN PAST 12 MONTHS BY YEARS IN THOUSAND OAKS & AGE

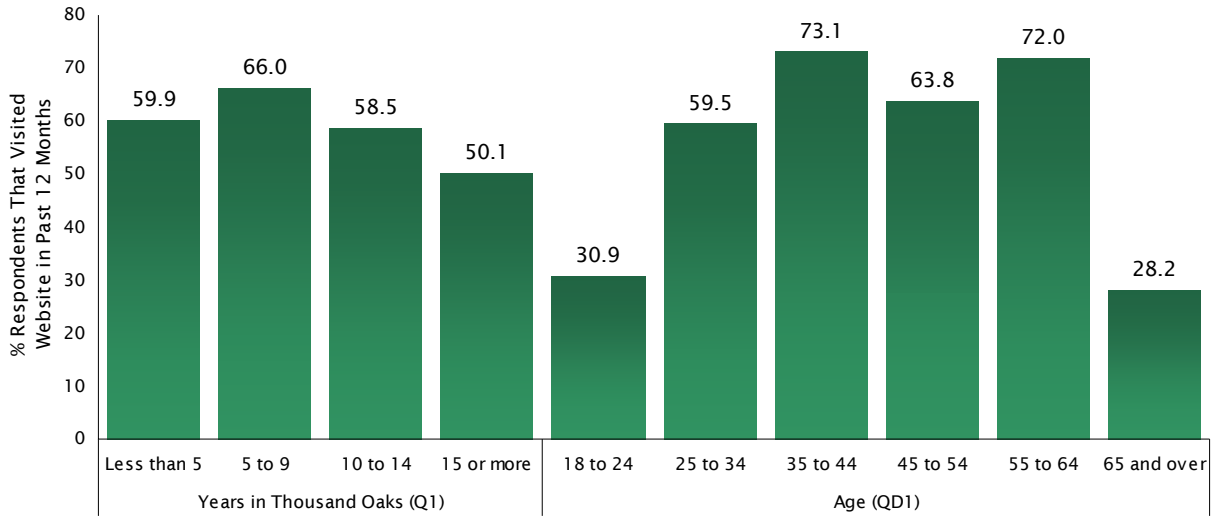
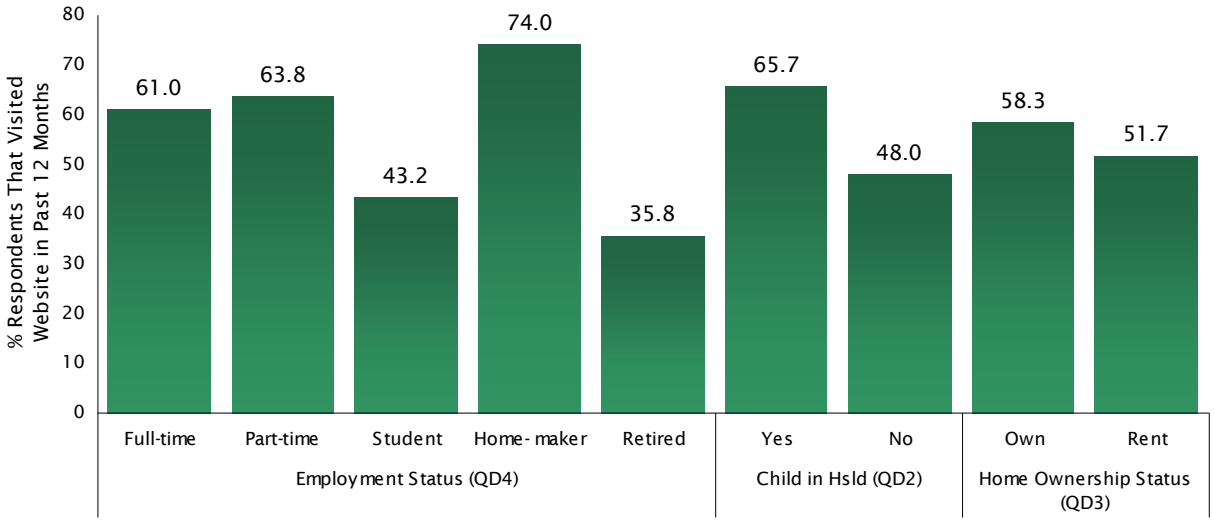


