

City of Thousand Oaks California



Operating Budget

Fiscal Year 2009-2010 & 2010-2011





City of Thousand Oaks & Redevelopment Agency

Adopted Operating Budget Fiscal Years 2009-2010 and 2010-2011

ABOUT THE COVER – Top photo: Goebel Senior Adult Center & Grant Brimhall Thousand Oaks Library; left, Hill Canyon Wastewater Treatment Plant; right, City of Thousand Oaks Municipal Service Center; and bottom, Thousand Oaks Civic Arts Plaza, including the Bank of America Performing Arts Center, Fred Kavli Theatre for the Performing Arts, and the Janet and Ray Scherr Forum Theatre/City Council Chambers.

Cover Design & Graphics: Jaime Zamora (City of Thousand Oaks Print Shop)
Printing: City of Thousand Oaks Print Shop

City of Thousand Oaks & Redevelopment Agency

Approved Operating Budget Fiscal Years 2009-2010 & 2010-2011

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CITY OF THOUSAND OAKS

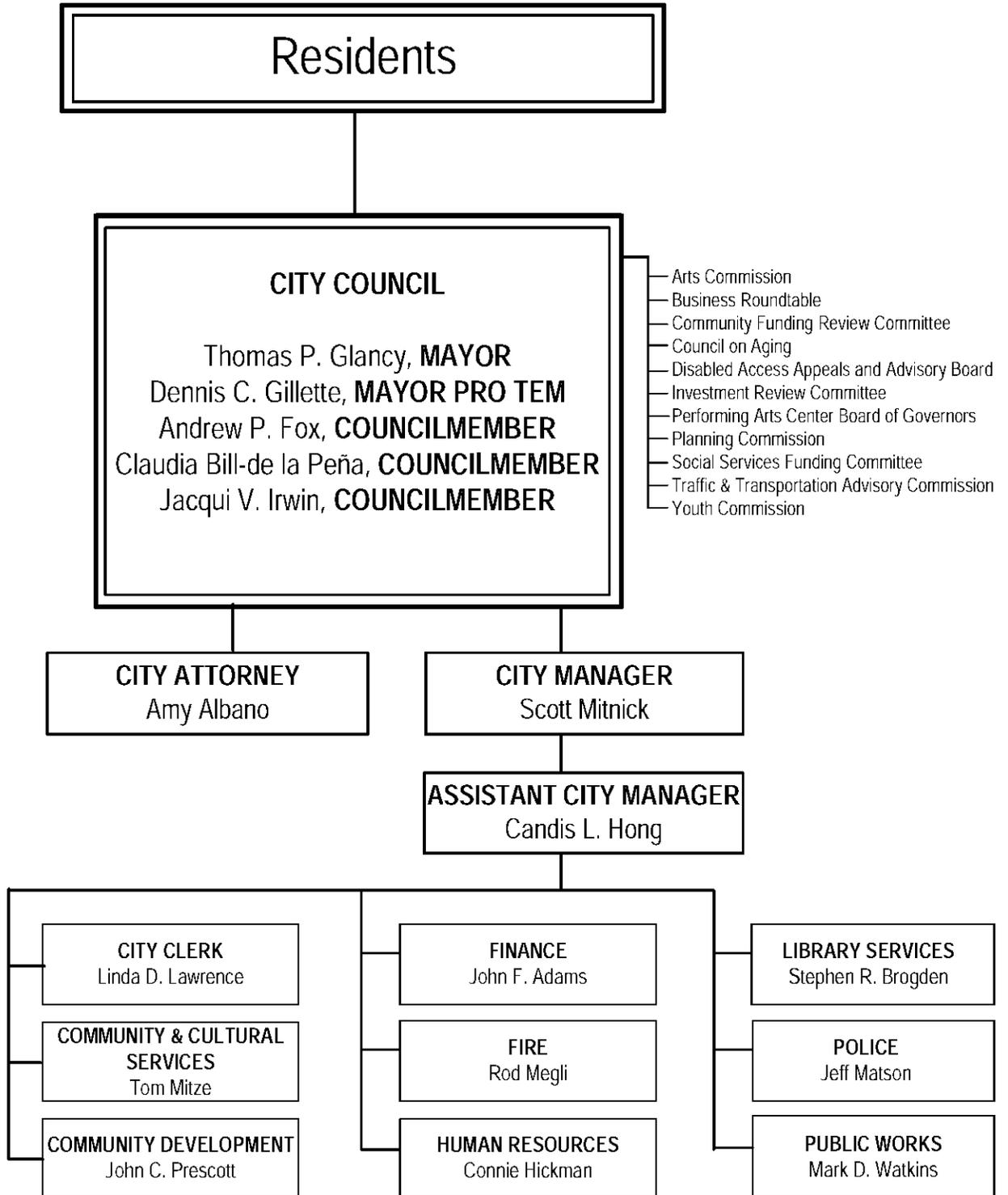


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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
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City of Thousand Oaks

California

For the Biennium Beginning

July 1, 2007

President

Executive Director

The last biennial budget for FY 2007-08 and 2008-09 received two awards. The Government Finance Officers Association of the United States and Canada (GFOA) presented a "Distinguished Budget Presentation Award" to the City of Thousand Oaks. In order to receive this award, a governmental entity must publish a budget document that meets program rating criteria, as a Policy document, operations guide, financial plan, and communications devise.

In preparing the Adopted FY 2009-10 and 2010-11 Biennial Budget document, staff has once again followed the GFOA criteria. This document will be submitted to the GFOA to be considered for the "Distinguished Budget Presentation Award."

California Society of Municipal Finance Officers

Certificate of Award
For
Excellence in Operating Budgeting

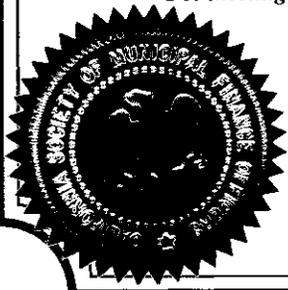
Fiscal Year 2007-2009

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

City of Thousand Oaks

For meeting the criteria established to achieve the Excellence Award in the OPERATING BUDGET CATEGORY.

March 5, 2008



Brad Grant

Brad Grant
CSMFO President

Cindy Guziak

Cindy Guziak, Chair
Budgeting & Financial Reporting

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

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

In preparing the Adopted FY 2009-10 and 2010-11 Biennial Budget Document, staff has once again followed CSMFO criteria. This document will be submitted to the CSMFO to be considered for the "Excellence in Operating Budgeting" budget award.

BUDGET MESSAGE



M E M O R A N D U M

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

To: City Council

From: Scott Mitnick, City Manager

Date: September 9, 2009

Subject: **Adopted FY 2009-2010 & FY 2010-2011 Operating Budget**

On behalf of the entire management team, it is my pleasure to submit a balanced Operating Budget for Fiscal Year (FY) 2009-2010 and FY 2010-2011, as adopted by City Council on June 9, 2009. Recurring revenues will be sufficient to cover recurring operating appropriations. The FY 2009-2010- and FY 2010-2011 Capital Improvement Program (CIP) Budget was also adopted by City Council on June 9, 2009, and is contained in a separate document. Both documents have been prepared in an effort to delineate how City Council will satisfy public service and infrastructure needs of the Thousand Oaks community. As a result, these are among the City's most significant public policy documents.

These are not normal times and this is not a status-quo adopted Operating Budget. The adopted FY 2009-2010 & FY 2010-2011 Operating Budget represents a conservative spending plan for the next two years. Total adopted appropriations (for all funds) for FY 2009-2010 equal \$228,631,992 and for FY 2010-2011 total appropriations are \$218,341,269.

In preparing the Operating Budget, staff ensured appropriate funding for City Council Goals and Top Priorities. In balancing both the Operating and CIP Budgets, the City used various tools, including its Ten-Year Financial Strategic Plan, as well as establishing a City employee Brainstorming Action Group (BAG) where staff at all levels of the organization were asked to develop revenue efficiencies, decreases in appropriations, and alternate ideas to continue City programs more efficiently (best practices). Several recommendations were implemented to balance both the Operating and CIP Budgets.

Some examples of revenue efficiencies and appropriation reductions used to balance the budgets included:

- Froze 34 Employee Positions/Reduced Workforce w/ Retirement Incentive
- Reduced Workers' Compensation Rate
- Contracted out Street Sweeping
- Adjusted Solid Waste Franchise Fee
- Froze Hit and Run Police Officer position
- Converted portion of 24-hour Police car to 40-hour Police rover car

Adhering To City Council Goals

On March 24, 2009, City Council reaffirmed ten broad Citywide Goals and adopted ten Citywide Top Priorities for FY 2009-2010, as part of its Goal Setting Workshop. The Adopted FY 2009-2010 and FY 2010-2011 City's Operating and CIP Budgets contain sufficient resources provided to achieve City Council's Goals, Top Priorities, as well as the several hundred specific objectives, within each Department. The following tables delineate City Council's Ten Broad Goals, including funding sources:

No.	City Council Goals	Funding Source
A.	Provide municipal government leadership, which is open and responsive to residents, and is characterized by ethical behavior, stability, promoting public trust, transparency, confidence in the future, and cooperative interaction among civic leaders, residents, business representatives, and City staff, while recognizing and respecting legitimate differences of opinion on critical issues facing the City.	General Fund
B.	Operate City government in a fiscally and managerially responsible and prudent manner to ensure that the City of Thousand Oaks remains one of California's most desirable places to live, work, visit, recreate, and raise a family.	General Fund
C.	Maintain strong commitment to public safety (including Police, Fire, Emergency Medical Services, and Emergency Management) to ensure City remains one of the safest Cities in the United States, with a population over 100,000.	General Fund
D.	Complete ring of open space around the City; Protect and preserve ridgelines, natural habitat, and designated open space areas.	Conejo Recreation and Open Space Acquisition Fund, Developer Funds, or the General Fund

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

City of Thousand Oaks - FY 2009-2010 Top Priorities

On March 24, 2009, City Council also approved their “Top Priorities” for FY 2009-2010. As noted, City Council stresses a balanced budget with minimum impact on service levels, develop a proposal for budget cuts, streamline operations, and resolve declining revenues (as documented by their Priority 1.A). The Adopted FY 2009-2010 and FY 2010-2011 Operating Budget document was prepared to ensure sufficient resources are provided to achieve City Council's “Top Priorities.”

No.	City Council Top Priorities FY 2009-2010	Funding Sources
1.	<p>Maintain Fiscal Responsibility</p> <p>A. Maintain a balanced budget with minimum impact on service levels, develop a proposal for budget cuts, streamline operations, and resolve declining revenues</p> <p>B. Implement Financial Strategic Plan recommendations</p> <p>C. Establish benchmarking for City services in relation to number of employees</p> <p>D. Work collaboratively with Conejo Valley Unified School District and Conejo Recreation & Park District on joint funding options review and efficiencies</p> <p>E. In staff reports that involve proposed capital improvement projects, the following three-tier priority ranking levels will be used:</p> <p>*Priority One – Addressed Health & Safety, legal and regulatory requirements</p> <p>*Priority Two – Necessary; but, not essential and there could be consequences if deferred</p> <p>*Priority Three – Nice to do and would contribute to quality of life; but, not essential</p>	<p>General Fund</p> <p>General Fund</p> <p>General Fund</p> <p>General Fund</p> <p>General Fund</p>
2.	<p>Continue to maintain highest levels of Public Safety</p> <p>A. Continue negotiations with Ventura County Fire District with respect to Fire Services Operational & Financial Review Recommendations</p> <p>B. Obtain approval for new Westlake Fire Station</p> <p>C. Review activities at current Day Laborer site</p> <p>D. Continue legislative efforts to obtain lower local speed limits</p> <p>E. Police Department to continue to work with Conejo Valley Unified School District on student public safety joint efforts, including: Parenting Classes, Social Host Ordinance, etc.</p>	<p>General Fund</p> <p>General Fund</p> <p>General Fund</p> <p>General Fund</p> <p>General Fund</p>

No.	City Council Top Priorities FY 2009-2010 (cont'd)	Funding Sources
3.	<p>Enhance Environmental Programs</p> <p>A. Plan for water rationing, scarcity of supply, increased costs, and take a proactive approach on Water Conservations programs: outreach, education, implementation, enforcement, and rationing (if necessary)</p> <p>B. Promote construction of LEED qualified buildings and other green building practices to encourage sustainability, including LEED qualified building standard</p> <p>C. Implement "Green Business" Recognition Program</p> <p>D. Continue to implement Solar Energy & Cogeneration Program...make Hill Canyon Wastewater Treatment Plant 100% energy self-sufficient</p> <p>E. Support local schools in developing and enhancing educational programs which promote environment awareness and conservation</p> <p>F. City to develop a program for residents to include education and community outreach...perhaps beginning with Arbor/Earth Day</p> <p>G. Strongly pursue environmental programs such as alternative energy, energy conservation and recycling</p> <p>H. Expand language on waste hauler contract and increase recycling efforts including incentives (if possible)</p>	<p>General Fund, Water Fund</p> <p>General Fund General Fund</p> <p>General Fund, Wastewater Fund</p> <p>General Fund</p> <p>General Fund</p> <p>General Fund, Solid Waste Fund</p> <p>Solid Waste Fund</p>
4.	<p>Continue to pursue Public Transportation Projects</p> <p>A. Obtain funding for 101/23 Interchange Project</p> <p>B. Complete 23 Freeway landscaping</p>	<p>Grant Funds</p> <p>General Fund, Gas Tax Funds, Grant Funding</p>

No.	City Council Top Priorities FY 2009-2010 (cont'd)	Funding Sources
5.	<p>Continue with Cultural Arts Review</p> <p>A. Complete City Council Ad Hoc Cultural Arts Review Committee work</p> <p>B. Receive and implement final Cultural Arts Review Report from outside consultants</p> <p>C. Continue with Marketing Plan</p> <p>D. Acknowledge the need for and participate in the development of a Visual Arts Venue (Refer to City Council Ad Hoc Cultural Arts Review Committee)</p>	<p>General Fund, Theatre Fund</p> <p>General Fund, Theatre Fund</p> <p>General Fund, Theatre Fund</p> <p>General Fund, Theatre Fund</p>
6.	<p>Work cooperatively with Conejo Recreation and Park District (CRPD) to implement a variety of joint projects/programs</p> <p>A. Construct Lang Ranch Community Park</p> <p>B. Complete Rancho Potrero Specific Plan</p> <p>C. Host a major annual youth sporting event</p> <p>D. Prepare a Youth Recreational Activities Feasibility Analysis</p> <p>E. Explore options for "Family Entertainment Center" in Newbury Park</p> <p>F. Research ways to enhance City/CRPD efficiencies and cooperation</p> <p>G. Implement Senior Master Plan</p>	<p>General Fund</p> <p>General Fund</p> <p>General Fund</p> <p>General Fund</p> <p>General Fund, Developer Funds</p> <p>General Fund</p> <p>General Fund</p>
7.	<p>Acquire more open space and ensure existing open space is effectively managed</p> <p>A. Complete Rancho Potrero annexation & related open space zoning</p>	<p>General Fund, Conejo Recreation & Open Space Acquisition Fund</p>

No.	City Council Top Priorities FY 2009-2010 (cont'd)	Funding Sources
8.	<p>Increase Affordable Housing Units</p> <p>A. Implement 2006-2014 Housing Element</p> <p>B. Work with non-profit affordable housing providers to develop a plan to deal with transitional housing issues</p> <p>C. Obtain legislation to eliminate or amend law requiring RHNA units</p>	<p>General Fund, Redevelopment Agency</p> <p>General Fund, Redevelopment Agency</p> <p>General Fund, Redevelopment Agency</p>
9.	<p>Continue to cooperate with Thousand Oaks Boulevard Association on Thousand Oaks Boulevard Specific Plan</p>	<p>General Fund, Redevelopment Agency</p>
10.	<p>Develop and implement a comprehensive Citywide Parking Enforcement Program.</p> <p>A. Include analysis of commercial vehicles and oversized big rigs parking challenges</p> <p>B. Develop options to resolve challenges associated with auto carrier big rigs using medians in excess of one hour</p> <p>C. Develop options to resolved storing of excess vehicles in residential neighborhoods</p> <p>D. Complete Lawrence Drive RV storage facility</p> <p>E. Address 72 hour parking limit</p>	<p>General Fund</p> <p>General Fund</p> <p>General Fund</p> <p>General Fund</p> <p>General Fund</p>
<p>Note: Top Priorities listed above are in random order and do not reflect comparative levels of importance.</p>		

Included in the Adopted Operating Budget document for FY 2009-2010 and FY 2010-2011 is the Citywide Summary; General Fund Summary; Citywide Services summarized by General Fund and Department, Enterprise (Business Type) Funds, Special Revenue Funds, Internal Service Funds, and the Redevelopment Agency.

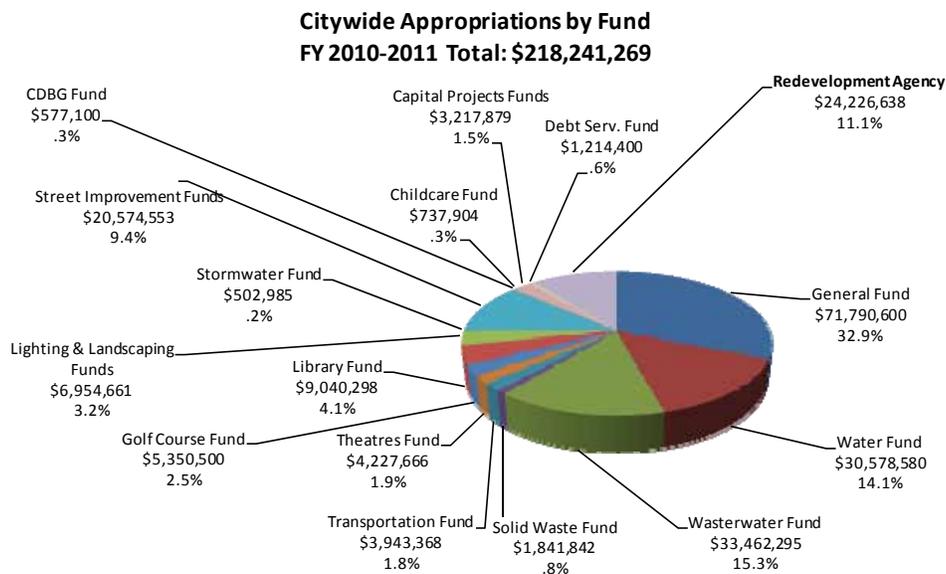
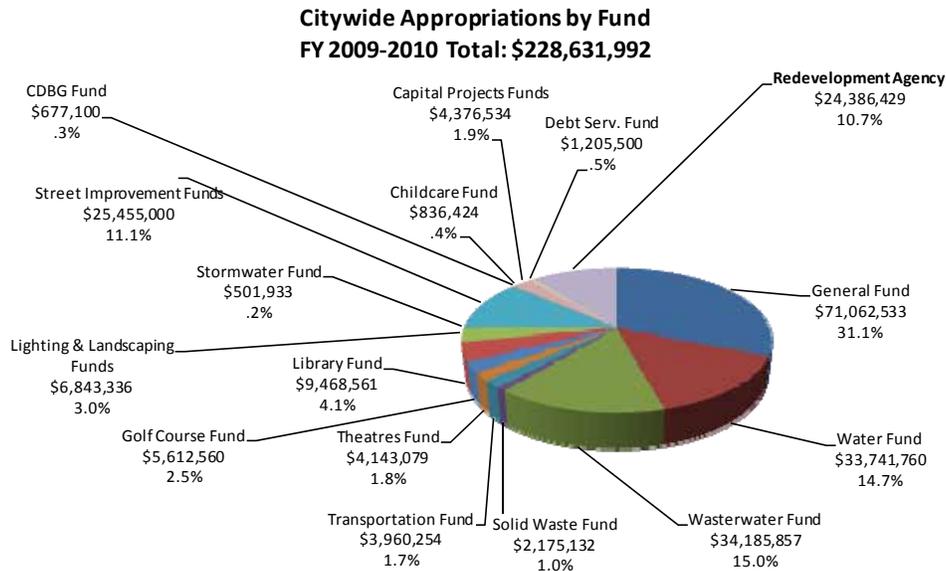
Incorporating the Financial Strategic Plan (FSP) –City Council requested an updated Financial Strategic Plan and economic forecast for the City of Thousand Oaks when it adopted the FY 2007-2009 Operating and Capital Improvement Program Budgets in June 2007. During the subsequent 18 months, staff made 10 separate Financial Strategic Plan presentations City Council. After the last presentation on January 27, 2009, the FY 2009-2011 Operating Budget process began.

Strategic Plan presentations City Council. After the last presentation on January 27, 2009, the FY 2009-2011 Operating Budget process began.

The Financial Strategic Plan updated the previous 2005 Plan, while reflecting new information about the local economy with impacts to the City's revenue and expenditure projections, and incorporated the City's infrastructure needs and City Council's Goals and Objectives/Top Priorities (major initiatives). City staff used the Financial Strategic Plan to prepare both the Operating and CIP Budgets.