FIGURE 43 VISITED CITY WEBSITE IN PAST 12 MONTHS BY EMPLOYMENT STATUS, CHILD IN HSLD & HOME OWNERSHIP STATUS



Among those who had visited the City's website during the past year, Question 23 asked that they rate the website on three performance dimensions: overall quality, ability to find what you are looking for, and variety of content and resources (see Figure 44 on the next page). All three dimensions received similar performance ratings, with approximately two-thirds of respondents rating the overall quality (69%), ability to find what they are looking for (65%), and variety of content and resources (70%) as excellent or good.

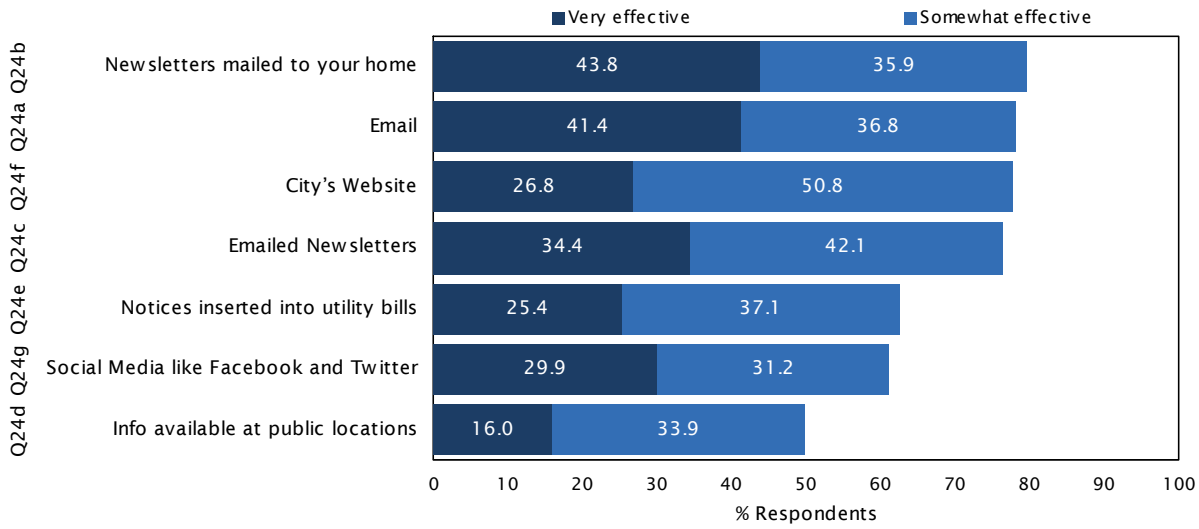
Question 23 *Overall, how would you rate: _____? Would you say it is excellent, good, fair, poor, or very poor?*

FIGURE 44 RATING OF CITY WEBSITE

COMMUNICATION PREFERENCES The final communication-related question presented respondents with each of the methods shown to the left of Figure 45 and simply asked—for each—whether it would be an effective way for the City to communicate with them.

Question 24 *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 45 EFFECTIVENESS OF COMMUNICATION METHODS



Overall, respondents indicated that newsletters mailed to their home were the most effective method (80% very or somewhat effective), followed closely email (78%), the City's website (78%), and emailed newsletters (77%). Notices inserted into utility bills (63%), Social Media (61%), and having information available at public locations (50%) 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 8.

TABLE 8 EFFECTIVENESS OF COMMUNICATION METHODS BY AGE (SHOWING% VERY EFFECTIVE)

	Age (QD1)					
	18 to 24	25 to 34	35 to 44	45 to 54	55 to 64	65 and over
Newsletters mailed to your home	45.5	31.6	46.2	44.0	39.5	49.3
Email	34.5	25.8	60.6	35.6	47.1	38.5
Emailed Newsletters	26.8	29.4	41.9	27.1	40.2	36.3
Social Media like Facebook, Twitter	47.1	61.3	37.9	30.3	2.8	17.5
City's Website	16.7	23.5	24.6	33.9	28.7	29.1
Notices inserted into utility bills	22.5	30.5	19.8	22.1	22.2	33.9
Info available at public locations	18.3	8.1	19.1	17.1	9.4	19.1

Demographics & Background Info

Table 9 Demographics of Sample by Study Year

	Study Year		
	2015	2013	2009
Total Respondents	*400*	*400*	*400*
QD1 Age	%	%	%
18 to 24	10.4	10.3	11.1
25 to 34	12.6	12.5	13.7
35 to 44	17.7	17.5	19.1
45 to 54	21.9	21.6	21.7
55 to 64	16.7	16.5	14.6
65 and over	18.8	18.6	15.6
Refused	1.9	3.0	4.2
QD2 Child in Hsld			
Yes	42.1	36.0	47.3
No	55.3	63.5	51.9
Refused	2.7	0.4	0.8
QD3 Home ownership status			
Own	74.9	79.6	81.8
Rent	21.6	18.3	16.2
Refused	3.5	2.1	2.0
QD4 Employment status			
Full-time	48.0	50.4	50.0
Part-time	9.9	11.3	9.9
Student	5.7	6.6	6.9
Homemaker	8.8	8.8	6.7
Retired	21.2	17.8	18.5
In-between jobs	1.8	4.2	6.8
Refused	4.6	0.9	1.2
QD5 Commute outside City for job / school			
Not employed or in school	36.4	31.7	33.2
Yes	36.3	38.5	34.4
No	26.5	29.8	32.0
Not sure	0.5	0.0	0.2
Refused	0.4	0.0	0.2
QD6 Typical commute minutes to job / school			
No commute	58.3	61.5	65.6
20 or less	5.1	4.8	6.1
21 to 39	6.3	6.0	8.6
40 to 59	6.7	7.7	6.4
60 or more	16.1	18.4	11.9
Refused	7.6	1.7	1.4
QD7 Gender			
Male	52.0	50.6	50.0
Female	48.0	49.4	50.0

Table 9 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, Recruiting & Data Collection* on page 50), 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 53) identifies skip patterns used during the interview to ensure that each respondent received the appropriate questions. It is also worth noting that most of the questions asked in the 2015 survey were tracked directly from the 2013 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, RECRUITING & DATA COLLECTION There were two separate samples (and phases) in the study. In the first phase, households were selected at random from the City of Thousand Oaks using a comprehensive database of residential addresses. Among these sampled households, the study employed a combination of mailed invitations, emailed invitations, and phone calls to recruit participation in the survey from 400 residents during the data collection period, which lasted from March 10 to March 17, 2015. Respondents were provided with the option to participate in the survey by telephone or online at a secure website hosted by True North. 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 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 random 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 98,070 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 18), 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:

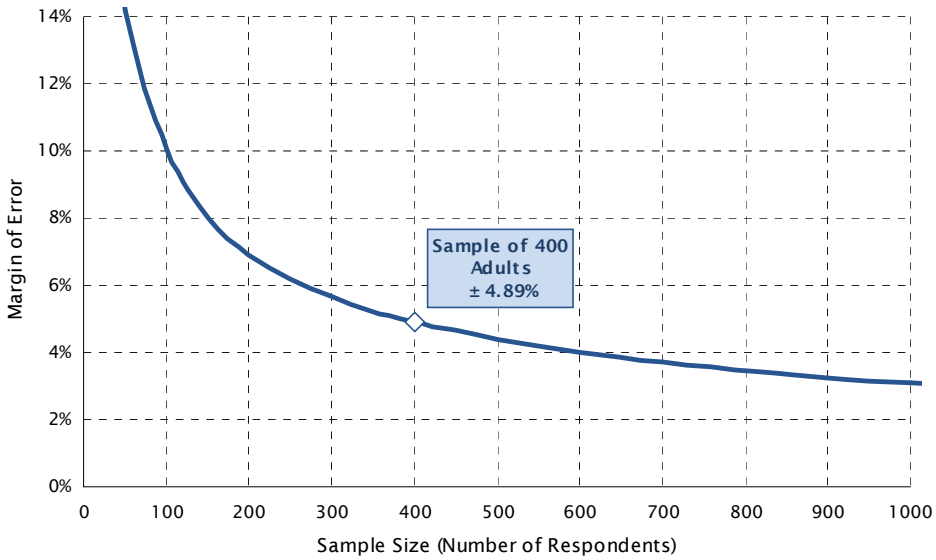
$$\hat{p} \pm t\sqrt{\left(\frac{N-n}{N}\right)\frac{\hat{p}(1-\hat{p})}{n-1}}$$