OVERVIEW OF ADOPTED FY 2009-2010 & FY 2010-2011 OPERATING BUDGET

Overall, the adopted FY 2009-2010 & FY 2010-2011 Operating Budget represents a conservative spending plan for the next two years. Total adopted appropriations (for all funds) for FY 2009-2010 are \$228,631,992 and FY 2010-2011 appropriations are \$218,341,269, as follows:



The adopted Operating Budget is an important public policy document, and resources have been allocated to accomplish the City Council's Goals and Top Priorities. All Governmental funds are structurally balanced and in compliance with City Council's Financial Polices, including the City's General Fund. There are future concerns related to other major funds and their potential impact on the General Fund, as those funds will require support to provide ongoing services (e.g. Library, Stormwater/Flood Control, Theatres, and Capital Projects Funds). All Enterprise (business type) funds, except Theatres, are self-supporting.

Adopted FY 2009-2010 & FY 2010-2011 Operating Budget Summary

<u>No.</u>	<u>Category</u>	<u>FY 2009-2010</u>	<u>FY 2010-2011</u>
1.	General Fund	\$ 71,062,533	\$ 71,790,600
2.	Library Fund	9,468,561	9,040,298
3.	Lighting & Landscape District Funds	6,843,336	6,954,661
4.	Stormwater Fund	501,933	502,985
5.	Street Improvement Funds	25,455,000	20,574,553
6.	CDBG	677,100	677,100
7.	Child Care Center Fund	836,424	737,904
8.	Capital Project Funds	4,376,534	3,217,879
9.	Debt Service Fund	1,205,500	1,214,400
10.	Water Fund	33,741,760	30,578,580
11.	Wastewater Fund	34,185,857	33,462,295
12.	Solid Waste Fund	2,175,132	1,841,842
13.	Transportation Fund	3,960,254	3,943,368
14.	Theatres Funds	4,143,079	4,227,666
15.	Golf Course Fund	5,612,560	5,350,500
16.	Redevelopment Agency	24,386,429	24,226,638
Total Citywide Appropriations		\$ 228,631,992	\$ 218,341,269

Operating Budget Challenges: During the last two years, there have been profound changes in the national, state, and local economies that have not been seen since the Great Depression in the early 1930s. These changes which include, but are not limited to, the housing and financial crisis, have made it extremely difficult to forecast upcoming City revenue and expenditure trends. In Spring 2008, the City had two economists forecast five various economic scenarios that the City could use to project out various revenues and expenditures. With the economic environment consistently changing, the City requested the economists prepare a sixth economic scenario in late 2008 to incorporate the housing and credit crisis and provide a refined "Most Likely" scenario. As it turns out, that scenario now may not be the "Most Likely."

The City of Thousand Oaks is not alone with local budget challenges. There are many cities currently fortifying their financial stance in order to weather this economic storm. The initial 2005 Financial Strategic Plan (FSP) demonstrated early on the City's future challenges, increasing costs, and flat revenues associated with being a built-out city. As a result, the City learned to be fiscally prudent and prepare for future downturns before the financial crisis hit in 2008. The City has avoided the temptation of adding additional costs including new positions, programs, or enhanced retirement benefits that

would have been difficult to pay for over the long-term. This fall, the City will survey residents to determine their priorities in programs and service levels offered.

For additional detail, please refer to the Operating Budget document under the Citywide Summary tab. The Citywide Summary Section provides several other schedules that assist in understanding the budget structure and complexity of the City's Budget.

Citywide Fund Overview

General Fund – The difficulty in preparing the FY 2009-2010 and FY 2010-2011 Operating Budget was that FY 2009-2010 was projected to have a \$3.2 million deficit per the draft 2009 Financial Strategic Plan. That deficit grew by \$2.8 million to \$6.0 million based on a reduction in projected Sales Tax, Developer Permit Fees, and Interest Income revenues. City Council and authorized selected gap closing strategies to balance the slow growth in revenues with the increasing expenditures during the budget process. Fund balance was used for capital improvement projects to maintain facilities and infrastructure, as well as other one-time gap closing measures, such as including the use of an early retirement incentive. As a result, the projected FY 2009-2010 General Fund deficit was reduced to \$0.

Library Fund – The Library Fund's main revenue source is Property Tax with a General Fund subsidy to balance program appropriations. As General Fund revenues decline, funding for programs and services paid for by the General Fund subsidy will be impacted. Difficult decisions will need to be made to ensure a proper balance between General Fund and Library Fund services as General Fund Revenues level off.

Stormwater/Flood Control Fund – As costs increase due to unfunded permit costs, along with a reduction in funding from Ventura County Flood Control, this program will need increasing subsidies from the General Fund. One gap closing strategy currently being implemented to reduce its General Fund reliance during this budget process is to fund support from downstream water sales from the Wastewater Fund.

Capital Projects Funds – As the City sees developer revenues decrease, along with the need to build and maintain City infrastructure, there will be a growing reliance on funding from the General Fund to pay for projects in the near future. For FY 2009-2010, projected developer fee revenue is \$1.5 million, while FY 2007-2008 this revenue was \$6.1 million.

Water Fund – With increasing water purchase costs and related proposed rate increases, funding necessary to maintain the City's water infrastructure is going to become more difficult and the City will need to look into alternative ways to pay for the City's water infrastructure systems growth and maintenance. Staff completed the Water Fund's Financial Strategic Plan, which was presented to the City Council on July 28, 2009.

Wastewater Fund – Projections show that fees are currently sufficient to cover recurring expenses, which will help the fund build its reserves to be used to pay for the City's future wastewater infrastructure systems repair and maintenance. Staff completed the Water Fund's Financial Strategic Plan, which was presented to the City Council on July 28, 2009.

Solid Waste Fund – The Solid Waste Fund is projected to use capital reserves this fiscal year to partially fund the Municipal Service Center expansion. After FY 2008-2009, the fund is projected to operate with a slight surplus of approximately \$500,000/year. These funds will be placed in reserves for future capital improvements.

Transportation Fund – The Transportation Fund receives revenues from sales tax on gasoline, farebox revenue, grants, and transfers from other funds to offset its operating and capital improvement costs. For the next five years, the fund is projected to be balanced, with any capital needs being paid from reserves, which has a \$2.0 million balance.

Golf Course Fund – The Golf Course is currently being managed by Evergreen Alliance Golf Limited, LP (EAGLE) through December 2016. The fund continues to be self-supporting due to competitive user fees and innovative marketing of the golf course and clubhouse/banquet facilities by EAGLE management.

Theatres Fund – With the current economy and increase in User Fees charged in 2007, it appears it is becoming more difficult for presenters to rent the two theatre venues. With fees projected at the current 2007 rates through FY 2010-2011, and with rising operating costs, this fund will need additional support in FY 2009-2010 to break even. During FY 2009-2010 and FY 2010-2011, the Theatres Fund will cover any operating deficit, which is currently projected at \$200,000 FY 2009-2010, with the use of its reserves. Following submission of the Arts Review Report, staff will report back to City Council with options to ensure this fund remains healthy for the long run.

General Fund (Governmental Fund)

The General Fund is the primary repository for most discretionary City revenue and the source of funding for most daily City government operations and services. Discretionary revenue has few restrictions on how it may be used to provide services, while non-discretionary revenue includes restrictions that guide where or “on what” the revenue can be spent. Therefore, the City’s budget relies heavily on the performance of the General Fund.

Revenue: Historical trends and future conditions were examined as part of the budget process in projecting revenues over the next two years. The projections rely on current revenue sources and do not take into account new, speculative, or unproven revenue sources.

Expenditures: Expenditures are organized into the same programs and accounts that are used for the City’s accounting processes.

General Fund Details

Fund Balance: Overall, the City is in relatively good shape compared to the State and other California cities since the City finished FY 2007-2008 with an increase to General Fund balance of \$3.5 million. Since the presentation of the original Financial Strategic Plan in FY 2004-2005, fund balance has grown by \$9 million. By City Council using the original plan over the past four years, the City has been able to adopt balanced General Fund operating budgets and still reserve funding for future capital projects. This growth in fund balance will also allow the City Council to continue vital services during

challenging economic conditions, as the City is now facing those challenges in FY 2009-2010 and FY 2010-2011. Per the City's financial policies, the City has both a 15% Working Capital Reserve (\$14.0 million) and a 5% Emergency Contingency Reserve (\$4.7 million). Per the General Fund Reserve Policy, Fund Balance/Retained Earnings will be used only for emergencies, non-recurring expenditures, or major capital purchases that cannot be accommodated through current year savings.

Revenue Trends and Assumptions: Over the past couple of years, the rate of increase of various revenues slowed down. An example of these types of revenues is Sales Tax, forecasted to decrease to below FY 2002-2003 levels. The City is anticipating that the renovated regional Oaks Mall, upgrades to numerous other retail centers, and changes in automobile sales will be a factor in the City's Sales Tax revenue over the next couple of years. Property Tax revenue has increased approximately 7% over the past several years, but its rate of increase has started to level off and growth is projected to be flat in the coming years.

Projected impacts to General Fund revenues are continuing in three major revenue sources, specifically: 1) Sales Taxes; 2) License and Permits; and, 3) Charges for Services. Below are highlights of each of the major estimated revenue sources for FY 2009-2010 and FY 2010-2011:

- *Sales Tax* – FY 2008-2009 revised budget from July 2008 is \$27.3 million; this is in comparison to an original budget of \$29.7 million adopted in June 2007 and the February 2008 projection of \$28.7 million. The revised FY 2008-2009 projection represents a \$2.4 million, or 8.2%, change from the adopted budget. Since actual revenues for FY 2007-2008 were \$26.9 million, the expectation was that Sales Taxes would decline to \$25.0 million in FY 2008-2009. Sales Tax revenues for FY 2008-2009 were reported at \$24.4 million at June 30, 2009. With automobile and retail sales struggling, the City's Sales Tax consultant projected Sales tax budget at \$23.0 million and \$24.0 million for FY 2009-2010 and FY 2010-2011, respectively.
- *Property Tax and Motor Vehicle License Fees* – Current projections are for a 2% increase in assessed valuation pending the release of the property tax rolls July 1, 2009. For FY 2008-2009, the City had a 4.1% increase in assessed valuation, which increased our property tax and vehicle license revenue by a similar amount. The County Assessor is currently projecting a 4% to 5% decrease in valuations Countywide, with no change in valuation for the City of Thousand Oaks.
- *Franchise Fees* – This budget increases the Solid Waste Franchise Fee effective January 1, 2010 from 5% to 8%. This adjustment will generate approximately \$275,000 in year one, and \$550,000 in year two.
- *Licenses and Permits* – Using the projections from the most current Financial Strategic Plan in January 2009, staff analyzed current applications and trends to project a 10% reduction in Building permit fees, primarily due to a decrease in development within the City. Permit fee revenues have declined for the past couple of years. FY 2006-2007 revenues were \$7.1 million and FY 2009-2010 projections are at \$5.0 million.

- *Use of Money and Property* – Using a projected Citywide investment portfolio amount and an estimated 3% return, General Fund interest income budget was reduced from the amounts used in the Financial Strategic Plan and are currently projected to be \$2.4 million for FY 2009-2010 and \$2.1 million for FY 2010-2011. Initial projections were \$2.7 million and \$2.5 million.
- *Charges for Services* – The FY 2008-2009 revised revenue budget is \$4.9 million, which represents a \$500,000, or 10.0%, decrease, specifically \$200,000 in planning fees and \$300,000 in department services to Enterprise Funds. With the reduction in revenue for both permits and charges for services, the City will need to review the 100% cost recovery policy. Existing fees may need to increase, the utilization of personnel may need to be reviewed or, City Council will have to review the City's long-standing policy of 100% cost recovery. Currently, the Financial Strategic Plan is maintaining both revenue sources as flat, with a reduction in permits offset by future increases in fees. The projected revenues are \$5.4 million for FY 2009-2010 and \$5.6 million for FY 2010-2011.

Expenditure Trends and Assumptions: Over 80% of the resources required for the General Fund are labor costs and Police Contract costs. There are no staffing increases assumed in this Operating Budget, but rather decreased funding due to the current hiring freeze and projected retirements. Police Contract costs were budgeted at an increase of 3% and 5% per year over the current contract rate. The County recently completed negotiations with employee unions for public safety and some increases can be projected, including increases in retirement benefit costs based on the current decline in the financial markets. However, there may be significant long-term retirement costs that may affect future Police contract rates.

There are no new programs included in this two-year budget. Since the City has reached build-out under its General Plan, this does have several important fiscal policy implications, including:

- Future General Fund ending fund balances will not grow at historic rates. In some years, the balances may actually decrease. This will, in turn, decrease the amount of new capital improvement projects supported by the General Fund, including other space acquisitions.
- While the City may have a harder time avoiding General Fund challenges, any new programs or services, particularly those with new recurring operating expenditures, must be accompanied by recurring reductions or new recurring revenues that are not now anticipated.
- Federal, State, and County transfers of local revenue will have immediate negative impacts on the General Fund, a fact that is already well-known to City officials. Some examples of revenue reductions from the State are mandated cost reimbursements, police grant funding, and a portion of the motor vehicle in-lieu fee.

Appropriation Highlights:

Salaries and Benefits – Sixteen General Fund (plus Library) positions were not funded in FY 2009-2010, as well as an additional seven positions in FY 2010-2011 to help balance the budget for the next two fiscal years. This includes the 11 frozen positions discussed at the July 8, 2008 City Council meeting. In addition, the City has 17 projected retirements before December 31, 2009 that will receive retirement incentive, thus there is no funding for 17 similar positions in the General Fund. Along with not funding positions, the workers' compensation rate was reduced since the Workers' Compensation Self Insurance Fund has excess reserves. This is a reduction of approximately \$400,000 per year for the General Fund.

Salary adjustments in accordance with the City's employment contracts were included in the operating budget at a cost of \$1.0 million. Salaries and benefits (excluding Police) continue to be a major portion of the operating budget, which made up approximately 45% of the General Fund appropriations. In FY 2011-2012, the City's PERS costs may increase due to the downturn in the national economy.

Maintenance & Operations (M&O) – There were no new programs included in the Budget. Departments have already "right-sized" budgets based on the current staffing levels and the economy. The City reduced Asset Replacement Funding by 25% and used Retired Equipment Reserves to fund fixed asset replacements. This one-time reduction was projected to reduce expenditures by \$250,000 annually for the General Fund and Library. There were several other reductions in M&O to balance the Budget, including:

- Contracted out Street Sweeping – \$600,000
- Reduce Police "Rover Car" from an 84 to 40-hour car – \$300,000/year
- One-Time General Liability Fund Use of Reserves – Up to \$250,000/Year
- Four-Day Holiday Closure – Up to \$210,000/Year
- Suspend the Open Space Transfer from General Fund – \$100,000/Year
- Suspend the Sports Facilities Endowment Fund Grants – \$100,000/Year
- Eliminated funding for State Lobbyist – \$33,000
- Discontinued funding of the Boards & Commissions Dinner – \$15,000
- Eliminated the 2010 Bi-Annual Employee Picnic – \$15,000
- Reduced funding for the Safety Day Program – \$8,000

Police Costs – For FY 2009-2011, City Council approved the continued freeze of the Hit and Run Police Officer position (Administrative Traffic Senior Deputy) at an annual savings of approximately \$226,000. Police also reduced its budget by \$300,000 to assist in closing the gap since police costs for FY 2009-2010 are reflected in the \$26 million, or approximately 40% of the General Fund expenditures. The \$26 million Law Enforcement budget anticipates a 3% or \$750,000 increase, so the \$500,000 reduction would still result in an overall increase of funding of \$250,000. With a projected increase of 5% in FY 2010-2011, the budget would increase \$1.2 million with General Fund revenue only increasing three percent, which would require use of General Fund reserves, if reductions weren't made.

Operating Transfers – Operating transfers are made annually from the General Fund to the Library Fund in an amount equal to the projected net cost of the Program. In FY 2008-2009, the budgeted General Fund transfer to the Library Fund was \$4.0 million. For the upcoming two-year budget period, the General Fund was projected to transfer \$2.6 million and \$2.1 million to the Library Fund in FY 2009-2010 and FY 2010-2011, respectively. The reductions in Library operating costs directly impact the General Fund Reserves. Aside from the reduction of General Fund Subsidy to the Library, it was recommended not to subsidize the Theatres Fund. City Council made a policy decision during the last budget process to make the Theatres Fund self-supporting. For the upcoming two-year budget, the Theatres will use its reserves to cover its operating deficit. Currently, the use of fund reserves totals \$334,105 and \$99,883 for FY 2009-2010 and FY 2010-2011, respectively. To minimize the reduction to reserves, staff decided to defer approximately \$450,000 in repairs and maintenance to the Theatres until FY 2011-2012.

General Fund: The adopted FY 2009-2010 and FY 2010-2011 General Fund Budget is structurally balanced, whereby operating revenues will cover on-going operating expenditures. Reserves will only be used for capital improvement projects to maintain facilities and infrastructure, as well as other one-time operating expenditures such as the retirement incentive, this being in full compliance with City Council Policy.

Balancing the General Fund was accomplished using both short-term and long-term Gap Closing Strategies developed by the City Council, Management, and the Brainstorming Action Group (BAG/employees).

In addition to the above-mentioned major strategies, City Departments made various reductions to maintenance and operation accounts in order to ensure the City would have a balanced budget. These reductions were in all the major categories, including travel & training, professional & contract services, and supplies & equipment. Most reductions were short-term, and will be hard to maintain long-term without significant impacts to service levels.

Future Challenges: Although the adopted budget is balanced, there are significant uncertainties in the next few fiscal years. Not all the uncertainties were included in the adopted operating budget because it would not be responsible for staff to speculate on the possible financial impacts of these challenges. The future challenges are as follows:

1. **State of California** – Proposition 1A borrowing of General Fund and Library Fund Property Tax Revenue is \$2.4 million. This amount includes Property Tax In-Lieu of: 1) Motor Vehicle Fees (VLF) and 2) Sales Tax (Triple Flip). It is a loan and the State is required to pay it back within three years, with interest.
2. **Library Funding Agreement** – The Operating Budget anticipated the continuance of the long-standing County/City Library Service Funding Agreement at an estimated \$190k per year. The budget also included the elimination of both the Non-Resident (Borrower's) Fee and the Inter-Library loan fee, effective July 1, 2009. If the agreement is unilaterally terminated by the County, both fees would be reinstated, increased, and extended to the unincorporated areas. In addition, reductions to staffing and service levels would need to be pursued.

3. **Community Prosecution Program** – Since FY 2004-2005, the City’s General Fund has been subsidizing a portion of the cost of a Deputy District Attorney assigned to the Thousand Oaks Police Department. Funding totaling \$116k for FY 2009-2010 and \$121k for FY 2010-2011 was included in the adopted budget. The actual service agreement for the next two years has been placed on hold and service is being provided on a month-by-month basis. If the City experiences further revenue reductions, staff may recommend reconsidering the continuation of this subsidy.
4. **Assessed Valuation (AV)** – The City projected a 2% increase in assessed valuation for Property Tax revenue, this includes Motor Vehicle Fee Revenue. Recently, the County Assessor’s Office projected assessed valuations Countywide to decrease approximately 4%. If the City’s projection is incorrect, for each 1% reduction, the impact to the City would be approximately \$220k.
5. **Stormwater Permit Implementation Costs** – In May 2009, the Regional Water Quality Control Board approved the Countywide NPDES permit. New permit requirements are currently being analyzed, but with more stringent standards and requirements than in the past. The City will realize significant costs in the future, which are unknown at this time.
6. **CalPERS Retirement Costs** – Due to the stock market impacts on CalPERS investment portfolio in FY 2008-2009, the City’s retirement costs are anticipated to increase between 15 and 45 percent in FY 2011-2012.
7. **Theatres Fund Support** – During the last budget process, one of City Council’s priorities was to ensure that the Theatre Fund was self-sufficient (no General Fund subsidy). In the adopted budget, Theatres will use its reserves to maintain the current status of no General Fund subsidy. With the pending Cultural Arts Report and the current fee structure, future General Fund support may be required.
8. **Sales Tax Revenues** – The adopted budget projected a 7% decline in Sales Tax revenue (\$23.0M) for FY 2009-2010. Various economic reports anticipate a recovery in the economy in FY 2010-2011, therefore Sales Tax revenue is projected to be \$24.0 million in the second year. Should the economy have a more significant decrease or increase over the next 12 months or recovery does not occur in the next **18 months, the City** will need to make further revisions which may have significant impacts on service levels.
9. **Development Related Revenues** – As a built-out community, the City has seen a significant decline in development related revenues, specifically in Developer Impact Fees that support capital projects and permit revenues that support services and operations. As these revenues continue to decrease, the City will be facing significant challenges to maintain the services the community has come to expect.
10. **Water Rates** – With increasing water purchase costs and proposed rate increases, funding necessary to maintain the City’s water infrastructure is going to become more difficult and the City will need to look into alternative ways to pay for the City’s water infrastructure systems growth and maintenance. The Water Fund’s Financial Strategic Plan was presented to the City Council on July 28, 2009. The adopted budget includes projected increases in water rates.

11. **Citywide Staffing** – Based on Table 2, funded City positions (excluding Police) net decrease by 34 from Fiscal Year 2008 levels, or 7%. Most of the reductions in personnel are in the General Fund and Library Fund (37 or 8%). With such a significant decrease, it will be challenging to maintain current service levels over the long-term. Since salaries and benefits (excluding Police) represent approximately 45% of the General Fund appropriations, any future revenue reductions will either have an impact on staffing levels.

Table 2 – Citywide Funded Positions

No.	Fund	07-08	08-09	09-10	10-11	4-Year Change
1.	General Fund	285.4	274.4	263.2	257.7	-27.7
2.	Water Fund	31.7	31.7	30.6	30.4	-1.3
3.	Wastewater Fund	56.0	56.0	58.1	57.8	1.8
4.	Solid Waste Fund	3.9	3.9	4.8	4.8	0.9
5.	Transportation Fund	0.8	0.8	1.1	1.1	0.3
6.	Theatres Fund	16.3	16.3	15.5	15.5	-0.8
7.	Library Fund	69.0	69.0	64.0	60.0	-9.0
8.	Light & Landscape Fund	10.8	10.8	11.9	11.9	1.1
9.	Stormwater Fund	3.2	3.2	2.9	2.9	-0.3
10.	Redevelopment Agency	6.0	6.0	7.1	7.1	1.1
Funded Positions		481.0	470.0	457.0	447.0	-34.0
Police Positions		2.0	2.0	2.0	2.0	0.0
Total City Funded Positions		483.0	472.0	459.0	449.0	-34.0

FY 2007-2008 to FY 2008-2009 the City reduced staff funded positions by 11, which were unfilled and consequently frozen without budget. All positions were in the General Fund (Community Development - 2 positions; Finance – 3 positions; Library - 3 positions; Public Works – 3 positions).

During the next two fiscal years, the City will reduce 13 funded positions in FY 2009-2010 and an additional 10 funded positions in FY 2010-2011. CCO will forgo one position in the first year; CMO will forgo one position in each of the next two years; CCS will forgo two positions in the first year; CDD will forgo two positions in the first year; FIN will forgo one position in the first year and two positions in the second year; LIB will forgo two positions in the first year and four positions in the second year; and DPW will forgo four positions in the first year and three positions in the second year to close the budget gap.

Of the 23 unfunded positions not budgeted for during the next two fiscal years, 17 of the employees took advantage of a City offered retirement incentive. If their positions were deemed necessary to provide department services, the position was filled (in-house) and the subsequent position was frozen.

Since the budget process, management has continued to review staffing levels citywide to ensure a proper balance of resources to for continued and quality service to our citizens.

ADOPTED CAPITAL IMPROVEMENT PROGRAM BUDGET

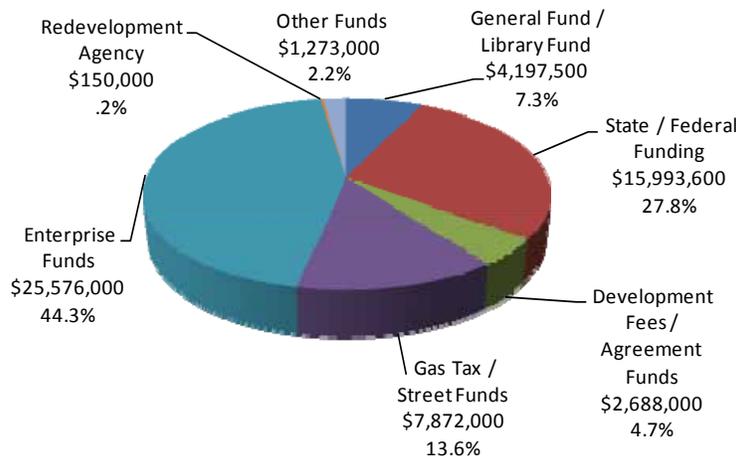
The City of Thousand Oaks adopted CIP Budget for FY 2009-2010 and FY 2010-2011 is \$105,532,753. The CIP Budget document is prepared separately from the adopted FY 2009-2010 and 2010-2011 Operating Budget document in order to provide a more thorough and detailed description of the 101 capital improvement projects contained within. The CIP Budget is divided into 11 categories, and is summarized below:

Adopted FY 2009-2010 & FY 2010-2011 CIP Budget Summary

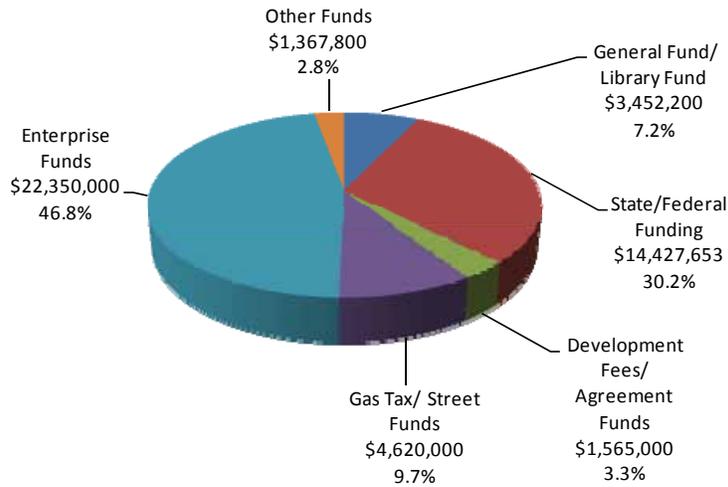
No.	Category	FY 2009-2010	FY 2010-2011	Two-Year Total
1.	Street Projects	\$ 11,322,000	\$ 10,155,553	\$ 21,477,553
2.	Undergrounding Projects	250,000	0	250,000
3.	Transportation/Traffic Proj.	13,763,000	10,119,000	23,882,000
4.	Landscape Projects	1,830,000	1,500,000	3,330,000
5.	Stormwater Projects	1,600,000	4,300,000	5,900,000
6.	Water Projects	12,565,000	6,030,000	18,595,000
7.	Wastewater Projects	10,805,000	12,990,000	23,795,000
8.	Open Space Projects	60,000	60,000	120,000
9.	Library Projects	775,000	425,000	1,200,000
10.	Facility Projects	4,492,000	1,915,000	6,407,000
11.	CDBG Projects	288,100	288,100	576,200
TOTAL		\$ 57,750,100	\$ 47,782,653	\$ 105,532,753

As the adopted CIP Budget for FY 2009-2010 & FY 2010-2011 is based on the City's Financial Strategic Plan, it represents a responsible fiscal plan that addresses the City's immediate infrastructure needs for the next two fiscal years. It is important to note that a large portion of the funding for the capital improvement projects contained in this document comes from Federal or State funding, and if the funding is not received several of the projects will not go forward. The graphs below show the adopted appropriations by funding source, please note that \$30.4 million is grant funded.

**Capital Improvement Program by Funding Source
FY 2009-2010 Total: \$57,750,100**

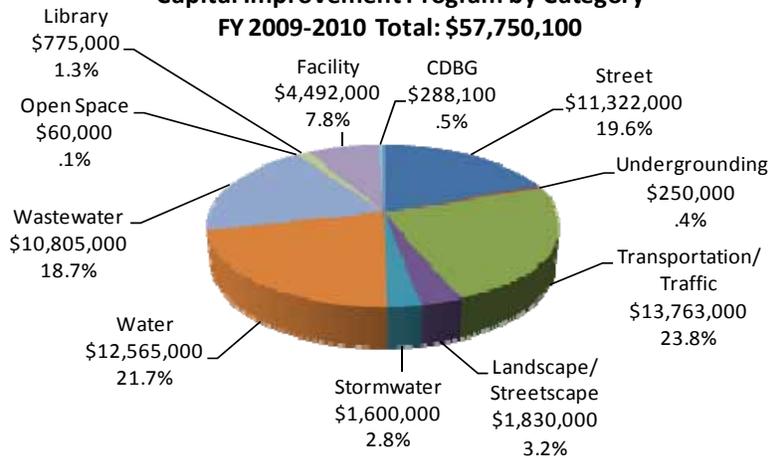


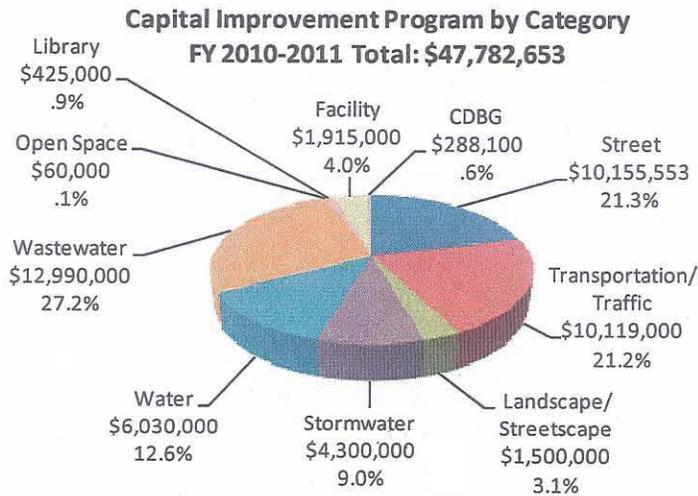
Capital Improvement Program by Funding Source
FY 2010-2011 Total: \$47,782,653



The adopted CIP Budget for the next two fiscal years includes 40 less projects than the previous two year cycle. However, it represents an increase of \$22.0 million in anticipated costs from the prior two year CIP Budget. With the 101 projects scheduled, the City is implementing an ambitious infrastructure program. There are several critical infrastructure projects, such as the Norwegian Grade Rehabilitation, Erbes Road Improvements, the 101/23 Interchange Project design, and the Wendy Drive Interchange Improvements, included in the CIP Budget requiring grant funding. The CIP Budget also contains several other significant capital projects, such as the Municipal Service Center Expansion, Landscaping Water Conservation Program, and the Citywide Communications System, along with many projects that are essential to the day-to-operations of a quality city.

Capital Improvement Program by Category
FY 2009-2010 Total: \$57,750,100





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

Summary: Given the current local and national economic situation, as well as the uncertainty surrounding State and county reliance on cities, these are not normal times and this is not a status-quo adopted Operating Budget for FY 2009-2010 and FY 2010-2011. All Departments worked hard to ensure that with declining revenues, the City will still manage to provide essential services that local residents and businesses have come to depend on. There were various decisions made to get the City through the next two fiscal years with as minimal impact on service quality and levels as possible. The Operating Budget represents a spending plan that is fiscally responsible and responsive to the community's needs.

The City is fortunate to have professional and dedicated employees performing at highly competent levels. My thanks to the Department Heads, Budget, and Finance staff, particularly Finance Director, John Adams, and Budget Officer, Brent Sakaida, for the many hours of outstanding work, interdepartmental cooperation, and commitment to City services in preparing this balanced adopted Operating Budget.

Respectfully Submitted,

Scott Mitnick
City Manager

ADDITIONAL BUDGET INFORMATION

Budget User's Guide
Community Profile
Fund Structure
Citywide Goals

Budget User's Guide

**City of Thousand Oaks
Budget User's Guide**

The City of Thousand Oaks – A Brief Overview

Form of Government

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

Municipal Services

Highways and streets
Public safety
Library and cultural
Planning and zoning
Housing/community development
General administrative support

Public Enterprise Services

Water
Wastewater (sewer)
Golf course
Transportation
Solid waste management
Theatres

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

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

Budget Process

Background

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

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

City of Thousand Oaks Budget User's Guide

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

The Operating & Capital Budget Calendar was approved by City Council on November 25, 2008. This informed staff of key deadlines related to the budgets.

A consultant assisted City staff in the preparation of the City's User Fees. The next step was to gather project information for the CIP Budget from the various departments and Project Managers. The City departments then worked on the Operating Budget and citywide Performance Measures.

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

Preparation of the Budget Document

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

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

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

The Executive Team takes a final review of department budget requests. As soon as the final details are completed and approved by the City Manager, a proposed Operating Budget document is printed. The City Manager presents the proposed Budget to City Council and the public for their review during the month of May, culminating with a public hearing, which typically occurs in mid-June. The City Council

**City of Thousand Oaks
Budget User's Guide**

may revise the City Manager's proposed Budget, as deemed necessary. A majority vote is required to adopt the final Budget. The Budget is adopted prior to July 1st.

Budget Implementation and Budget Transfers

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

Budget Calendar

The Budget Calendar was presented to City Council on November 25, 2008. The biennial budget process requires significant staff effort. The budget calendar is the first step in completing the two year budget on time.

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

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

FY 2009-2010 & 2010-2011 Budget Preparation Calendar			
No.	Date	Responsible Department	Event
1	9/9/2008	City Council	***City Council FY 2007-08 Citywide goals & Objectives One-Year Status Update Session***
2.	11/25/2008	Finance & City Council	Approval of FY 2009-2010 & 2010-2011 budget preparation calendar.
3.	1/27/2009	City Council	***City Council Financial Strategic Plan Review Session***
4.	2/24/2009	City Council	***City Council Goal Setting Session*** held at Los Robles Golf Course.
5.	3/10/2009	City Council	***City Council User Fees (including Dev. Impact Fees) Study Session***
6.	4/7/2009	City Council	***City Council Proposed CIP Budget Study Session***
7.	4/21/2009	City Council	***Public Hearing: Adoption of Proposed User Fees (incl. Dev. Impact Fees) (followed by 60-day waiting period)***
8.	5/5/2009	City Council	***Proposed Operating Budget Study Session***
9.	4/27/2009	Planning Commission	**Planning Commission Review of Proposed CIP for General Plan Consistency**

**City of Thousand Oaks
Budget User's Guide**

No.	Date	Responsible Department	Event
10.	6/9/2009	City Council	***Public Hearing: Adoption of Operating Budget and CIP Budget***
11.	6/23/2009	City Council	Adopt Gann Limit (Consent Item).
12.	7/1/2009	All Departments	Beginning of FY 2009-2010. Approved User Fees go into effect.

Capital Improvement Program (CIP) Budget

Capital Improvement Program Budget Process & Prioritization of Projects

The development of the CIP Budget was a cooperative and coordinated effort between the applicable City Departments involved in the planning and implementation of the respective projects. The process began with the Operating & CIP Budget Calendar being approved by City Council on November 25, 2008. This document informed staff of key deadlines related to the budgets.

Capital improvement appropriations are reviewed at the end of each fiscal year and, if necessary, are carried forward to the subsequent fiscal year. The budgetary level of control for all project types is the fund level. The City Manager has the discretion to transfer appropriations between projects within a fund, but changes to appropriations or transfers between funds must be approved by City Council. Multi-year projects have been budgeted in the initial year of the project. The CIP budget was prepared in accordance with Generally Accepted Accounting Principles (GAAP) and was adopted by City Council on June 9, 2009.

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

Once all the projects had been identified, the Finance Department Budget Team reviewed the various projects and determined the affect on fund balances/retained earnings to ensure availability of funds to complete each project. Available Fund Balance and capital revenue sources were calculated by Finance Department staff, with input from the respective departments. If there was limited funding, Finance worked with department management and staff to reprioritize projects to future fiscal years or determined if there were alternative funding sources available (e.g., other City funds, bond issuances, Community Facilities Districts, etc.).

The CIP Budget was reviewed by the City Manager's Office and the Finance Department, and then was submitted to City Council for its review and subsequent adoption.

**City of Thousand Oaks
Budget User's Guide**

The Five-Year CIP Plan provides detailed information for each capital improvement project adopted to receive appropriations in FY 2009-2010 & FY 2010-2011, as well as summary information for the projects staff anticipates undertaking through FY 2013-2014. Since many capital improvement projects take more than two fiscal years to design and construct, developing a five-year plan allows City Council to better forecast, and anticipate, upcoming infrastructure improvements. Due to the economic slowdown, \$11.4 of the \$25.8 million in facility projects budgeted in FY 2007-2008 and 2008-2009 have been put on hold or the scope was revised, which includes the Teen Center Expansion, Civic Arts Plaza Entry, and Parking Structure Upgrades.

Adopted FY 2009-2010 & FY 2010-2011 CIP Budget = \$105.5 Million

The adopted FY 2009-2010 and FY 2010-2011 CIP Budget totals \$105,532,753. As the City approaches build-out and long-planned, large public infrastructure projects are completed, the need for similar-sized projects that are linked to growth will start to level off.

Overview of Adopted FY 2009-2010 & FY 2010-2011 CIP Budgets

The CIP Budget is divided into 11 categories, as follows:

No.	Category	FY 2009-2010	FY 2010-2011	Two-Year Total
1.	Street Projects	\$ 11,322,000	\$ 10,155,553	\$ 21,477,553
2.	Undergrounding Projects	250,000	0	250,000
3.	Transportation/Traffic Proj.	13,763,000	10,119,000	23,882,000
4.	Landscape Projects	1,830,000	1,500,000	3,330,000
5.	Stormwater Projects	1,600,000	4,300,000	5,900,000
6.	Water Projects	12,565,000	6,030,000	18,595,000
7.	Wastewater Projects	10,805,000	12,990,000	23,795,000
8.	Open Space Projects	60,000	60,000	120,000
9.	Library Projects	775,000	425,000	1,200,000
10.	Facility Projects	4,492,000	1,915,000	6,407,000
11.	CDBG Projects	288,100	288,100	576,200
TOTAL		\$ 57,750,100	\$ 47,782,653	\$ 105,532,753

Street Projects: The adopted FY 2009-2010 & FY 2010-2011 CIP Budget contains 12 Street Projects totaling \$21,477,553. This represents an increase from the FY 2007-2008 and FY 2008-2009 CIP Budget of \$7,311,553 from \$14,166,000. Some of the more notable upcoming projects include:

1. Pavement Overlay Projects (\$8,799,000)
2. Erbes Road Improvements (\$6,000,000)
3. Norwegian Grade Rehabilitation (\$1,791,553)
4. Pavement Slurry Seal Citywide (\$1,400,000)

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Undergrounding Projects: The adopted FY 2009-2010 & FY 2010-2011 CIP Budget contains two Undergrounding Projects totaling \$250,000. The adopted projects will underground overhead utility lines along Ventu Park Road, between Newbury Road and Lynn Road, and along Hillcrest Drive for one-half mile, just east of Conejo School Road.

Transportation/Traffic Projects: The adopted FY 2009-2010 & FY 2010-2011 CIP Budget contains 23 Transportation/Traffic Projects totaling \$23,882,000. This represents an increase from the FY 2007-2008 and FY 2008-2009 CIP Budget of \$12,811,000 from \$11,071,000. Some of the more notable upcoming projects include:

1. Route 101 at Wendy Drive Interchange Improvements (\$8,600,000)
2. Route 101/23 Interchange Improvements design (\$6,500,000)
3. Lynn Road Bike Lanes (\$1,800,000)
4. Conejo Creek Bike Path (\$1,630,000)

Landscape/Streetscape Projects: The adopted FY 2009-2010 & FY 2010-2011 CIP Budget contains four Landscape/Streetscape Projects totaling \$3,330,000. This represents a decrease from the FY 2007-2008 and FY 2008-2009 CIP Budget of \$3,780,000 from \$7,110,000. Some of the more notable upcoming projects include:

1. Landscape Assessment District Improvements and Upgrades (\$1,630,000)
2. Landscaping Water Conservation Program (\$800,000)
3. Route 23 Interchange Landscaping (\$800,000)

The landscaping water conservation program is a new project directed toward making improvements that would reduce the amount of irrigation water and maintenance used in landscaping by using drought tolerant plant materials or hardscapes; expected savings in water alone is approximately \$36,000 per year.

Stormwater Projects: The adopted FY 2009-2010 & FY 2010-2011 CIP Budget contains six Stormwater Projects totaling \$5,900,000. This represents an increase from the FY 2007-2008 and FY 2008-2009 CIP Budget of \$1,725,000 from \$4,175,000. The three most significant Stormwater Projects are:

1. Runoff and Groundwater Recovery Project (\$3,250,000) – project is contingent on receipt of grant funding
2. High-Maintenance Relief Drainage Improvement (\$1,600,000)
3. Malibu Creek Bacteria TMDL (\$300,000)

Ventura County, Los Angeles County, cities on both sides of the countyline, along with the City of Thousand Oaks are tributary to Malibu Creek that ultimately discharges to the North Santa Monica Bay. The adopted Malibu Creek Bacteria Total Maximum Daily Load (TMDL) requires the development and implementation of a plan to monitor and achieve compliance with numeric standards for bacteria. Thousand Oaks is responsible for discharges to Lindero, Russel, and Potrero Creeks. The effective date for compliance was April 1, 2009. Weekly monitoring results for bacteria currently being conducted indicates that standards are consistently being exceeded.

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Water Projects: The adopted FY 2009-2010 & FY 2010-2011 CIP Budget contains 15 Water Projects totaling \$18,595,000. This represents an increase from the FY 2007-2008 and FY 2008-2009 CIP Budget of \$11,383,000 from \$7,212,000. Some of the more notable upcoming Water Projects include:

1. Water Service Line Upgrade (\$5,600,000)
2. Wilder #2 Reservoir & Pump Station (\$3,900,000)
3. La Granada Pump Station (\$1,500,000)
4. Reservoir Coating & Painting (\$1,500,000)

Wastewater Projects: The adopted FY 2009-2010 & FY 2010-2011 CIP Budget contains 20 Wastewater Projects totaling \$23,795,000. This represents an increase from FY 2007-2008 and FY 2008-2009 CIP Budget of \$11,540,000 from \$12,255,000. New capital projects contained in this adopted CIP Budget are needed to maintain and/or ensure compliance. The more notable upcoming projects include:

1. HCTP Upgrade Phase IV – UV Disinfection (\$5,500,000)
2. Interceptor CIP Phase III – Units E & V (\$4,500,000)
3. Calleguas Creek TMDL Implementation (\$2,600,000)
4. HCTP Biosolids Management (\$2,200,000)

Open Space: The adopted FY 2009-2010 & FY 2010-2011 CIP Budget contains one Open Space Project totaling \$120,000; COSCA maintenance projects at \$60,000 each year. \$1,200,000 is available in the Open Space Fund for Open Space acquisition.