where $\hat{p}$ is the portion of adults who have interacted with staff in the past 12 months (0.31 for 31% in this example), N is the population size of all adult residents (98,070), 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 ± 4.53%. This means that with 31% 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 26% and 36%.

Figure 46 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.

8. Sources: U.S. Census Bureau, 2010 Census Data and CA Department of Finance projections.

FIGURE 46 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 46 is thus useful for understanding how the maximum margin of error for a percentage estimate will grow as the number of individuals asked a question (or in a particular subgroup) shrinks. Because the margin of error grows exponentially as sample size decreases, the reader should use caution when generalizing and interpreting the results for small subgroups.

DATA 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
March 2015

Section 1: Introduction to Study

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

If needed: This is a survey about community issues in Thousand Oaks – I'm NOT trying to sell anything and I won't ask for a donation.
If needed: The survey should take about 12 minutes to complete.
If needed: If now is not a convenient time, can you let me know a better time so I can call back?

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

Section 2: Screener for Inclusion in the Study

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

If there is no adult currently available, then ask for a callback time.
NOTE: Adjust this screener as needed to match sample quotas on gender & age

If respondent asks why we want to speak to a particular demographic group, explain: Its 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*
	3	Any 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	17%
	3	5 to 9 years	14%
	4	10 to 14 years	14%
	5	15 years or longer	51%
	99	Not sure/Refused	0%
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	65%
	2	Good	31%
	3	Fair	3%
	4	Poor	0%
	5	Very Poor	1%
	98	Not sure	0%
	99	Refused	1%
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 improved, stayed about the same, or gotten worse? *If improved or worse, ask*: Would that be much (improved/worse) or somewhat (improved/worse)?		
	1	Much improved	5%
	2	Somewhat improved	18%
	3	About the same	53%
	4	Somewhat worse	18%
	5	Much worse	4%
	98	Not sure	1%
	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.	
	Not sure / Cannot think of anything	20%
	Reduce traffic congestion	14%
	Improve maintain streets and roads	12%
	Limit growth, preserve open spaces	10%
	No changes needed, everything is fine	10%
	Engage in economic development	7%
	Increase recreational facilities, programs	6%
	Improve public safety	6%
	Address homeless issue	4%
	City Council change, improvement	3%
	Provide more affordable housing	3%
	Improve schools, education	3%
	Reduce taxes, fees	2%
	Provide assistance to disabled, seniors	2%
	Improve public transportation	1%
	Improve environmental efforts	1%
	Address water issues, conservation	1%
	Lower utility rates	1%
	Improve parking	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	50%
	2	Somewhat satisfied	38%
	3	Somewhat dissatisfied	6%
	4	Very dissatisfied	1%
	98	Not sure	4%
	99	Refused	1%

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	Not sure	Refused
A	Providing police services	45%	43%	9%	1%	0%	1%
B	Providing fire protection and emergency medical services	57%	36%	5%	1%	0%	0%
C	Providing support to local public schools	41%	41%	12%	2%	3%	1%
D	Maintaining city streets and roads	39%	48%	12%	1%	0%	0%
E	Managing traffic congestion in the city	31%	43%	22%	4%	0%	0%
F	Maintaining public landscape areas	20%	43%	34%	2%	1%	0%
G	Providing library services	28%	39%	28%	3%	1%	0%
H	Providing trash collection, recycling and household hazardous waste services	37%	47%	15%	1%	0%	0%
I	Promoting economic development for a healthy business community	24%	40%	30%	5%	0%	1%
J	Managing growth and development	28%	39%	26%	4%	2%	1%
K	Providing recreation programs for all ages	20%	39%	38%	3%	0%	0%
L	Maintaining parks and recreation areas	31%	55%	13%	1%	0%	1%
M	Providing cultural and performing arts	15%	35%	41%	8%	1%	0%
N	Protecting the local environment	37%	42%	18%	3%	0%	0%
O	Preserving and protecting open space	36%	39%	20%	4%	1%	0%
P	Providing services to seniors	25%	43%	27%	3%	1%	0%
Q	Providing services to youth	24%	42%	28%	3%	2%	1%
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	Not sure	Refused
A	Provide police services	69%	22%	3%	1%	5%	1%
B	Provide fire protection and emergency medical services	77%	15%	1%	1%	5%	1%
C	Provide support to local public schools	37%	31%	8%	5%	17%	2%