Library Projects: The adopted FY 2009-2010 & FY 2010-2011 CIP Budget contains three Library Projects totaling \$1,200,000. The new projects are primarily for fire suppression upgrades at the Thousand Oaks Library and a parking lot overlay at the Newbury Park Branch Library.

Facility Projects: The adopted FY 2009-2010 & FY 2010-2011 CIP Budget contains 14 Facility Projects totalling \$6,407,000. This represents a decrease from the FY 2007-2008 and FY 2008-2009 CIP Budget of \$19,375,000 from \$25,782,000. The more notable upcoming projects include:

1. Municipal Service Center (MSC) Expansion (\$1,842,000)
2. City Facilities Communications System (\$1,250,000)
3. Hillcrest Center Roof Deck (\$1,000,000)

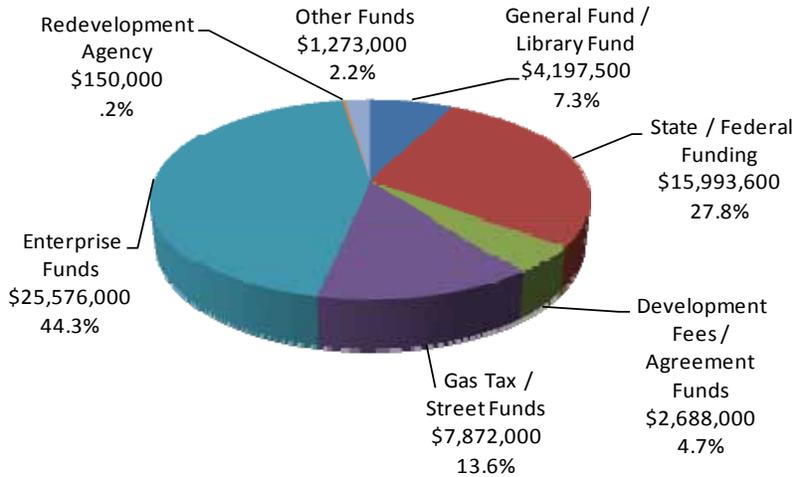
Community Development Block Grant (CDBG) Projects: The adopted FY 2009-2010 & FY 2010-2011 CIP Budget contains one Community Development Block Grant Project totaling \$576,200. This represents a decrease from the FY 2007-2008 and FY 2008-2009 CIP Budget of \$44,400 from \$620,600. Upcoming capital project is the Neighborhood Improvement Program/Old Town West (\$576,200).

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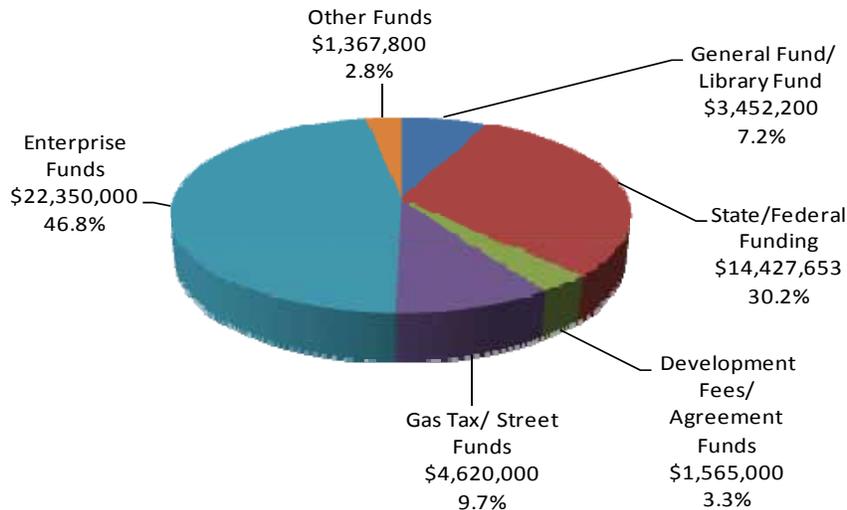
Project Funding for Adopted FY 2009-2010 & FY 2010-2011 CIP Budgets

The adopted FY 2009-2010 & FY 2010-2011 CIP Budget is \$105.5 million. In order to accomplish this, the City will use various funding sources to support the CIP Budget. To demonstrate the various sources used to fund the CIP Budget, the graphs below show the adopted appropriations by Funding Source for the FY 2009-2010 & FY 2010-2011 budgets.

**Capital Improvement Program by Funding Source
FY 2009-2010 Total: \$57,750,100**



**Capital Improvement Program by Funding Source
FY 2010-2011 Total: \$47,782,653**



In development of the CIP Budget, staff analyzes the available funding sources and potential grants to support a project request. For any one program/project, the City could use multiple funding sources; a good example is the MSC expansion where nine separate funding sources are being used. A detailed analysis can be seen in the CIP Manual under the last tab labeled "CIP Projects by Fund."

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Following are the highlights of the major funding sources for the CIP Budget:

General Fund (including Library Fund): The General Fund is the City's primary operating fund and provides City Council with the most discretion in allocating resources. It is also the City's largest fund with operating costs of approximately \$70 million. Due to projected reductions in revenues in FY 2008-2009, the General Fund Undesignated Fund Balance is not expected to grow. Without any projected growth, new General Fund projects have been re-prioritized to fund only Priority One and Two projects.

Additional funding for FY 2009-2010 & FY 2010-2011 projects became available when these projects were reduced: CI 5090, Parking Structure Upgrades (\$1,600,000) and CI 4505, Civic Arts Entry Plaza (\$3,400,000). For FY 2009-2010 & FY 2010-2011, the Adopted CIP budget in the General Fund is \$7,649,700, as outlined below:

1. Streets & Transportation – \$200,000
2. Landscape – \$1,015,200
3. Stormwater – \$650,000
4. Wastewater – \$325,000
5. Open Space – \$120,000
6. Library – \$1,200,000
7. Facility – \$4,139,500

State/Federal Funds: Funding is provided by State or Federal Programs, usually in conjunction with, or as a match to, some other form of City funding. For FY 2009-2010 & FY 2010-2011, the adopted CIP Budget projects \$30,421,253 in State and Federal funding. Some of the funding has already been secured, but a significant portion has not. Should grant funds not be received, those projects would be postponed until other funding is identified. Below are the various funding sources with identified projects.

State Grant-funded Projects include:

1. Proposition 1B – second half of City's share of Local Streets and Roads grant funding will be about \$1,900,000.
2. A California Integrated Waste Management Board (CIWMB) grant of \$250,000 was awarded to the City to fund a Recycled Asphalt Rubber Hot Mix demonstration project (CI 4578).

Federal Grant-funded Projects include:

1. The Federal FY 2008-2009 Appropriations Bill included an earmark of \$6,500,000 to help fund the design of the 101/23 Freeway Interchange Project (CI 5172).
2. The next Federal Transportation Six-Year Bill (SafeTeaLu-2) will provide \$2,500,000 for arterial overlay (CI 4202); this may not be available until FY 2011-2012.
3. The recently-adopted American Recovery and Reinvestment Act of 2009 (ARRA) provides for the following grant funds:
 - a. CI 1195 – Conejo Creek Bike Path - \$1,300,000
 - b. CI 5165 – Norwegian Grade Rehabilitation - \$1,661,553

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4. Possible projects for Federal Stimulus Funding under the Safe Drinking Water Act State Revolving Fund:
 - a. CI 1162 – Water Service Line Upgrade – \$5,600,000
 - b. CI 1167 – Wilder Reservoir/Pump Station - \$2,925,000
 - c. CI 4551 – Automatic Meter Reading Program - \$975,000
 - d. CI 8082 – La Granada Pump Station - \$1,200,000
 - e. MI 2010 – Reservoir Coating and Painting Program - \$1,500,000
 - f. MI 2036 – Reservoir Mixing Improvements - \$320,000
5. Possible projects for Federal Stimulus Funding under the Clean Water Act State Revolving Fund:
 - a. MI 2078 – Stormwater Quality Improvements - \$500,000
 - b. CI 4215 – Replace Existing Corrugated Metal Pipes - \$1,000,000
 - c. CI 5154 – Malibu Creek Bacteria TMDL - \$550,000
 - d. CI 4270 and CI 5064 – Interceptor Improvements - \$5,000,000
 - e. CI 4533, CI 5058, and CI 5061 – UV Disinfection and Others - \$12,000,000

Enterprise Funds: Forty-one projects are being funded from the City's various Enterprise Funds (e.g., Water, Wastewater, Solid Waste, Transportation, Golf Course, and Theatres). Enterprise Funds act as businesses and charge user fees. In most cases, Enterprise Funds use retained earnings (reserves) to pay for the construction and maintenance of new and existing capital and infrastructure. For FY 2009-2010 & FY 2010-2011, the adopted CIP Budget has \$47,926,000 in new project funding.

1. Water – \$18,990,300
2. Wastewater – \$27,115,300
3. Solid Waste – \$370,400
4. Transportation – \$850,000
5. Golf Course – \$600,000

Gas Tax Funds: For FY 2009-2010 & FY 2010-2011, the adopted CIP budget has \$12,492,000 in new project funding requests. For Gas Tax funds, reduced State revenues has resulted in the State taking State Transit Assistance (STA) Transit Funds away from counties. Ventura County transit programs, including MetroLink, must therefore be backfilled with Transportation Development Act (TDA) funds. Thousand Oaks' share of the backfill is \$844,000 per year. The recently-approved MV Transportation contract for Thousand Oaks Transportation and Dial-a-Ride services is \$500,000 more than previous years. Increased transportation program funding requirements reduce, by an equal amount, TDA funds available for streets and roads projects. General Gas Tax revenues are expected to decrease. Total anticipated Gas Tax-related funding loss is estimated at approximately \$1,500,000 per year.

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Developer Fee/Agreement Funds: These funds are collected for all new development in the City, for the design and construction of projects related to a specific area or type, or based upon a developer agreement. For FY 2009-2010 & FY 2010-2011 the adopted CIP Budget has \$4,253,000 in new project funding requests. This is a 34% reduction from the prior CIP budget and is due to limited new development in the City. The major project is the 101/Wendy Drive Interchange Project, where the Fund has only \$530,000 in reserves currently. The City anticipates Federal grant funding and the possible funding from the General Fund.

Redevelopment Agency (RDA) Funds: The City has two RDA project areas; Thousand Oaks Boulevard and Newbury Road Redevelopment Plans. For FY 2009-2010 & FY 2010-2011, the adopted CIP budget has \$150,000 in new project funding requests. Funding for the Thousand Oaks Boulevard Plan comes from the 2005 Tax Allocation Refunding Bonds and the 2002 Newbury Road Plan comes from the 2002 Tax Allocation Refunding Bonds.

Other Funds: Funding included in the "Other" category is related to the Lighting & Landscaping Fund, as well as the City's Open Space Fund. For FY 2009-2010 & FY 2010-2011, the adopted CIP Budget has \$2,790,800 in new project funding requests, primarily in the Lighting & Landscaping funds.

Brainstorming Action Group (BAG) Recommendations: On February 24, 2009, City Council was presented with a list of recommendations from staff to enhance revenues or reduce expenditures. The following chart lists those recommendations related to the CIP Budget process:

No.	"BAG" Recommendation	Status
1.	Obtain Federal Stimulus money. (BAG Revenue Rec. #83)	Working on shovel-ready projects to submit for Stimulus Funding.
2.	Explore installation and use of solar panels at library facilities. (BAG Expend Rec. #1)	Exploring various energy saving and generating sources, such as solar panels at the various City facilities.
3.	Implement VOIP phone system and receive rate savings immediately. (BAG Expend Rec. #27)	Working on implementing a City Facilities communication system during the next couple of fiscal years. (CI5175)
4.	Delay installation of traffic signals. Install in larger batches for cost savings (\$100-\$200K savings every five years). (BAG Expend Rec. #48)	DPW proposes to construct only one traffic signal per year for the upcoming two year budget cycle.

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	"BAG" Recommendation (Cont'd)	Status
5.	Installation of UV disinfection. (BAG Expend Rec. #47)	DPW implementing UV disinfection at Hill Canyon Treatment Plant during this budget cycle. (CI4533)
6.	Review capital projects for postponement or elimination. City could earn money on interest earnings. Also consider decreasing future M&O costs. (BAG Expend Rec. #11)	Specific projects are postponed or eliminated throughout the budget process.
7.	Replace landscaping and turf throughout the City with natural vegetation that would reduce irrigation and maintenance costs after initial planting. (BAG Expend Rec. #98)	DPW currently looking into replacing landscape and turf throughout the City with natural vegetation or hardscape that would reduce irrigation and maintenance costs. (CI5171)
8.	Xeriscaping for all CAP landscaping. (BAG Expend Rec. #102)	Projects are planned for drought-tolerant landscaping at City Facilities. (CI5115)
9.	Expansion of HCTP Co-gen facility. (BAG Expend Rec. #51)	Looking into expanding the Co-gen at HCTP.
10.	Suspend or postpone Forum Theatre upgrades (\$500K in FY 2010). (BAG Expend Rec. #13)	Forum Theatre upgraded equipment will be funded using Fixed Asset Replacement and PEG money.
11.	Postpone MSC expansion. (BAG Expend Rec. #53)	Currently moving ahead on the MSC Expansion (CI5131). The current cost of the expansion is \$5.2 million. There will be on-going maintenance & operating costs related to this project. The project will be using phased grant funding for the bus parking/refueling and Household Hazardous Waste sites.
12.	Install motion-sensitive switches everywhere in CAP to turn off lights when not in use. Institute policy to shut down all equipment every night. (BAG Expend Rec. #114)	A comprehensive review to promote energy efficiencies throughout the CAP and other City Facilities is underway.

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City Council CIP Project Direction

During the City Council meeting on October 28, 2008, City Council, along with the recommendation from the Council Capital Facilities Committee, directed staff to postpone or change the scope on three General Fund capital projects for FY 2008-2009; the Teen Center Expansion, \$5.6 million; Civic Arts Plaza Entry, \$3.8 million; and the Parking Structure Improvements, \$2.0 million.

Community (Teen) Center Expansion: During the FY 2009-2010 and 2010-2011 CIP Budget Process, staff redefined two of the three General Fund projects. The only previously-adopted project remaining in its original scope in the CIP Budget is CI 4091, Community (Teen) Center Expansion. In addition to the costs of the expansion, this project will also generate annual maintenance and operating costs. The Council Capital Facilities Committee agreed recommending proceeding with this project only if grant funding is received.

Sidewalk Construction and Landscape Improvements Capital Projects: As part of the CIP Budget, the Department of Public Works (DPW) prepares a list of various Sidewalk Construction and Landscape Improvements Capital Projects to be prioritized by City Council. For FY's 2009-2011, DPW recommends that this program be suspended due to limited funding. Sidewalk construction projects have been historically funded with Gas Tax Funds and landscape improvements have been historically funded by the General Fund. Staff is recommending that new Sidewalk Construction and Landscape Improvement Projects, related to specific locations throughout the City prioritized by City Council, be postponed for this two-year budget cycle.

Key Issues Facing the City of Thousand Oaks CIP Budget Over Next Two Years

During the last two years, there have been changes in the national, state, and local economies that have not been seen since the Great Depression in the early 1930s. These changes which include, but are not limited to, the housing and financial crisis, have made it extremely difficult to forecast upcoming City revenues that fund the various projects throughout the City. The City of Thousand Oaks is not alone with budget challenges, there are many cities currently fortifying their financial stance in order to weather this economic storm. The following are key issues related to the CIP projects:

1. **Stormwater Permit Implementation Costs** – In May 2009, the Regional Water Quality Control Board approved the Countywide NPDES permit. New permit requirements are currently being analyzed, but with more stringent standards and requirements than in the past. The City will realize significant costs in the future which are unknown at this time.

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2. **Theatres Fund Support** – During the last budget process, one of City Council's priorities was to ensure that the Theatre Fund was self-sufficient (no General Fund subsidy). In the adopted budget, Theatres will use its Net Assets over the next two years to maintain the current status of no General Fund subsidy. To ensure available Net Assets to cover operating costs, Community & Cultural Services management decided to postpone all new CIP projects. With the pending Cultural Arts Report and the current fee structure, future General Fund support may be needed.
3. **Development Related Revenues** – As a built-out community, the City has seen a significant decline in development related revenues, specifically in Developer Impact Fees that support capital projects and permit revenues that support services and operations. As these revenues continue to decrease, the City will be facing significant challenges to maintain the projects and services the community has come to expect.
4. **Water Rates** – With increasing water purchase costs and proposed rate increases, funding necessary to maintain the City's water infrastructure is going to become more difficult and the City will need to look into alternative ways to pay for the City's water infrastructure systems growth and maintenance. Bartle Wells completed the Water Fund's Financial Strategic Plan, which was presented to the City Council on July 28, 2009. The adopted budget includes projected increases in water rates.

Maintaining A Quality Public Infrastructure System

The adopted Capital Improvement Program Budget for the next two fiscal years includes new projects, and many previously approved projects will be continued into these two fiscal years. Previously approved projects, combined with those contained in this document, will serve to maintain and enhance the City's existing public infrastructure system (open space, streets, sidewalks, water distribution, wastewater collection and treatment, drainage, arts/cultural facilities, libraries, public buildings/facilities, etc.). Providing a quality infrastructure system is vital to the continued success of Thousand Oaks' local economy.

Performance Measures

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

The City's Core Budget Team met with individual departments to introduce the concept and development of Performance Measures. There were basic guidelines that were followed related to the development of a mission statement, goals, objectives, and performance measures. An on-line Access Database was developed by the Information Technology Division, which each department used to develop their divisions' mission statement, goals, objectives, and measures.

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During the FY 2009-10 and 2010-11 budget process, performance measures were revisited by each department. Input started in January 2009, with documentation reviewed throughout the budget process period. Follow-up meetings were held to review the information provided by each department, as well as to improve their initial performance measures.

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

Community Benchmarks

	THOUSAND				SAN	
	OAKS	CAMARILLO	MOORPARK	OXNARD	BUENAVENTURA	SIMI VALLEY
REVENUE/SERVICE PER CAPITA						
POPULATION 6/30/2007	127,739	65,601	36,150	192,997	107,490	124,524
GENERAL GOVERNMENT						
LEGISLATIVE	\$ 30.43	\$ 22.41	\$ 18.84	\$ 7.60	\$ 43.21	\$ 6.91
MANAGEMENT & SUPPORT	126.51	32.73	79.93	70.09	149.37	54.98
PUBLIC SAFETY	196.16	206.32	168.95	448.01	468.12	233.22
TRANSPORTATION	192.74	318.31	188.81	132.98	149.32	184.55
COMMUNITY DEVELOPMENT	116.59	79.29	175.01	70.75	78.06	122.98
HEALTH	152.98	82.90	4.58	544.29	119.59	124.59
CULTURE & LEISURE	171.14	39.07	92.29	291.22	133.12	17.51
PUBLIC UTILITIES	163.67	141.43	-	296.51	136.27	-
OTHER	-	-	-	-	-	0.12
TOTAL EXPENDITURES	\$ 1,150.23	\$ 922.46	\$ 728.40	\$ 1,861.47	\$ 1,277.06	\$ 744.87

	THOUSAND				SAN	
	OAKS	CAMARILLO	MOORPARK	OXNARD	BUENAVENTURA	SIMI VALLEY
REVENUE/SERVICE PER CAPITA						
POPULATION 6/30/2007	127,739	65,601	36,150	192,997	107,490	124,524
TAXES	\$ 526.40	\$ 454.90	\$ 437.93	\$ 482.52	\$ 637.99	\$ 420.70
SPECIAL BENEFIT ASSESSMENTS	34.47	4.09	76.68	75.54	12.02	-
LICENSES & PERMITS	33.97	10.84	20.17	17.80	15.87	19.64
FINES & FORFEITURES	9.61	7.05	9.39	13.90	17.36	5.58
REVENUE FROM USE OF MONEY & PROPERTY	84.38	77.93	113.52	63.25	87.22	44.81
INTERGOVERNMENTAL	72.69	135.80	56.15	142.54	104.47	122.60
CURRENT SERVICE CHARGES	393.45	264.04	110.70	595.54	435.28	164.22
OTHER REVENUES	19.71	18.29	14.16	190.67	33.26	8.66
OTHER FINANCING SOURCES	-	-	-	121.73	-	-
TOTAL FUNCTIONAL/GENERAL REVENUES	\$ 1,174.70	\$ 972.93	\$ 838.69	\$ 1,703.49	\$ 1,343.46	\$ 786.20

SOURCE:

CALIFORNIA STATE CONTROLLER'S OFFICE CITIES ANNUAL REPORT FY 2006-07 (Website: http://www.sco.ca.gov/Files-ARD-Local/LocRep/cities_reports_0607cities.pdf)

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Fiscal Policies Summary

Budget Policies

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

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

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

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

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

Budget Appropriations/Transfers Policies

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

Capital Improvement Program (CIP) Policies

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

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

User Fee Policies

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

Fund Balance Reserve Policies

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

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

Accounting Policies

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

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

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

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Audit Policies

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

Fixed Asset Replacement Policies

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

Investment Policy

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

Debt Policy

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

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

Cost Allocation Plan

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

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

Community Profile

CITY OF THOUSAND OAKS

History of the City

The City's history dates to the Chumash Native Americans who dwelled in the Conejo Valley hundreds of years ago. In 1542, the area was discovered by Spanish explorer Juan Rodriguez Cabrillo, who claimed the land for his Spanish king. The area remained virtually unsettled until the early 1800s when the Spanish governor granted 48,671 acres of land grants to loyal soldiers - land which included the Conejo Valley. (Conejo is the Spanish word for rabbit, which are abundant in the area.)

Throughout the 19th Century, early pioneers migrated to the area. The first post office was built in 1875, and the small settlement became a stop on the stagecoach route between Los Angeles and San Francisco. With the invention of the motor car and the construction of a highway between those two major cities, the Conejo Valley began to evolve.

In the early 1900s, the Janss Family purchased 10,000 acres of farm land and began planning a "total community." The family would leave a positive local imprint, and the Janss name remains highly visible in the Conejo Valley.

Chicken ranches, dairy farms and apricot orchards dotted the valley when Louis Goebel opened his Lion Farm in 1927. Crowds flocked to see Goebel's performing jungle animals. In later years, his tourist attraction was called "Jungleland." Soon the motion picture industry discovered the Conejo Valley's beauty. Scenes from "Birth of a Nation," "Tarzan," and "The Adventures of Robin Hood" were filmed here. Today, that trend continues with movies, television shows, and commercials being filmed or videotaped within the City and adjoining areas.

By 1961 there were two shopping centers, an industrial park, schools, churches and a four-year liberal arts college in the growing town. On Sept. 29, 1964, the community voted to incorporate and selected the name, City of Thousand Oaks, honoring the abundant, majestic oak trees in the area. In the first years of Cityhood, nearly 20,000 persons lived within the 14.28 square miles of the newly drawn boundaries.

Since incorporation, the City has developed into a quality community, integrating effective planning and citizen involvement. Having grown to 56 square miles with more than 128,000 residents, City officials remain dedicated to offering an envious family lifestyle.

In an effort to maintain its natural environment, more than 15,000 square acres have been designated as "Open Space" containing more than 75 miles of trails. This preserved space allows residents to enjoy the same natural beauty that the Chumash Native Americans first enjoyed hundreds of years ago.

Community Profile



During the two-year budget cycle ending June 30, 2009, the City of Thousand Oaks experienced some of the effects of the nation's economic recession. While sales were down in most retail categories and job losses occurred, the City's economy in an overall sense fared much better than other regions in Southern California and the nation as a whole. During the period, taxable sales surpassed \$2.4 billion annually, down by some 20 percent over the prior two-year period. Business-to-business sales and use tax collections also fell when compared with the prior two-year period. Commercial and industrial property values were lower as the fiscal year ended, but the decrease held at a modest average of about

ten percent. At the same time, residential property values decreased in the twenty to twenty-five percent range. Again, housing in adjacent areas and in other parts of the nation experienced much larger declines in property values. Vacancies in industrial and office properties grew to double digit levels, in part due to the opening of several hundred-thousand square feet of new office space.

The median price of a home in Thousand Oaks surpassed \$710,000 in January 2007 but fell to a range of \$560,000 during FY 2008-09. As Fiscal Year 2008-09 closed, however, signs of a modest residential real estate recovery began to appear, particularly for properties offered at \$500,000 and below. The value of unimproved industrial land and some retail land held in a range of \$18 to \$40 per square foot, although little sales activity occurred as the fiscal year closed, even though new construction was nearly static and few commercial property sales occurred during Fiscal Year 2008-09.



In terms of the community's job base, the number of positions declined to 76,000 from a high of 80,000 in 2007, out of a population of 128,100. While the county and state unemployment rates both exceeded 11 percent, the City's rate was just over seven percent at the end of the period. The lower unemployment rate reflected a greater overall economic vitality, perhaps the strongest in Ventura County. The lower unemployment rate in the community contributed to a more modest decrease in overall economic activity, particularly in retail, than might have otherwise been anticipated. When the economic recession begins to ebb during 2010, Thousand Oaks will be poised to take advantage of the anticipated upswing in the economy with ample commercial and industrial space availability, an educated and willing workforce, and with a good supply of residential real estate offered at reduced prices.

City Demographics and Profile

Population:	128,564 (as of January 2009)	Median Home Price:	\$660,000
Median Age:	37.8	Occupied Dwellings:	48,000
Median Household Income:	\$96,600	School Enrollment (K-12):	21,712



Thousand Oaks is conveniently located 39 miles northwest of Los Angeles and 12 miles inland from the Pacific Ocean. The City lies within the Conejo Valley, a picturesque, mountain-rimmed plateau, 900 feet above sea level at the Ventura/Los Angeles County line. Temperatures during the summer months (June through August) range from 71 to 96 and between 54 and 70 during the winter (December through February); average rainfall is approximately 18 inches per year.

Golf Course

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



Open Space

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



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

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

Oak Trees

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



Thousand Oaks Civic Arts Plaza



Photo by Joe Virmig

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

As the only performing arts center of its kind between Los Angeles and San Francisco, the Center provides entertainment opportunities ranging from world-class performers and touring

Broadway musicals to local community theatre, dance, and symphony productions. Children's programs are also a high priority.

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

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



Photo by Joe Virmig

Community Gallery



The Thousand Oaks Community Gallery is located next door to the Newbury Park Branch Library in the Newbury Park area of the City. This contemporary art gallery hosts diverse visual arts exhibitions, workshops, artist presentations and special events.

The 3,000 square foot gallery is under the direction of a volunteer steering committee, including Arts Commission members, regional visual arts representatives, and dedicated arts leaders. Operating costs are covered by a modest fee paid by the exhibiting artists. The Gallery is also available for group tours and special events. For more information, call (805) 449-2767.

Goebel Senior Adult Center

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



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

Alex Fiore Teen Center



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

Since opening in 1989, the Fiore Teen Center serves an average of 400 teenagers every day. Teens can participate in a game of pool or basketball, or sign up for various special interest classes, such as aerobics, volleyball, guitar, art, and ceramics, at the 14,000 square foot facility. The center features a game room, gymnasium, computer lab, music room, classrooms, and a catering kitchen. The center is also the site of concerts, monthly dances for middle school teens, recreation classes and excursions, as well as league play in volleyball and basketball. For more information, call (805) 449-2109.

Library Services

The Thousand Oaks Library system consists of the Thousand Oaks Grant R. Brimhall Library and the Newbury Park Branch Library. Serving approximately 2,000 people per day and with approximately 1.6 million items (books, videos, CDs, etc.) circulated each year, the library is one of the busiest and most highly-rated public libraries in the nation. The library is open seven days per week and many library services, including reference and research assistance by credentialed librarians, access to a variety of specialized research databases, as well as access to the library catalog and program information are also available 24 hours per day, seven days per week via the library web page.



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

Stagecoach Inn Museum

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



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

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

Parks & Recreation

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



Photo by Joe Tornero

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



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

Business Community



Thousand Oaks is the site of numerous corporate and regional headquarters, as well as other diverse retail, industrial, and business entities. Major corporations with headquarters or significant facilities in the City include Amgen, Inc., and Baxter Healthcare, the two largest biotechnology



companies in the United States, Jafra Cosmetics, an international cosmetics company, Skywork Solutions, an intelligence software and systems engineering firm, Teledyne Science Center, one of the nation's strongest high-technology research and development centers, and J.D. Power and Associates, a global marketing and information firm, and Sage Publications, a publisher of educational materials. Thousand Oaks is also home to regional offices of General Motors Company, Verizon, the telecommunications giant, Wellpoint/Blue Cross, a major healthcare insurer, and BMW Design Works. Other business name-plates are considering relocating operations to the community due to the good business clientele and quality of life that exists in the City.

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

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

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

Retail Opportunities



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



The primary shopping market of Thousand Oaks has a current population of 350,000 and includes the cities of Thousand Oaks, Westlake Village, Agoura Hills, Camarillo, Moorpark, and Calabasas, along with the adjacent unincorporated areas. The median household income of the Thousand Oaks market is more than \$95,000 (2008 study by the University of California, Santa Barbara). The retail buying market is more than \$3.5 billion, evidenced by activity at the Oaks Center, Janss Marketplace, and other regional centers and general shopping areas in the market area.

Along with a significant locally-owned and operated retail base along Thousand Oaks Boulevard and Moorpark Road and in Newbury Park, the City also boasts The Oaks, an indoor regional shopping center, which includes a number of anchor stores plus 180 high quality shops, restaurants, and an eleven-screen movie theater. A major renovation and expansion of The Oaks concluded in September 2008 with the addition of some major new shopping venues. The Janss Marketplace, a smaller shopping center, has three anchor stores – Sears, Old Navy, and Toys-R-Us – a food court, and a nine-screen Cineplex. During the recessionary period, however, several major national chain stores were closed, even though the stores in the Janss Marketplace performed well above the national average for those operators. Numerous other shopping centers, such as



The Lakes at Thousand Oaks and the Promenade at Westlake also offer quality and varied shopping choices. Thousand Oaks is also home to the nation's largest auto mall, offering shoppers from throughout Southern California cars and trucks built by every major domestic and nearly every foreign auto maker.

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

Gardens of the World



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

Six lovely gardens make up the park: *Japanese Garden*, set in the midst of a Koi pond, encircled by bamboo and bridges, complete with a Japanese pagoda; *French Garden*, where a cascading waterfall greets you after you pass through the massive iron entry gates; *Mission Courtyard*, where the early

history of California and its famous Mission Trail can be experienced through colorful hand-painted murals and a Spanish fountain; *English Rose Garden*, where an explosion of color greets the visitor with vivid floral displays; *The Bandstand*, is an authentic replica of a Victorian Bandstand providing a stage for concerts in the park that can be enjoyed from the grassy amphitheater beyond with a nearby picnic area; and the *Italian Garden*, featuring a romantic grape arbor, distinctive cypress trees, and a "chain" fountain inspired by historic Italian architecture.



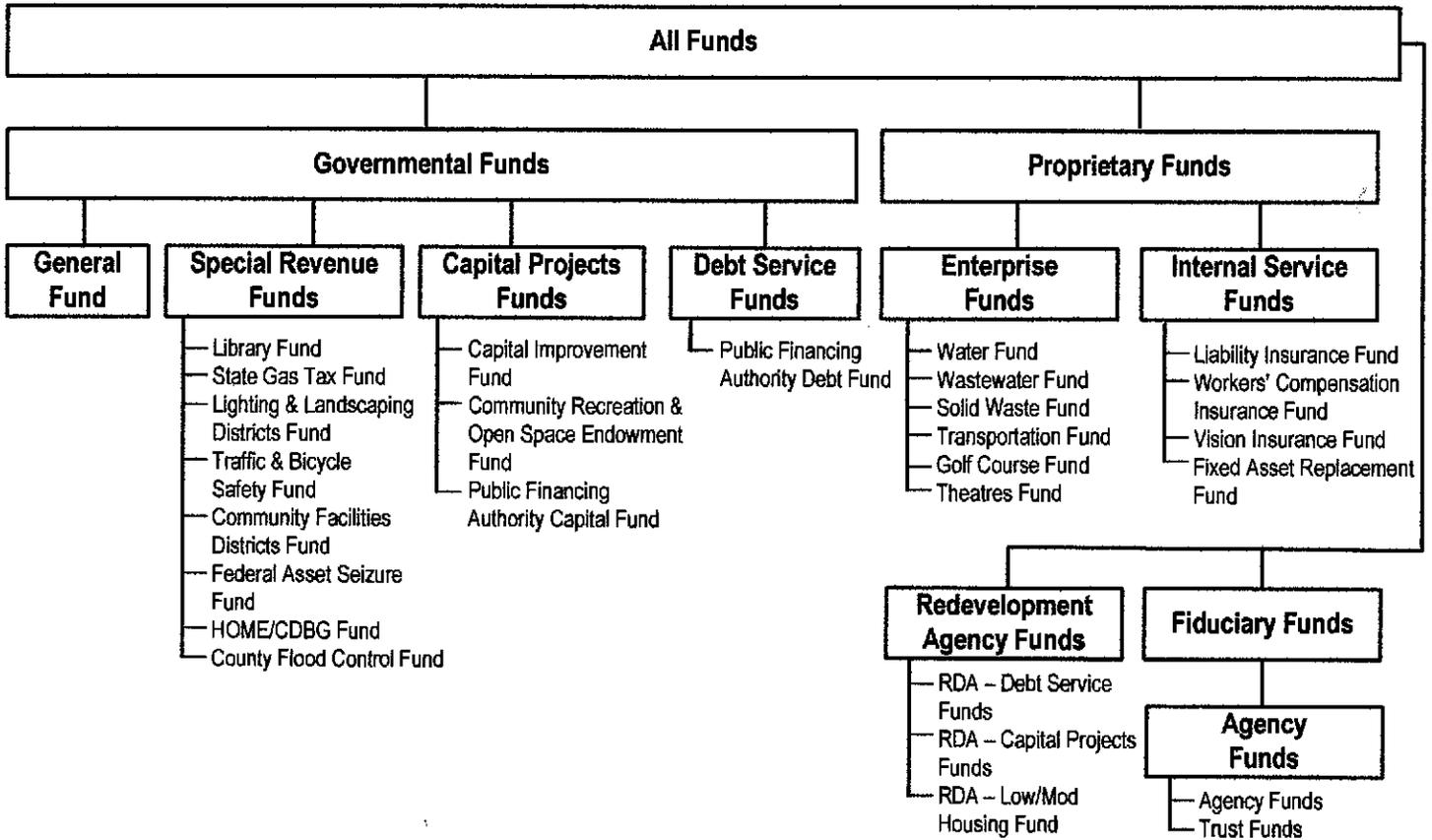
The Gardens of the World, located at 2001 Thousand Oaks Boulevard, is open to the public Tuesday through Sunday from 9:00 a.m. to 5:00 p.m., closed Mondays and holidays. The Gardens is owned and operated by the Hogan Family Foundation, Inc. For more information, call (805) 557-1135.



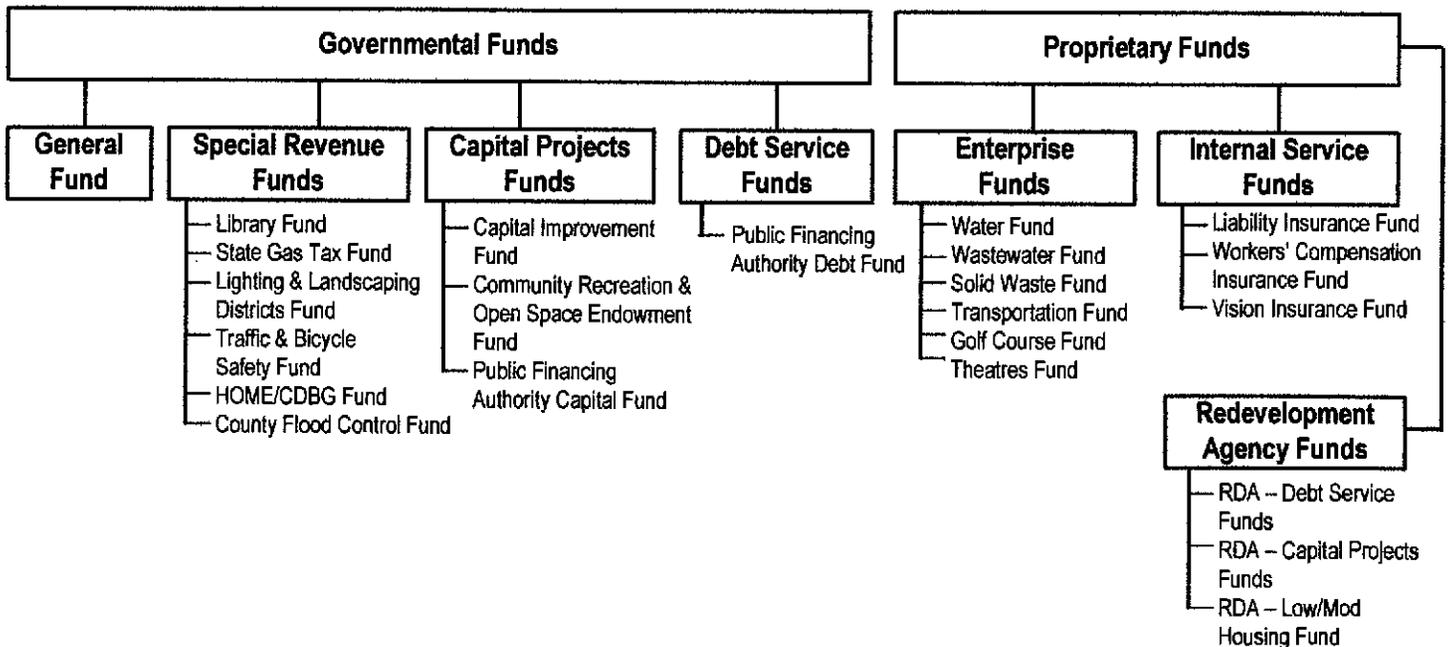
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Fund Structure

City of Thousand Oaks Fund Structure



Adopted Budgets for the Following Funds:



City of Thousand Oaks Fund Description

The City reports the following major governmental funds:

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

The **Library Fund** provides for administration of the City's library system. Property taxes, library assistance from the State of California, and other revenues are restricted for library maintenance and operations expenditures in this fund.

The **State Gas Tax Fund** accounts for revenues derived from gasoline purchases and are restricted for the construction and maintenance of City streets and other street related projects.

The **Thousand Oaks Redevelopment Agency Debt Service Fund** is used to account for the accumulation of resources and payment of principal and interest for the Redevelopment Agency project area's resources.

The **Thousand Oaks Redevelopment Agency Capital Projects Fund** is used to account for the financial activities of the Agency. Although the Agency is a unit of government legally distinct from the City, the City Council serves as its governing body and has continuing oversight responsibility for its operation and financial management.

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

The City reports the following major enterprise funds:

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

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

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

City of Thousand Oaks Fund Description

The **Transportation Fund** accounts for the operation of the Thousand Oaks transit system. Fare revenues and transfers from the City are recognized in this fund.

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

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

Additionally, the City reports the following fund types:

The **Special Revenue Funds** account for specific revenues that are legally restricted to expenditures for particular purposes.

The **Debt Service Funds** account for the accumulation of resources and payment of principal and interest of the Authority.

The **Capital Projects Funds** account for the City's equipment replacement program and other capital expenditures.

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

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

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

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

GOVERNMENTAL FUNDS
GENERAL FUND

The General Fund is the City's primary operating fund. The City Council has considerable flexibility when it comes to deciding how General Fund revenue are spent. General Fund revenues are derived mostly from taxes, such as sales, property and transient occupancy. General Fund total FY 2009-2010 revenues of \$66,148,233 represents 37% of \$180,069,810 in total Citywide revenues.