D	Maintain city streets and roads	48%	36%	12%	3%	1%	1%
E	Manage traffic congestion in the city	31%	40%	18%	8%	2%	1%
F	Maintain public landscape areas	55%	37%	3%	1%	3%	1%
G	Provide library services	63%	20%	3%	1%	11%	1%
H	Provide trash collection, recycling and household hazardous waste services	69%	27%	2%	1%	1%	0%
I	Promote economic development for a healthy business community	27%	40%	10%	3%	19%	1%
J	Manage growth and development	32%	42%	8%	6%	11%	1%
K	Provide recreation programs for all ages	53%	29%	4%	0%	11%	2%
L	Maintain parks and recreation areas	62%	31%	3%	0%	4%	0%
M	Provide cultural and performing arts	44%	36%	6%	2%	11%	0%
N	Protect the local environment	43%	41%	5%	1%	10%	0%
O	Preserve and protect open space	49%	32%	5%	3%	10%	1%
P	Provide services to seniors	37%	32%	4%	2%	24%	1%
Q	Provide services to youth	42%	34%	4%	1%	18%	2%

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, water, sewer, public landscaping and public facilities has improved, stayed about the same, or gotten worse? *If improved or worse, ask*: Would that be much (improved/worse) or somewhat (improved/worse)?			
	1	Much improved	8%	*Ask Q9*
	2	Somewhat improved	18%	*Ask Q9*
	3	About the same	55%	*Skip to Q10*
	4	Somewhat worse	13%	*Ask Q9*
	5	Much worse	2%	*Ask Q9*
	98	Not sure	4%	*Skip to Q10*
	99	Refused	0%	*Skip to Q10*
Q9	Are there particular reasons why you feel the City's infrastructure has (improved/gotten worse)? *If yes, ask:* Please describe them. Verbatim responses recorded and grouped into categories shown below.			
	Street roads have been paved, repaired		29%	
	Street roads, sidewalks in need of repair		24%	
	Not sure, no specific reason		15%	
	New development, infrastructure		13%	
	Installed traffic lights, better traffic control		11%	
	Too much growth, development		10%	
	Bad traffic congestion		8%	
	Negative comments in general		7%	
	Positive comments in general		6%	

	Street have been cleaned, landscapes maintained	6%
	Need street cleaning, landscape, park maintenance	6%
	Added sidewalks, walking paths	5%
	Parks have been improved, developed	2%
	Population has increased	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	53%
	2	No	47%
	98	Not sure	0%
	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	33%	38%	12%	1%	1%	13%	1%
B	Variety of events and shows	22%	47%	14%	3%	1%	12%	1%
C	Overall entertainment value for a show	19%	44%	16%	3%	1%	16%	1%

Section 6: Shopping & Economic Development

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

Q12	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%	7%
	2	10% to 19%	6%
	3	20% to 29%	6%
	4	30% to 39%	9%
	5	40% to 49%	6%
	6	50% to 59%	9%
	7	60% to 69%	6%