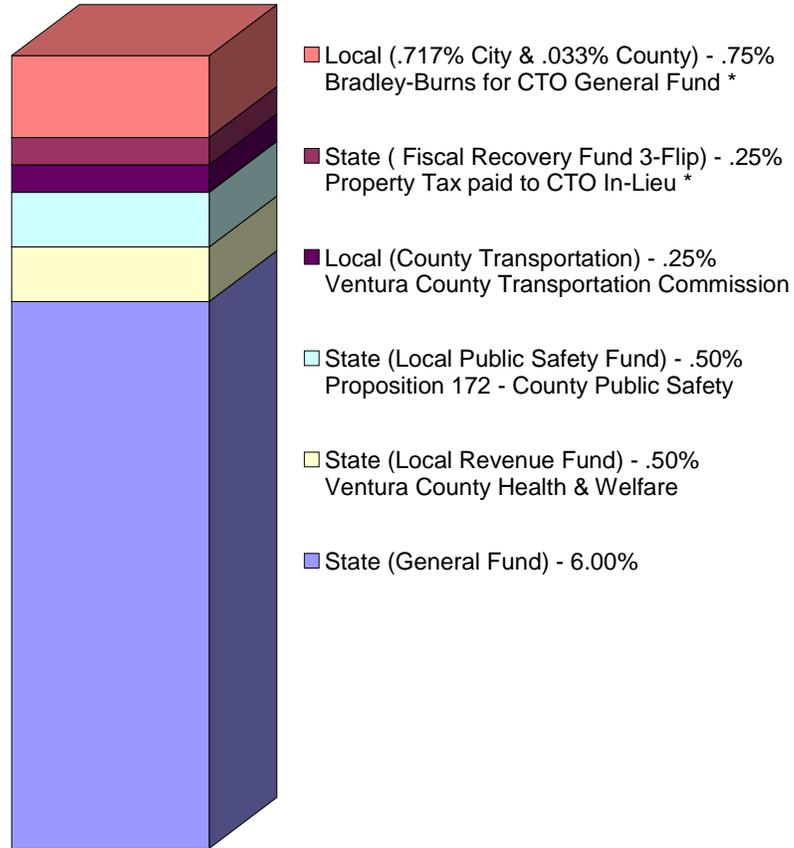
Revenue Type		Fiscal Year 2009-2010	% of Total	Source/Restrictions
1	Sales Tax	\$ 23,000,000	34.8%	City receives 0.967% of 7.25% sales tax paid when shopping in Thousand Oaks - 25% of City sales tax revenue is now received as property tax, as a result of the Triple Flip. Unrestricted
2	Vehicle License Fee	10,380,000	15.7%	City receives share of vehicle registration fees. State allocates based on population - 67% of VLF revenue is now received as property tax, as result of the Triple Flip. Unrestricted
3	Property Tax	7,150,000	10.8%	Tax imposed on real property (land and permanently attached improvements) based upon the assessed value of the property. City receives 4% of 1% property tax collected within the incorporated areas. Unrestricted
4	Property Transfer Tax	550,000	0.8%	City receives 27.5 cents per \$500 value on transfer of interests in real estate, with some exemptions (also called documentary transfer tax). Unrestricted
5	Permits/ Inspections/Other User Fees	2,889,500	4.4%	City receives fee revenues based on the estimated reasonable cost of providing services. Proposition 218 (adopted in 1996) requires fees to be set based on the cost to provide the service. City contracts with external consultant to calculate fees. Refer to City User Fee Manual. Unrestricted, covers costs
6	Franchise Fee	5,579,500	8.4%	Paid to municipality from a franchisee for "rental" or "toll" for the use of city streets and right-of-ways. Collected from cable, rubbish and utility businesses. Cable and rubbish franchise fee set at 5% and utilities set at 2% of gross annual receipts. Unrestricted
7	Cost Allocation (Services to Enterprise Funds)	4,233,500	6.4%	Received from City water, wastewater, solid waste, transportation, golf and theatres enterprise funds to cover the costs of administrative City support. City contracts yearly with external consultant to develop Cost Allocation Plan. Unrestricted, covers costs
8	Transfers from Other Funds	2,050,000	3.1%	Transfers to General Fund from other funds to reimburse expenditures incurred by the General Fund. Refer to Budget Transfer Summary report. Unrestricted, covers costs
9	Transient Occupancy Tax	2,805,000	4.2%	City receives 10% of rent charged to transients for the privilege of occupancy in any hotel in the incorporated area of the City. Can increase only with majority voter approval. Unrestricted
10	Business Licenses	2,070,000	3.1%	Tax imposed upon businesses in the community and is based on gross receipts. Rates are set at City's discretion. Unrestricted
11	Interest Income	2,508,100	3.8%	Income resulting from the prudent investment of idle cash in General Fund. Type of investments controlled by the City's Investment Policy in accordance with the California Government Code. Unrestricted
12	Other Revenue	2,932,633	4.4%	Includes grants (restricted), reimbursements (expenditure offset), rental of City facilities (unrestricted), fines and penalties (unrestricted), and other revenue (unrestricted).
Sub-Total		\$ 66,148,233	100.0%	
Reserves		\$ 4,914,300		Use of reserves to fund one-time capital improvements of \$4.2M, one-time retirement incentive of \$0.5M and one-time holiday closure of \$0.2M.
Total		\$ 71,062,533		

GOVERNMENTAL FUNDS
GENERAL FUND

The General Fund is the City's primary operating fund. The City Council has considerable flexibility when it comes to deciding how General Fund revenue are spent. General Fund revenues are derived mostly from taxes, such as sales, property and transient occupancy. General Fund total FY 2010-2011 revenues of \$68,128,400 represents 37% of \$185,887,426 in total Citywide revenues.

Revenue Type		Fiscal Year 2010-2011	% of Total	Source/Restrictions
1	Sales Tax	\$ 24,000,000	35.2%	City receives 0.967% of 7.25% sales tax paid when shopping in Thousand Oaks - 25% of City sales tax revenue is now received as property tax, as a result of the Triple Flip. Unrestricted
2	Vehicle License Fee	10,580,000	15.5%	City receives share of vehicle registration fees. State allocates based on population - 67% of VLF revenue is now received as property tax, as result of the Triple Flip. Unrestricted
3	Property Tax	7,300,000	10.7%	Tax imposed on real property (land and permanently attached improvements) based upon the assessed value of the property. City receives 4% of 1% property tax collected within the incorporated areas. Unrestricted
4	Property Transfer Tax	650,000	1.0%	City receives 27.5 cents per \$500 value on transfer of interests in real estate, with some exemptions (also called documentary transfer tax). Unrestricted
5	Permits/ Inspections/Other User Fees	2,971,300	4.4%	City receives fee revenues based on the estimated reasonable cost of providing services. Proposition 218 (adopted in 1996) requires fees to be set based on the cost to provide the service. City contracts with external consultant to calculate fees. Refer to City User Fee Manual. Unrestricted, covers costs
6	Franchise Fee	6,015,000	8.8%	Paid to municipality from a franchisee for "rental" or "toll" for the use of city streets and right-of-ways. Collected from cable, rubbish and utility businesses. Cable and rubbish franchise fee set at 5% and utilities set at 2% of gross annual receipts. Unrestricted
7	Cost Allocation (Services to Enterprise Funds)	4,401,900	6.5%	Received from City water, wastewater, solid waste, transportation, golf and theatres enterprise funds to cover the costs of administrative City support. City contracts yearly with external consultant to develop Cost Allocation Plan. Unrestricted, covers costs
8	Transfers from Other Funds	2,050,000	3.0%	Transfers to General Fund from other funds to reimburse expenditures incurred by the General Fund. Refer to Budget Transfer Summary report. Unrestricted, covers costs
9	Transient Occupancy Tax	2,865,000	4.2%	City receives 10% of rent charged to transients for the privilege of occupancy in any hotel in the incorporated area of the City. Can increase only with majority voter approval. Unrestricted
10	Business Licenses	2,070,000	3.0%	Tax imposed upon businesses in the community and is based on gross receipts. Rates are set at City's discretion. Unrestricted
11	Interest Income	2,203,000	3.2%	Income resulting from the prudent investment of idle cash in General Fund. Type of investments controlled by the City's Investment Policy in accordance with the California Government Code. Unrestricted
12	Other Revenue	3,022,200	4.4%	Includes grants (restricted), reimbursements (expenditure offset), rental of City facilities (unrestricted), fines and penalties (unrestricted), and other revenue (unrestricted).
Sub-Total		\$ 68,128,400	100.0%	
Reserves		\$ 3,662,200		Use of reserves to fund one-time capital improvements of \$3.5M, and one-time holiday closure of \$0.2M.
Total		\$ 71,790,600		

City of Thousand Oaks 8.25% Sales Tax Allocation

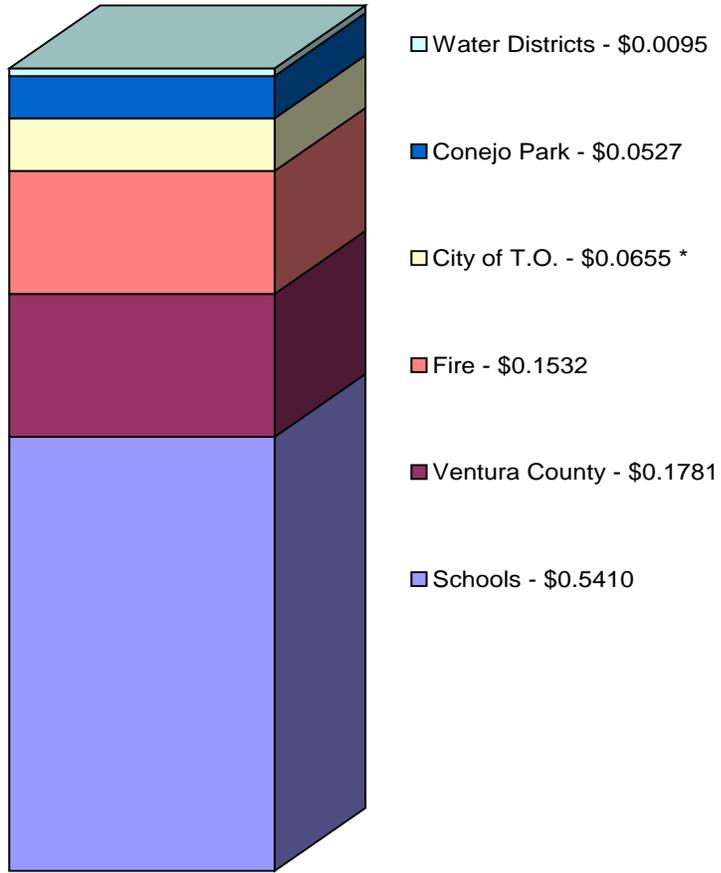


* Represents the full 0.967% the City receives. For FYE June 30, 2008 – \$24,357,241

TOP SALES TAX PRODUCERS (Listed alphabetically)

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

**City of Thousand Oaks
1% Property Tax Allocation**



2008-09 Assessed Valuation – \$ 23,487,956,595

* Includes all Property Taxes received by the City of Thousand Oaks
 City of Thousand Oaks General Fund Revenue for FYE June 30, 2009 – \$6,891,360
 City of Thousand Oaks Library Revenue for FYE June 30, 2009 – \$5,333,054

**TOP PROPERTY TAXPAYERS
(Listed alphabetically)**

Amgen Inc.
 Baxter Healthcare
 Duesenberg Investment Co
 LBA Realty Fund II CO.

North Ranch Properties LP
 Teachers Insurance &
 Annuity Association
 Tishman Speyer Archstone-
 Smith

T.O. Lakes LLC
 USA Investments Inc.
 Westlake Plaza Center East LLC

GOVERNMENTAL FUNDS
SPECIAL REVENUE, CAPITAL PROJECTS, DEBT SERVICE & RDA FUNDS

Special Revenue, Capital Projects, Debt Service, and Redevelopment Agency Fund revenue are highly restricted as to their use. FY 2009-2010 and FY 2010-2011 revenue generated from these funds total \$54,925,030 or 30% and \$54,313,887 or 29.2% of total Citywide revenues of \$180,069,810 and \$185,887,426, respectively.

Fund	Fiscal Year 2009-10	% of Total	Fiscal Year 2010-11	% of Total	Source/Restrictions	
Special Revenue Funds						
1	Library	\$ 9,468,561	17.3%	\$ 9,040,298	16.6%	Library district property tax (65%), RDA Tax increment pass-thru (3%), State and County participation agreements (1%), and user fees (2%) restricted for Library operations and capital outlay. General Fund Support (27%) used for \$1.8M in ongoing Library operations and \$0.7M for FY 2009-10 TO Library projects.
2	Street Improvement	10,114,712	18.5%	9,370,000	17.3%	Section 2105, 2106 and 2107 gas tax from \$0.18/gallon tax on fuel (24%), SB325 gas tax from 1/4 cent sales tax (28%), traffic safety fines for moving violations (7%), and Federal Highway Administrative Grant (40%).
3	Lighting and Landscaping District	4,984,200	9.1%	5,282,700	9.7%	Property tax levied specifically to maintain lighting and landscaping maintenance in various districts.
4	Childcare	836,424	1.5%	737,904	1.4%	State grants (80%) restricted for low to moderate income students. General Fund subsidy (20%) used to maintain City-owned Childcare Facility.
5	CDBG	677,100	1.2%	677,100	1.2%	Federal grants restricted for community projects and social services.
6	Stormwater	501,933	0.9%	502,985	0.9%	County Flood Control property tax assessments restricted to manage the Stormwater Quality National Discharge Elimination system, per Clean Water Act.
Capital Projects Funds						
7	Capital Projects	1,554,100	2.8%	1,508,500	2.8%	Developer/Capital Facility fees restricted for road/bridge improvements, undergrounding of utilities, and public facilities. Community Recreation and Open Space Endowment Fund revenues (from General Fund transfer, LRGC transfers and bedroom tax) restricted for acquisition of open space.
Debt Service Fund						
8	Public Financing Authority	1,205,500	2.2%	1,214,400	2.2%	Debt instrument for financing improvements to the main Thousand Oaks Library.
Redevelopment Agency Capital and Debt Service Funds						
9	Redevelopment Agency	25,471,500	46.5%	25,980,000	47.8%	Property tax increment restricted for City redevelopment purposes and pass thru's to Low/Moderate Income Housing Fund, Library Fund, Ventura County, CVUSD, CRPD, VCCD, and VCSOS.
Total Special Revenue, Capital Projects, and Debt Service Funds						
Total		\$ 54,814,030	100.0%	\$ 54,313,887	100.0%	

PROPRIETARY FUNDS
ENTERPRISE AND INTERNAL SERVICE FUNDS

Enterprise fund revenues are highly restricted as to their use. Enterprise fund projected revenue for FY 2009-2010 of \$59,107,547 represents 33% of \$180,069,810 and FY 2010-2011 of \$63,445,139 represents 34% of \$185,887,426 in total Citywide revenues.

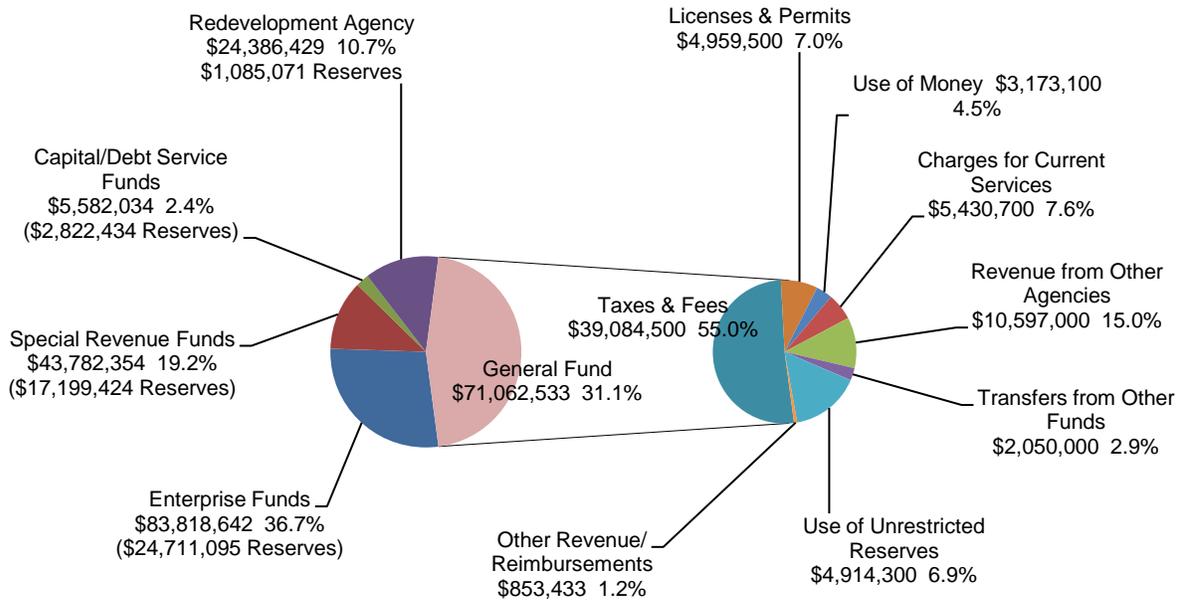
Fund		Fiscal Year 2009-10	% of Total	Fiscal Year 2010-11	% of Total	Source/Restrictions
Enterprise Funds						
1	Water	\$ 22,764,760	38.5%	26,803,580	42.2%	Water fees collected to support water operations and capital outlay.
2	Wastewater	22,008,400	37.2%	22,027,800	34.7%	Wastewater fees collected to support wastewater operations and capital outlay.
3	Solid Waste	1,512,148	2.6%	1,516,875	2.4%	Recycling fees (52%), landfill facility fee (24%), temporary drop box fee (12%), grants (6%), and Interest Income (6%) used to support solid waste operations and capital outlay.
4	Transportation	3,515,254	5.9%	3,463,434	5.5%	SB325 gas tax from 1/4 cent sales tax (85%) restricted for transportation services. Also, bus and Dial-A-Ride fees (7%), Air Quality Fees (4%), and General Fund support (4%), as needed to meet funding requirements, restricted for transportation services.
5	Theatres	3,856,985	6.5%	4,023,700	6.3%	Theatre fees (74%) and donations (7%) to support Theatre operations. Theatre Fund Balance (19%) to cover Theatre indirect costs.
6	Los Robles Greens Golf Course	5,450,000	9.2%	5,609,750	8.8%	Golf fees to support Los Robles Greens Golf Course operations.
Total Enterprise Funds						
Total		\$ 59,107,547	100.0%	\$ 63,445,139	100.0%	

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

Internal Service Funds						
Total		\$ 885,000		909,000		Includes Liability, Workers' Compensation, and Vision funds.
Debt Service						
Fund		Fiscal Year 2009-10		Fiscal Year 2010-11		Debt Service Description
1	Wastewater	\$7,778,900	Prin.	\$2,354,800	Prin.	1998 Wastewater COP executed on November 5, 1998, which was used to provide funds for improvements to the City's wastewater system.
		\$1,362,400	Int.	\$1,289,500	Int.	
2	Los Robles Greens Golf Course	\$107,010	Prin.	\$101,935	Prin.	Used for capital lease equipment at the Los Robles Greens Golf Course.
		\$49,000	Int.	\$50,470	Int.	
3	Public Financing Authority	\$425,000	Prin.	\$450,000	Prin.	Used to make improvements to the Thousand Oaks Library, which were completed with the expansion of the Children's Library dedicated in Spring 2006.
		\$780,500	Int.	\$764,400	Int.	
4	Redevelopment Agency	\$4,135,000	Prin.	\$4,320,000	Prin.	Thousand Oaks Blvd., Newbury Rd., and Housing Tax Allocation Bonds, used to finance projects to implement the Thousand Oaks Blvd. and Newbury Rd. Redevelopment Plan, as well as Low/Mod income housing.
		\$3,158,200	Int.	\$2,969,500	Int.	

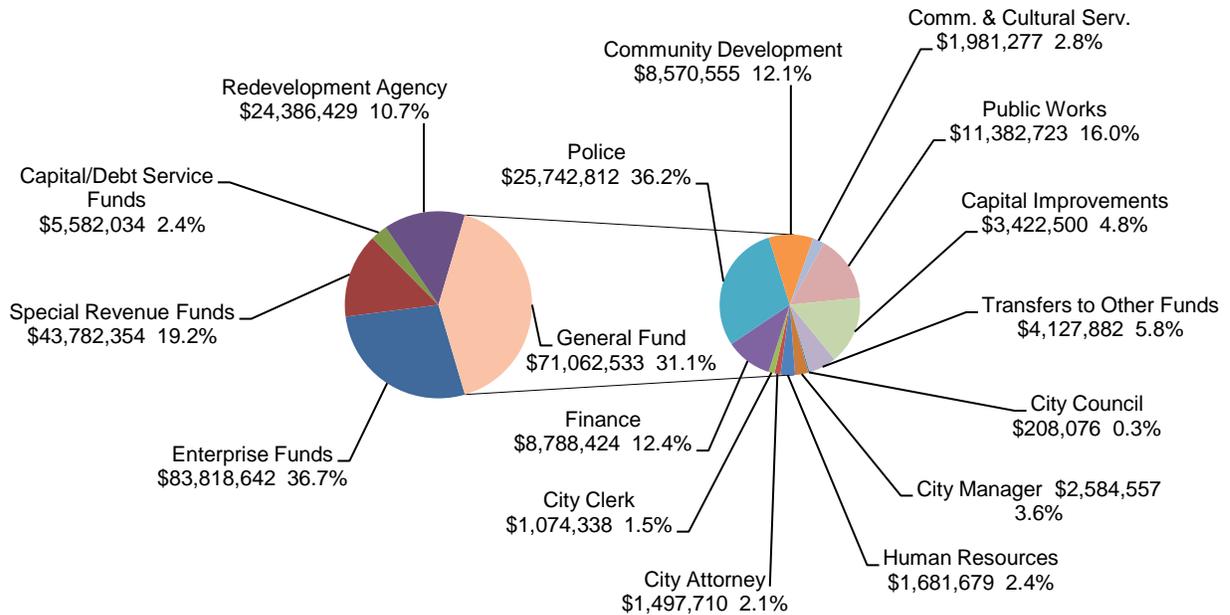
SOURCE OF FUNDS - FY 2009-10

Total City Resources - \$228,631,992



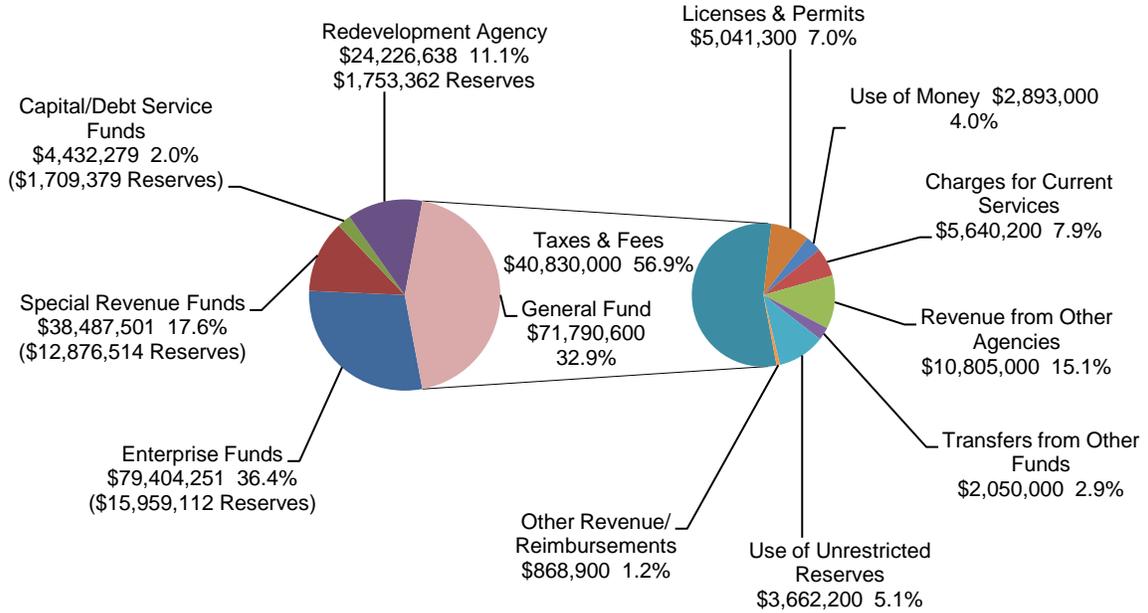
USE OF FUNDS - FY 2009-10

Total City Appropriations - \$228,631,992



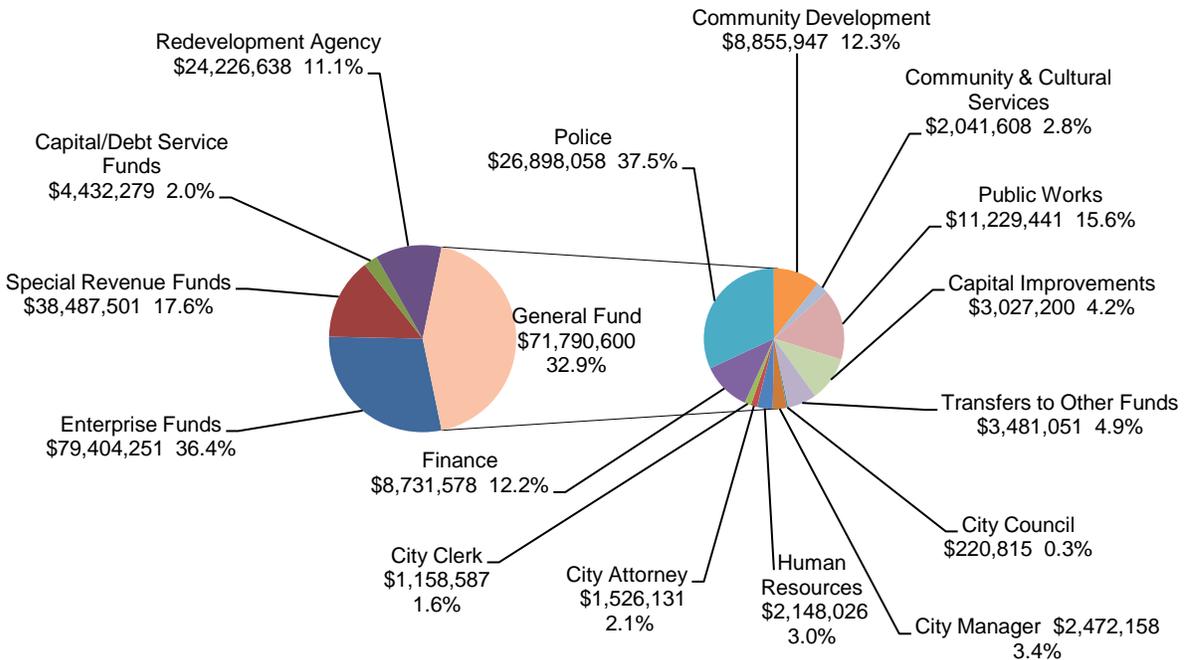
SOURCE OF FUNDS - FY 2010-11

Total City Resources - \$218,341,269



USE OF FUNDS - FY 2010-11

Total City Appropriations - \$218,341,269





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Citywide Goals



M E M O R A N D U M

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

TO: City Council
FROM: Scott Mitnick, City Manager
DATE: March 24, 2009
SUBJECT: **Citywide Goals for FY 2009-10 & FY 2010-11**

RECOMMENDATION:

Approve:

1. City Mission Statement
2. Customer Service Philosophy
3. Citywide Goals for FY 2009-2010 & FY 2010-11
4. Top Priorities for FY 2009-10
5. City Council Norms

FINANCIAL IMPACT:

There are no direct costs associated with approving the proposed policy statements. Funding for specific priorities, services, and/or projects contained within the policy statements will be identified in the proposed FY 2009-10 & FY 2010-11 budget documents. Indirect costs for staff and consultant time to assist in this process will be absorbed in the adopted FY 2008-09 operating budget.

BACKGROUND:

At the February 24, 2009 City Council Study Session, City Council reviewed the City Mission Statement, Customer Service Philosophy, ten broad Citywide Goals, Top Priorities, and City Council Norms. City Council decided to reaffirm the existing City Mission Statement, Customer Service Philosophy, and ten broad Citywide Goals. Revisions were made to the Top Priorities and City Council Norms.

Citywide Goals for FY 2009-10 & FY 2010-11

March 24, 2009

Page 2

DISCUSSION:

City Mission Statement

The City Mission Statement serves as a reminder to the public and staff of the organization's overall purpose. At the February 24th Study Session, City Council reviewed and reaffirmed the Mission Statement with no changes. Attachment #1 is a copy of the City Mission Statement. It will continue to be printed on the cover of every City Council meeting agenda and a variety of other City documents.

Customer Service Philosophy

The Customer Service Philosophy serves as a recurring customer service guideline for the City's 650 dedicated employees. At the February 24th Study Session, City Council reviewed and reaffirmed the Customer Service Philosophy with no changes. Attachment #2 is a copy of the Customer Service Philosophy.

Citywide Goals for FY 2009-10 & FY 2010-11

Maintaining ten broad Citywide Goals for each two-year budget cycle continues to provide a solid foundation for the overall organization. At the February 24th Study Session, City Council reviewed and made no changes to the existing Citywide Goals. Attachment #3 contains a copy of the Citywide Goals for FY 2009-2010 & FY 2010-2011.

Top Priorities for FY 2009-2010

At the February 24th Study Session, City Council reviewed each of their individual "Top 10" Priorities for FY 2009-2010. City Council reached consensus on their collective Top Priorities as delineated in Attachment #4. As outlined in FY 2009-10 Top Priority #1E, City staff will now use priority rankings in staff reports that involve proposed capital improvement projects via the following three-tier priority levels:

- Priority One – Health & Safety, legal and regulatory requirements
- Priority Two – Necessary; but, not essential and could be consequences if deferred
- Priority Three – Nice to do, and would contribute to quality of life; But, not essential

City Council Norms

At the February 24th Study Session, City Council reviewed the existing Council Norms. All five Councilmembers were in agreement to revise the Council Norms as delineated in Attachment #5. City Council also directed staff to ensure that a printed copy of the Council Norms is displayed at the entrance to the Council Chambers and to incorporate the Norms on the back of speaker cards.

NEXT STEPS:

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

1. Executive Team will hold a meeting to review new Citywide Goals and Top Priorities in April 2009. Staff will develop an implementation plan to ensure City Council's direction is administered in a timely manner.
2. Staff will submit Citywide Goals & Objectives Two-Year Status Update Report (for the previous two-year budget cycle that ends on June 30, 2009) to City Council by September 30, 2009 – tentatively scheduled for September 8, 2009.
3. Staff will submit Citywide Goals & Objectives One-Year Status Update Report to City Council (for FY 2009-10 which will end on June 30, 2010) by September 30, 2010.

CITY COUNCIL GOALS COMPLIANCE:

Adopting the FY 2009-2010 Citywide Top Priorities and revising City Council Norms complies with City Council Goals A & B:

- A. Provide municipal government leadership which is open and responsive to residents, and is characterized by ethical behavior, stability, confidence in the future, and cooperative interaction among civic leaders, residents, business representatives, and City staff, while recognizing and respecting legitimate differences of opinion on critical issues facing the City.
- B. Operate City government in a fiscally and managerially responsible and prudent manner to ensure that the City of Thousand Oaks remains one of California's most desirable places to live, work, visit, create, and raise a family.

Respectfully submitted:

Prepared by:



Scott Mitnick
City Manager



Gay Mosser
Assistant Analyst

c: Executive Team
Juan Lopez, Amistad Associates

List of Attachments

- Attachment #1** — City Mission Statement
- Attachment #2** — Customer Service Philosophy
- Attachment #3** — Citywide Goals for FY 2009-10 & FY 2010-11
- Attachment #4** — Top Priorities for FY 2009-10
- Attachment #5** — City Council Norms

**City of Thousand Oaks
Mission Statement**

**“Extraordinary service to the citizens we
serve is our purpose and product.”**

March 24, 2009

**City of Thousand Oaks
Customer Service Philosophy**

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

March 24, 2009

**City of Thousand Oaks
Citywide Goals for FY 2009-2010 & FY 2010-2011**

- A. Provide municipal government leadership which is open and responsive to residents, and is characterized by ethical behavior, stability, promoting public trust, transparency, confidence in the future, and cooperative interaction among civic leaders, residents, business representatives, and City staff, while recognizing and respecting legitimate differences of opinion on critical issues facing the City.
- B. Operate City government in a fiscally and managerially responsible and prudent manner to ensure that the City of Thousand Oaks remains one of California's most desirable places to live, work, visit, recreate, and raise a family.
- C. Maintain strong commitment to public safety (including Police, Fire, Emergency Medical Services, and Emergency Management) to ensure City remains one of the safest Cities in the United States with a population over 100,000.
- D. Complete ring of open space around the City; Protect and preserve ridgelines, natural habitat, and designated open space areas.
- E. Provide and enhance essential infrastructure as City transitions from a "growth" to a "maintenance" community, to ensure that the goals and policies of the Thousand Oaks General Plan are carried out and the City retains its role and reputation as a leader in protecting the environment and preserving limited natural resources.
- F. Continue City's commitment to community and cultural programs and services (such as Performing Arts/Theatres, Libraries, TOTV, Visual Arts, Youth and Senior Programs).
- G. Participate in public-private and multi-jurisdictional opportunities to ensure City residents have access to high levels of parks, recreation, education and leisure programs and services.
- H. Maintain a strong local employment base geared toward retaining high quality businesses; Sustain a healthy business community; and, Diversify the local economy, with a specific emphasis on small businesses and high technology/biomedical jobs.
- I. Implement high quality redevelopment projects within Thousand Oaks Boulevard and Newbury Road Project Areas; Develop a pedestrian-oriented, viable, and self-sustaining "Downtown"; and, continue to produce long-term affordable housing.
- J. Prepare for transition of City workforce by ensuring that sufficient succession planning takes place and to develop an employment base which is reflective of the community.

March 24, 2009

**City of Thousand Oaks
Proposed FY 2009-2010 Top Priorities**

1. Maintain Fiscal Responsibility

- A. Maintain a balanced budget with minimum impact on service levels, develop a proposal for budget cuts, streamline operations, and resolve declining revenues
- B. Implement Financial Strategic Plan recommendations
- C. Establish benchmarking for City services in relation to number of employees
- D. Work collaboratively with Conejo Valley Unified School District and Conejo Recreation & Park District on joint funding options review and efficiencies
- E. In staff reports that involve proposed capital improvement projects, the following three-tier priority ranking levels will be used:
 - * Priority One – Addresses Health & Safety, legal and regulatory requirements
 - * Priority Two – Necessary; but, not essential and there could be consequences if deferred
 - * Priority Three – Nice to do and would contribute to quality of life; but, not essential

2. Continue to maintain highest levels of Public Safety

- A. Continue negotiations with Ventura County Fire District with respect to Fire Services Operational & Financial Review Recommendations
- B. Obtain approval for new Westlake Fire Station
- C. Continue to improve bicycle safety
- D. Review activities at current Day Laborer site
- E. Continue legislative efforts to obtain lower local speed limits
- F. Police Department to continue to work with Conejo Valley Unified School District on student public safety joint efforts, including: Parenting Classes, Social Host Ordinance, etc.

3. Enhance Environmental Programs

- A. Plan for water rationing, scarcity of supply, increased costs, and take a proactive approach on Water Conservation programs: outreach, education, implementation, enforcement, and rationing (if necessary)
- B. Promote construction of LEED qualified buildings and other green building practices to encourage sustainability, including LEED qualified building standard
- C. Implement "Green Business" Recognition Program
- D. Continue to implement Solar Energy & Cogeneration Program...make Hill Canyon Wastewater Treatment Plant 100% energy self-sufficient
- E. Support local schools in developing and enhancing educational programs which promote environment awareness and conservation
- F. City to develop a program for residents to include education and community outreach...perhaps beginning with Arbor/Earth Day
- G. Strongly pursue environmental programs such as alternative energy, energy conservation and recycling
- H. Expand language on waste hauler contract and increase recycling efforts including incentives (if possible)

4. Continue to pursue Public Transportation Projects

- A. Obtain funding for 101/23 Interchange Project
- B. Complete 23 Freeway Landscaping

5. Continue with Cultural Arts Review

- A. Complete City Council Ad Hoc Cultural Arts Review Committee work
- B. Receive and implement final Cultural Arts Review Report from outside consultants
- C. Continue with Marketing Plan
- D. Acknowledge the need for and participate in the development of a Cultural Arts Venue (Refer to City Council Cultural Arts Review Committee)

- 6. Work cooperatively with Conejo Recreation and Park District (CRPD) to implement a variety of joint projects/programs**
 - A. Construct Lang Ranch Community Park
 - B. Complete Rancho Potrero Specific Plan
 - C. Host a major annual youth sporting event
 - D. Prepare a Youth Recreational Activities Feasibility Analysis
 - E. Explore options for "Family Entertainment Center" in Newbury Park
 - F. Research ways to enhance City/CRPD efficiencies and cooperation
 - G. Implement Senior Master Plan
 - 7. Acquire more open space and ensure existing open space is effectively managed**
 - A. Complete Rancho Potrero annexation & related open space zoning
 - 8. Increase Affordable Housing Units**
 - A. Implement 2006-2014 Housing Element
 - B. Work with non-profit affordable housing providers to develop a plan to deal with transitional housing issues
 - C. Obtain legislation to eliminate or amend law requiring RHNA units
 - 9. Continue to cooperate with Thousand Oaks Boulevard Association on Thousand Oaks Boulevard Specific Plan**
 - 10. Develop and implement a comprehensive Citywide Parking Enforcement Program.**
 - A. Include analysis of commercial vehicles and oversized big rigs parking challenges
 - B. Develop options to resolve challenges associated with auto carrier big rigs using medians in excess of one hour
 - C. Develop options to resolved storing of excess vehicles in residential neighborhoods
 - D. Complete Lawrence Drive RV storage facility
 - E. Address 72 hour parking limit
- Note: Priorities are listed in random order and do not reflect comparative levels of importance.

March 24, 2009

**City of Thousand Oaks
City Council Norms
“Promote Public Confidence and Trust”**

1. Treat each other and staff respectfully.
2. Follow the rules (Standards of Operation) and adhere to the rules, Mayor to hold speakers accountable and Mayor Pro Tem to hold speakers addressing Mayor accountable, while recognizing a resident's right to address his/her elected representatives.
3. Speak only for yourself; not for other Councilmembers, including during campaign cycles.
4. Do not speak for other Councilmembers in the press at all times, including during campaign cycles.
5. Do not criticize staff in public.
6. Keep comments from wandering into being indirectly critical of other Councilmembers.
7. Do not encourage supporters to come to City Hall to criticize other Councilmembers.
8. Do not make assumptions.
9. Do not question motivations.

March 24, 2009



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CITYWIDE SUMMARY

BUDGET SUMMARY

ALL FUNDS COMBINED BUDGET

	Prior Year Actual 2007-2008	Revised Budget 2008-2009	Proposed Budget 2009-2010	Proposed Budget 2010-2011
<u>Amount Available for Allocation</u>				
Current Revenues	\$ 175,861,196	171,178,528	172,398,394	178,898,496
Transfers From Other Funds	8,250,316	8,463,955	7,671,416	6,988,930
Reserve Account	2,333,690	91,953,458	49,647,253	34,466,455
Total Available for Allocation	<u>\$ 186,445,202</u>	<u>271,595,941</u>	<u>229,717,063</u>	<u>220,353,881</u>
<u>Estimated Requirements</u>				
Operating Requirements:				
Salaries	\$ 32,752,547	34,863,210	35,708,333	36,669,674
Fringe Benefits	15,485,858	16,558,915	16,004,970	15,285,855
Maintenance and Operations:				
Supplies and Equipment	4,919,157	5,754,864	4,764,260	4,803,060
Repairs and Maintenance	5,078,212	6,432,344	5,677,143	5,610,916
Professional/Contractual Services	59,407,482	87,370,571	64,738,339	66,201,161
Utilities	15,923,048	18,281,116	20,522,750	24,004,700
Insurance and Claims	1,170,489	1,763,600	997,000	1,663,500
Equipment/Building Rental	792,164	1,119,923	862,450	862,150
Training and Memberships	658,033	752,646	723,910	727,510
Asset Replacement Funding	1,554,085	1,794,250	1,160,900	1,349,075
Total Maintenance and Operations	<u>89,502,670</u>	<u>123,269,314</u>	<u>99,446,752</u>	<u>105,222,072</u>
Charge Backs	(4,372,587)	(4,508,999)	(5,751,589)	(5,908,520)
Capital Outlay:				
Capital Outlay	2,586,429	2,658,741	2,005,400	505,900
Use of Asset Replacement	(922,035)	(1,625,415)	(1,999,400)	(505,900)
Total Capital Outlay	<u>1,664,394</u>	<u>1,033,326</u>	<u>6,000</u>	<u>-</u>
Total Operating Requirements	<u>135,032,882</u>	<u>171,215,766</u>	<u>145,414,466</u>	<u>151,269,081</u>
Capital Improvements*	18,114,574	78,525,410	53,750,100	43,367,653
Maintenance Improvements	-	-	4,000,000	4,415,000
Debt Svc. - Principal and Interest	11,504,757	12,998,596	17,796,010	12,300,605
Transfers To Other Funds	8,250,316	8,463,955	7,671,416	6,988,930
Reserve Accounts	13,542,673	392,214	1,085,071	2,012,612
Total Estimated Requirements	<u>\$ 186,445,202</u>	<u>271,595,941</u>	<u>229,717,063</u>	<u>220,353,881</u>

Combined Budget above excludes Internal Service Funds

*Refer to Capital Budget document for detail of Fiscal Years' 2009-2010/2010-2011 Capital Improvements line item.