	8	70% to 79%	12%	
	9	80% to 89%	14%	
	10	90% to 100%	17%	
	98	Not sure	8%	
	99	Refused	0%	
Q13	Thinking of the retail stores and restaurants that your household visits outside of the City, are there any that you would like to have available in Thousand Oaks?			
	1	Yes	49%	*Ask Q14*
	2	No	45%	*Skip to Q15*
	98	Not sure	6%	*Skip to Q15*
	99	Refused	0%	*Skip to Q15*
Q14	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.			
	Large discount store (Costco, Sam's)		21%	
	Family restaurant chain (Macaroni Grill, Claim Jumper)		12%	
	Contemporary casual cuisine (Yard house, California Chicken Cafe)		12%	
	Home improvement store (Home Depot, Lowe's)		11%	
	Specially goods store (REI, IKEA)		9%	
	Department store (Target, Wal-Mart)		8%	
	Fast food restaurant chain (Sonic, In-Out Burger)		8%	
	Apparel, department store (Bloomingdales, Nordstrom Rack)		6%	
	Gourmet, specialty grocery store (Valley Produce, 99 Ranch)		6%	
	Grocery store chains (Vons, Ralphs)		6%	
	Upper-scale restaurant chain (Ruth's Chris Steakhouse, Lure Fish House)		5%	
	Locally-owned, non-chain restaurant		5%	
	Arts and Crafts store (Michael's, Anna's Linens)		3%	
	Upper-scale clothing store (Dillard's, H & M)		3%	
	Entertainment (Dave & Busters, bowling alley)		2%	
	Apparel boutiques (Charlotte Russe, Express)		2%	

Q15	Next, I'm going to read you a short list of businesses. Some of these businesses have expressed an interest in coming to the City or expanding in Thousand Oaks. Please tell me which you would *most* want to see open a store in Thousand Oaks. *Get answer, then ask:* Which would be your second choice?				
Randomize		First Choice	Second Choice	Not Among Top Two Choices	Not sure / Refused
A	Sam's Club	2%	6%	73%	19%
B	Lowe's	17%	10%	54%	19%
C	Walmart	9%	10%	62%	19%
D	Home Depot	13%	14%	54%	19%
E	Costco	22%	17%	42%	19%
F	IKEA	18%	24%	40%	19%

Section 7: Spending Priorities							
The City of Thousand Oaks has limited financial resources to provide local services, programs and projects desired by residents. Because it can not fund every service, program and project, however, the City must set priorities.							
Q16	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	Not sure	Refused
A	Retain and expand the number of quality jobs in Thousand Oaks	52%	34%	9%	4%	0%	1%
B	Invest in road maintenance	46%	46%	6%	2%	0%	0%
C	Maintain parks and recreation facilities	38%	50%	10%	1%	0%	1%
D	Preserve library services	30%	52%	15%	1%	0%	1%
E	Maintain police services	72%	22%	4%	1%	0%	1%
F	Acquire and preserve natural open space and trails	38%	40%	18%	4%	1%	0%
G	Protect water quality in creeks and streams	60%	33%	6%	1%	0%	1%
H	Invest in local public schools	66%	26%	5%	3%	0%	1%
I	Increase use of alternative and renewable power sources, such as solar	37%	35%	20%	6%	1%	1%

J	Maintain cultural arts facilities and programming	16%	55%	24%	3%	1%	1%
K	Maintain fire protection services	81%	15%	2%	1%	0%	0%
L	Support the development of affordable housing for seniors	27%	46%	22%	5%	1%	0%
M	Support the development of affordable housing for young families	30%	35%	28%	7%	0%	0%
N	Expand and improve the local trail system	14%	45%	34%	6%	0%	0%
O	Invest in local public infrastructure	37%	46%	14%	2%	1%	1%

Section 8: Staff & Governance

Q17	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	Not sure	Refused
A	Being responsive to residents and businesses	13%	33%	32%	7%	2%	13%	1%
B	Managing development and effectively planning for the future	8%	43%	32%	6%	1%	10%	1%
C	Working through critical issues facing the City	8%	41%	27%	7%	1%	14%	1%
D	Engaging with residents to get their feedback	11%	37%	27%	17%	2%	5%	0%
E	Providing access to information	16%	43%	23%	9%	1%	7%	1%
F	Spending tax dollars wisely	8%	36%	28%	12%	2%	14%	0%

Q18	In the past 12 months, have you been in contact with staff from the City of Thousand Oaks?			
	1	Yes	31%	*Ask Q19*
	2	No	66%	*Skip to Q20*
	98	Not sure	2%	*Skip to Q20*
	99	Refused	0%	*Skip to Q20*

Q19	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	Some-what	Not at all	Not sure	Refused
A	Helpful	60%	25%	12%	1%	1%
B	Professional	73%	16%	6%	3%	2%
C	Accessible	65%	32%	4%	0%	0%

Section 9: City-Resident Communication			
Q20	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	26%
	2	Somewhat satisfied	46%
	3	Somewhat dissatisfied	14%
	4	Very dissatisfied	2%
	98	Not sure	11%
	99	Prefer not to answer	1%
Q21	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	9%
	2	*Ventura County Star*/(daily newspaper)	12%
	3	*Ventura County Reporter*/weekly newspaper	1%
	4	*LA Daily News*/daily newspaper	4%
	5	*The Acorn* (weekly newspaper)	42%
	6	Civic Arts Plaza Season Brochure	3%
	7	Channel 10 or Channel 3, TOTV Government Access TV	1%
	8	Television (general)	9%
	9	City Council Meetings	0%
	10	Radio	2%
	11	City's website	23%
	12	Internet (not City's site)	29%
	13	Social Media like Facebook or Twitter	7%
	14	Utility bill insert	4%
	15	Email notification from City	5%

	16	Flyers, brochures or posters (displayed at public facilities)	8%
	17	Postcards, letters, flyers or brochures (mailed to home)	5%
	18	Street banners	1%
	19	Friends/Family/Associates	8%
	20	Other	4%
	21	Do Not Receive Information about City	1%
	98	Not sure	3%
	99	Refused	0%

Q22	In the past 12 months, have you visited the City's website?			
	1	Yes	56%	*Ask Q23*
	2	No	42%	*Skip to Q24*
	98	Not sure	3%	*Skip to Q24*
	99	Refused	0%	*Skip to Q24*

Q23	Overall, how would you rate: _____? Would you say it is excellent, good, fair, poor, or very poor?							
	Randomize	Excellent	Good	Fair	Poor	Very Poor	Not sure	Refused
A	The overall quality of the City website	15%	54%	25%	4%	1%	0%	0%
B	The ability to find what you are looking for on the website	15%	50%	29%	3%	2%	0%	0%
C	The variety of content and resources available on the website	18%	52%	24%	5%	1%	0%	0%

Q24	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	41%	37%	20%	2%	0%
B	Newsletters mailed to your home	44%	36%	19%	1%	0%
C	Emailed Newsletters	34%	42%	20%	3%	0%
D	Flyers, postcards and brochures available at public locations	16%	34%	47%	3%	0%
E	Notices inserted into utility bills	25%	37%	36%	2%	0%
F	City's Website	27%	51%	19%	2%	0%
G	Social Media like Facebook and Twitter	30%	31%	33%	6%	1%

Section 10: 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?			
	1	18-24	10%	
	2	25-34	13%	
	3	35-44	18%	
	4	45-54	22%	
	5	55 to 64	17%	
	6	65 or older	19%	
	99	Not Coded	2%	
D2	How many children under the age of 18 living in your household?			
	0	None	55%	
	1	One	15%	
	2	Two	22%	
	3	Three	3%	
	4	Four or more	3%	
	99	Refused	3%	
D3	Do you own or rent your residence in Thousand Oaks?			
	1	Own	75%	
	2	Rent	22%	
	99	Refused	3%	
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	48%	*Ask D5*
	2	Employed part-time	10%	*Ask D5*
	3	Student	6%	*Ask D5*
	4	Homemaker	9%	*Skip to end*
	5	Retired	21%	*Skip to end*
	6	In-between jobs	2%	*Skip to end*
	98	Not sure	2%	*Skip to end*
	99	Refused	3%	*Skip to end*

D5	Do you commute outside of Thousand Oaks on a regular basis for (your job/school)?			
	1	Yes	57%	*Ask D6*
	2	No	42%	*Skip to end*
	98	Not sure	1%	*Skip to end*
	99	Refused	1%	*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		14%	
	21 to 39		17%	
	40 to 59		18%	
	60 or more		44%	
	Not sure, refused		6%	
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	52%
	2	Female	48%