BUDGET SUMMARY

ALL FUNDS

FUND BALANCE ANALYSIS - ADOPTED 2009-2010

(Page 1 of 2)

	<u>Beg. Avail. Fund Balance*</u>	<u>Revenue</u>	<u>Transfers In</u>	<u>Total Available</u>
General Fund	\$ 8,917,800	64,098,233	2,050,000	75,066,033
Enterprise Funds:				
Water Fund	11,600,300	22,764,760	-	34,365,060
Wastewater Fund	43,239,400	22,008,400	-	65,247,800
Solid Waste Fund	5,735,100	1,512,148	-	7,247,248
Transportation Fund	924,934	2,371,720	1,143,534	4,440,188
Theatres Fund	2,329,700	3,856,985	-	6,186,685
Los Robles Greens Golf Course Fund	-	5,450,000	-	5,450,000
Total Enterprise Funds	<u>63,829,434</u>	<u>57,964,013</u>	<u>1,143,534</u>	<u>122,936,981</u>
Special Revenue Funds:				
Library Fund	-	6,918,700	2,549,861	9,468,561
Lighting and Landscaping District Funds	6,969,400	4,734,200	250,000	11,953,600
Stormwater Fund	-	349,700	152,233	501,933
Street Improvement Funds	23,988,088	10,114,712	-	34,102,800
CDBG Fund	-	677,100	-	677,100
Child Care Center Fund	-	616,136	220,288	836,424
Total Special Revenue Funds	<u>30,957,488</u>	<u>23,410,548</u>	<u>3,172,382</u>	<u>57,540,418</u>
Capital / Debt Service Funds:				
Capital Projects Funds	13,750,000	1,454,100	100,000	15,304,100
Debt Service Fund - PFA**	-	-	1,205,500	1,205,500
Total Capital / Debt Service Funds	<u>13,750,000</u>	<u>1,454,100</u>	<u>1,305,500</u>	<u>16,509,600</u>
Sub-Total	<u>117,454,722</u>	<u>146,926,894</u>	<u>7,671,416</u>	<u>272,053,032</u>
Redevelopment Agency	<u>25,019,700</u>	<u>25,471,500</u>	<u>-</u>	<u>50,491,200</u>
Total	<u>\$ 142,474,422</u>	<u>172,398,394</u>	<u>7,671,416</u>	<u>322,544,232</u>
Internal Service Funds	<u>\$ 11,499,300</u>	<u>885,000</u>	<u>-</u>	<u>12,384,300</u>

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

** PFA - Public Financing Authority

Operating Requirements	Capital Requirements	Debt Service Requirements	Transfers Out	Total Requirements	Remaining Available
63,512,151	3,422,500	-	4,127,882	71,062,533	4,003,500
20,781,460	12,960,300	-	-	33,741,760	623,300
13,749,257	11,295,300	9,141,300	-	34,185,857	31,061,943
1,804,732	370,400	-	-	2,175,132	5,072,116
3,510,254	450,000	-	-	3,960,254	479,934
4,143,079	-	-	-	4,143,079	2,043,606
4,856,550	500,000	156,010	100,000	5,612,560	(162,560)
<u>48,845,332</u>	<u>25,576,000</u>	<u>9,297,310</u>	<u>100,000</u>	<u>83,818,642</u>	<u>39,118,339</u>
8,693,561	775,000	-	-	9,468,561	-
5,570,336	1,273,000	-	-	6,843,336	5,110,264
501,933	-	-	-	501,933	-
122,500	23,577,500	-	1,755,000	25,455,000	8,647,800
389,000	288,100	-	-	677,100	-
836,424	-	-	-	836,424	-
<u>16,113,754</u>	<u>25,913,600</u>	<u>-</u>	<u>1,755,000</u>	<u>43,782,354</u>	<u>13,758,064</u>
-	2,688,000	-	1,688,534	4,376,534	10,927,566
-	-	1,205,500	-	1,205,500	-
<u>-</u>	<u>2,688,000</u>	<u>1,205,500</u>	<u>1,688,534</u>	<u>5,582,034</u>	<u>10,927,566</u>
<u>128,471,237</u>	<u>57,600,100</u>	<u>10,502,810</u>	<u>7,671,416</u>	<u>204,245,563</u>	<u>67,807,469</u>
<u>16,943,229</u>	<u>150,000</u>	<u>7,293,200</u>	<u>-</u>	<u>24,386,429</u>	<u>26,104,771</u>
<u>145,414,466</u>	<u>57,750,100</u>	<u>17,796,010</u>	<u>7,671,416</u>	<u>228,631,992</u>	<u>93,912,240</u>
<u>1,335,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,335,000</u>	<u>11,049,300</u>

BUDGET SUMMARY

ALL FUNDS

FUND BALANCE ANALYSIS - ADOPTED 2010-2011

(Page 1 of 2)

	<u>Beg. Avail. Fund Balance*</u>	<u>Revenue</u>	<u>Transfers In</u>	<u>Total Available</u>
General Fund	\$ 4,003,500	66,078,400	2,050,000	72,131,900
Enterprise Funds:				
Water Fund	623,300	26,803,580	-	27,426,880
Wastewater Fund	31,061,943	22,027,800	-	53,089,743
Solid Waste Fund	5,072,116	1,516,875	-	6,588,991
Transportation Fund	479,934	2,365,555	1,097,879	3,943,368
Theatres Fund	2,043,606	4,023,700	-	6,067,306
Los Robles Greens Golf Course Fund	(162,560)	5,609,750	-	5,447,190
Total Enterprise Funds	<u>39,118,339</u>	<u>62,347,260</u>	<u>1,097,879</u>	<u>102,563,478</u>
Special Revenue Funds:				
Library Fund	-	7,048,700	1,991,598	9,040,298
Lighting and Landscaping District Funds	5,110,264	5,022,700	260,000	10,392,964
Stormwater Fund	-	349,700	153,285	502,985
Street Improvement Funds	20,709,553	9,370,000	-	30,079,553
CDBG Fund	-	677,100	-	677,100
Child Care Center Fund	-	616,136	121,768	737,904
Total Special Revenue Funds	<u>25,819,817</u>	<u>23,084,336</u>	<u>2,526,651</u>	<u>51,430,804</u>
Capital / Debt Service Funds:				
Capital Projects Funds	10,927,566	1,408,500	100,000	12,436,066
Debt Service Fund - PFA**	-	-	1,214,400	1,214,400
Total Capital / Debt Service Funds	<u>10,927,566</u>	<u>1,408,500</u>	<u>1,314,400</u>	<u>13,650,466</u>
Sub-Total	<u>79,869,222</u>	<u>152,918,496</u>	<u>6,988,930</u>	<u>239,776,648</u>
Redevelopment Agency	<u>26,104,771</u>	<u>25,980,000</u>	<u>-</u>	<u>52,084,771</u>
Total	<u>\$ 105,973,993</u>	<u>178,898,496</u>	<u>6,988,930</u>	<u>291,861,419</u>
Internal Service Funds	<u>\$ 11,049,300</u>	<u>909,000</u>	<u>-</u>	<u>11,958,300</u>

** PFA - Public Financing Authority

Operating Requirements	Capital Requirements	Debt Service Requirements	Transfers Out	Total Requirements	Remaining Available
65,282,349	3,027,200	-	3,481,051	71,790,600	341,300
24,548,580	6,030,000	-	-	30,578,580	(3,151,700)
13,997,995	15,820,000	3,644,300	-	33,462,295	19,627,448
1,841,842	-	-	-	1,841,842	4,747,149
3,543,368	400,000	-	-	3,943,368	-
4,227,666	-	-	-	4,227,666	1,839,640
4,998,095	100,000	152,405	100,000	5,350,500	96,690
<u>53,157,546</u>	<u>22,350,000</u>	<u>3,796,705</u>	<u>100,000</u>	<u>79,404,251</u>	<u>23,159,227</u>
8,615,298	425,000	-	-	9,040,298	-
5,586,861	1,367,800	-	-	6,954,661	3,438,303
502,985	-	-	-	502,985	-
60,000	18,759,553	-	1,755,000	20,574,553	9,505,000
389,000	288,100	-	-	677,100	-
737,904	-	-	-	737,904	-
<u>15,892,048</u>	<u>20,840,453</u>	<u>-</u>	<u>1,755,000</u>	<u>38,487,501</u>	<u>12,943,303</u>
-	1,565,000	-	1,652,879	3,217,879	9,218,187
-	-	1,214,400	-	1,214,400	-
<u>-</u>	<u>1,565,000</u>	<u>1,214,400</u>	<u>1,652,879</u>	<u>4,432,279</u>	<u>9,218,187</u>
134,331,943	47,782,653	5,011,105	6,988,930	194,114,631	45,662,017
16,937,138	-	7,289,500	-	24,226,638	27,858,133
<u>151,269,081</u>	<u>47,782,653</u>	<u>12,300,605</u>	<u>6,988,930</u>	<u>218,341,269</u>	<u>73,520,150</u>
<u>1,364,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,364,000</u>	<u>10,594,300</u>

BUDGET SUMMARY

ALL FUNDS INTERFUND TRANSFERS

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Transfers From Other Funds</u>				
General Fund From:				
Gas Tax Fund	\$ 894,580	1,000,000	1,005,000	1,005,000
Traffic Safety Fund	773,835	775,000	750,000	750,000
Public Facilities/Capital Funds	473,559	465,000	295,000	295,000
Total General Fund	<u>2,141,974</u>	<u>2,240,000</u>	<u>2,050,000</u>	<u>2,050,000</u>
Library Fund from General Fund	2,722,202	3,965,614	2,549,861	1,991,598
Childcare Grant Fund from General Fund	123,829	339,931	220,288	121,768
Lighting & Landscaping Fund from Capital Projects Fund	233,537	200,000	250,000	260,000
Transportation Fund from Capital Projects Fund	688,470	211,310	1,143,534	1,097,879
Stormwater / Flood Control from General Fund	134,500	196,000	152,233	153,285
CROSEF from LRGGC Fund	82,314	100,000	100,000	100,000
CROSEF from General Fund	100,000	-	-	-
PFA Fund from General Fund	1,200,087	1,211,100	1,205,500	1,214,400
Total Transfers From Other Funds	<u>\$ 7,426,913</u>	<u>8,463,955</u>	<u>7,671,416</u>	<u>6,988,930</u>
<u>Transfer To Other Funds</u>				
General Fund To:				
Library Fund	\$ 2,722,202	3,965,614	2,549,861	1,991,598
Childcare Grant Fund	123,829	339,931	220,288	121,768
CROSEF	100,000	-	-	-
Stormwater / Flood Control	134,500	196,000	152,233	153,285
PFA Fund	1,200,087	1,211,100	1,205,500	1,214,400
Total General Fund	<u>4,280,618</u>	<u>5,712,645</u>	<u>4,127,882</u>	<u>3,481,051</u>
Gas Tax Fund to General Fund	894,580	1,000,000	1,005,000	1,005,000
Traffic Safety Fund to General Fund	773,835	775,000	750,000	750,000
Public Facilities/Capital Funds to General Fund	652,425	465,000	295,000	295,000
Capital Projects Funds to Lighting & Landscaping Fund	233,537	200,000	250,000	260,000
Capital Projects Funds to Transportation Fund	509,604	211,310	1,143,534	1,097,879
LRGGC Fund to CROSEF	82,314	100,000	100,000	100,000
Total Transfers To Other Funds	<u>\$ 7,426,913</u>	<u>8,463,955</u>	<u>7,671,416</u>	<u>6,988,930</u>

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

BUDGET SUMMARY

ALL FUNDS REVENUE BY FUND

	Prior Year Actual 2007-2008	Revised Budget 2008-2009	Adopted Budget 2009-2010	Adopted Budget 2010-2011
General Fund	\$ 70,078,411	69,317,016	64,098,233	66,078,400
Enterprise Funds:				
Water Fund	17,180,172	20,490,609	22,764,760	26,803,580
Wastewater Fund	24,020,029	21,591,084	22,008,400	22,027,800
Solid Waste Fund	1,676,714	1,484,100	1,512,148	1,516,875
Transportation Fund	3,478,256	2,911,742	2,371,720	2,365,555
Theatres Fund	4,337,647	4,495,105	3,856,985	4,023,700
Los Robles Greens Golf Course Fund	5,527,840	4,531,391	5,450,000	5,609,750
Total Enterprise Funds	<u>56,220,658</u>	<u>55,504,031</u>	<u>57,964,013</u>	<u>62,347,260</u>
Special Revenue Funds:				
Library Fund	5,917,494	5,747,500	6,918,700	7,048,700
Lighting and Landscaping District Funds	4,939,137	4,491,500	4,734,200	5,022,700
Stormwater Fund	240,633	168,000	349,700	349,700
Street Improvement Funds	7,625,922	7,221,500	10,114,712	9,370,000
CDBG Fund	742,222	884,281	677,100	677,100
Child Care Center Fund	626,555	596,700	616,136	616,136
Total Special Revenue Funds	<u>20,091,963</u>	<u>19,109,481</u>	<u>23,410,548</u>	<u>23,084,336</u>
Capital / Debt Service Funds:				
Capital Projects Funds	6,114,746	2,991,000	1,454,100	1,408,500
Debt Service Fund - PFA**	397	-	-	-
Total Capital / Debt Service Funds	<u>6,115,143</u>	<u>2,991,000</u>	<u>1,454,100</u>	<u>1,408,500</u>
Sub-Total	<u>152,506,175</u>	<u>146,921,528</u>	<u>146,926,894</u>	<u>152,918,496</u>
Redevelopment Agency	<u>23,355,021</u>	<u>24,257,000</u>	<u>25,471,500</u>	<u>25,980,000</u>
Total	\$ <u>175,861,196</u>	<u>171,178,528</u>	<u>172,398,394</u>	<u>178,898,496</u>
Internal Service Funds	\$ <u>2,519,639</u>	<u>2,209,100</u>	<u>885,000</u>	<u>909,000</u>

** PFA - Public Financing Authority

BUDGET SUMMARY

ALL FUNDS REVENUE BY CATEGORY

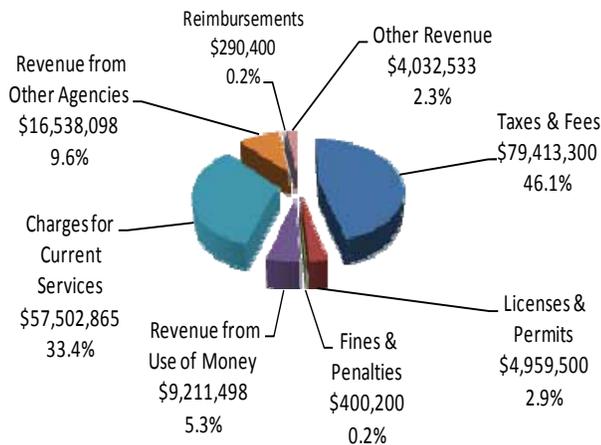
	Prior Year Actual 2007-2008	Revised Budget 2008-2009	Adopted Budget 2009-2010	Adopted Budget 2010-2011
General Fund:				
Taxes and Fees	\$ 42,362,627	43,260,800	39,084,500	40,830,000
Licenses and Permits	6,444,165	5,922,000	4,959,500	5,041,300
Fines and Penalties	417,114	411,200	400,200	420,200
Revenue From Use of Money	4,388,066	3,723,900	3,173,100	2,893,000
Charges for Current Services	4,973,114	4,947,100	5,430,700	5,640,200
Revenue From Other Agencies	10,915,885	10,675,416	10,597,000	10,805,000
Reimbursements	232,949	187,000	290,400	304,200
Other Revenue	344,491	189,600	162,833	144,500
Total General Fund	70,078,411	69,317,016	64,098,233	66,078,400
Enterprise Funds:				
Charges for Services	46,500,942	50,871,404	51,120,865	55,407,213
Revenue From Use of Money	3,831,673	1,606,278	2,850,298	2,863,759
Revenue From Other Agencies	1,879,114	412,732	370,450	380,184
Other Revenue	4,008,929	2,613,617	3,622,400	3,696,104
Total Enterprise Funds	56,220,658	55,504,031	57,964,013	62,347,260
Special Revenue Funds:				
Taxes	16,749,474	15,386,000	17,013,100	17,401,600
Charges for Services	513,815	475,000	594,300	594,300
Revenue From Use of Money	360,516	220,000	207,500	237,500
Revenue From Other Agencies	2,417,302	3,023,481	5,570,648	4,825,936
Other Revenue	50,856	5,000	25,000	25,000
Total Special Revenue Funds	20,091,963	19,109,481	23,410,548	23,084,336
Capital / Debt Service Funds:				
Developer Fees	4,664,356	2,348,500	357,000	335,000
Revenue From Use of Money	1,430,490	592,500	1,047,100	1,023,500
Other Revenue	397	-	-	-
Total Capital / Debt Service Fund	6,095,243	2,941,000	1,404,100	1,358,500
Sub-Total	152,486,275	146,871,528	146,876,894	152,868,496

BUDGET SUMMARY

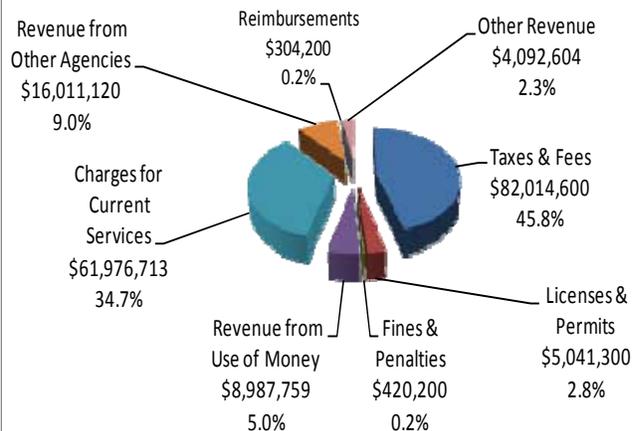
ALL FUNDS REVENUE BY CATEGORY

	Prior Year Actual 2007-2008	Revised Budget 2008-2009	Adopted Budget 2009-2010	Adopted Budget 2010-2011
Redevelopment Agency:				
Tax Increment	16,761,690	18,993,000	18,652,700	19,026,000
Property Tax Pass Thru-Low/Mod	4,190,423	3,799,000	4,663,000	4,757,000
Recovery of Note Principal	49,317	170,000	54,000	55,000
Revenue From Use of Money	2,161,654	1,185,000	1,933,500	1,970,000
Other Revenue	191,937	110,000	168,300	172,000
Total Redevelopment Agency	23,355,021	24,257,000	25,471,500	25,980,000
Total	\$ 175,841,296	171,128,528	172,348,394	178,848,496
Internal Service Funds	\$ 2,519,639	2,209,100	885,000	909,000

Revenue by Category FY 2009-2010



Revenue by Category FY 2010-2011



BUDGET SUMMARY

ALL FUNDS ALLOCATION BY FUND

	Prior Year Actual 2007-2008	Revised Budget 2008-2009	Adopted Budget 2009-2010	Adopted Budget 2010-2011
General Fund	\$ 66,338,483	95,478,093	66,934,651	68,309,549
Enterprise Funds:				
Water Fund	17,837,626	24,749,545	33,741,760	30,578,580
Wastewater Fund	17,423,411	35,980,584	34,185,857	33,462,295
Solid Waste Fund	1,240,804	3,293,934	2,175,132	1,841,842
Transportation Fund	4,162,038	3,324,298	3,960,254	3,943,368
Theatres Fund	4,148,609	5,136,376	4,143,079	4,227,666
Los Robles Greens Golf Course Fund	4,703,354	4,039,177	5,512,560	5,250,500
Total Enterprise Funds	<u>49,515,842</u>	<u>76,523,914</u>	<u>83,718,642</u>	<u>79,304,251</u>
Special Revenue Funds:				
Library Fund	8,779,912	9,767,870	9,468,561	9,040,298
Lighting and Landscaping District Funds	5,143,315	7,718,989	6,843,336	6,954,661
Stormwater Fund	548,084	619,646	501,933	502,985
Street Improvement Funds	5,006,394	21,007,878	23,700,000	18,819,553
CDBG Fund	742,222	1,893,195	677,100	677,100
Child Care Center Fund	741,344	936,631	836,424	737,904
Total Special Revenue Funds	<u>20,961,271</u>	<u>41,944,209</u>	<u>42,027,354</u>	<u>36,732,501</u>
Capital / Debt Service Funds:				
Capital Projects Funds	7,087,966	10,297,521	2,688,000	1,565,000
Debt Service Fund - PFA**	1,200,484	1,211,100	1,205,500	1,214,400
Total Capital / Debt Service Funds	<u>8,288,450</u>	<u>11,508,621</u>	<u>3,893,500</u>	<u>2,779,400</u>
Sub-Total	<u>145,104,046</u>	<u>225,454,837</u>	<u>196,574,147</u>	<u>187,125,701</u>
Redevelopment Agency	<u>19,548,167</u>	<u>37,284,935</u>	<u>24,386,429</u>	<u>24,226,638</u>
Total	\$ <u>164,652,213</u>	<u>262,739,772</u>	<u>220,960,576</u>	<u>211,352,339</u>
Internal Service Funds	\$ <u>1,305,579</u>	<u>2,194,943</u>	<u>1,335,000</u>	<u>1,364,000</u>

** PFA - Public Financing Authority

BUDGET SUMMARY

ALL FUNDS ALLOCATION BY DEPARTMENT / PROGRAM

	Prior Year Actual 2007-2008	Revised Budget 2008-2009	Adopted Budget 2009-2010	Adopted Budget 2010-2011
General Fund:				
City Council	\$ 229,792	301,322	208,076	220,815
City Manager	2,773,256	9,236,433	2,584,557	2,472,158
Human Resources	2,259,261	2,914,645	1,681,679	2,148,026
City Attorney	1,151,184	1,223,986	1,497,710	1,526,131
City Clerk	1,126,192	1,304,097	1,074,338	1,158,587
Finance	11,148,619	26,089,915	11,112,924	10,546,578
Police	24,581,012	26,276,378	25,742,812	26,898,058
Community Development	8,186,923	8,741,962	8,630,555	8,915,947
Community & Cultural Services	2,027,218	2,213,551	1,981,277	2,041,608
Public Works	12,855,026	17,175,804	12,420,723	12,381,641
Total General Fund	66,338,483	95,478,093	66,934,651	68,309,549
Enterprise Funds:				
Water Fund:				
Administration	246,289	320,788	268,411	362,577
Business Management	11,600,612	12,997,708	16,014,889	19,706,114
Engineering Services	906,470	1,020,368	1,040,076	1,043,982
Municipal Service Center	551,244	649,136	597,026	616,749
Conservation	38,398	46,765	90,359	40,806
Storage and Distribution	2,162,108	2,323,261	2,477,875	2,478,174
Groundwater	34,569	36,642	36,650	34,475
Quality Assurance	177,779	189,555	189,674	198,303
Capital Programs	2,120,157	7,165,322	13,026,800	6,097,400
Total Water Fund	17,837,626	24,749,545	33,741,760	30,578,580
Wastewater Fund:				
Administration	240,700	296,532	260,379	268,639
Business Management	1,908,811	2,091,580	2,144,160	2,259,883
Engineering Services	845,185	997,048	1,239,926	1,246,448
Municipal Service Center	393,116	453,401	464,357	451,759
Wastewater Lines	1,408,794	1,552,790	1,507,851	1,565,834
Industrial Waste Inspection	281,975	264,662	368,814	384,333
Hill Canyon Treatment Plant	6,778,607	8,324,677	7,725,570	7,781,999
Capital Projects	5,566,223	21,999,894	20,474,800	19,503,400
Total Wastewater Fund	17,423,411	35,980,584	34,185,857	33,462,295

BUDGET SUMMARY

ALL FUNDS

ALLOCATION BY DEPARTMENT / PROGRAM

	Prior Year Actual 2007-2008	Revised Budget 2008-2009	Adopted Budget 2009-2010	Adopted Budget 2010-2011
Solid Waste Fund:				
Administration	44,159	1,198,557	420,193	50,948
Business Management	157,007	167,030	173,872	180,397
Recycling	481,616	889,532	654,739	667,367
Household Hazardous Waste	515,947	973,265	812,228	822,130
Community Enhancement	42,075	65,550	114,100	121,000
Total Solid Waste Fund	1,240,804	3,293,934	2,175,132	1,841,842
Transportation Fund:				
Bus, Ventura Intercity Services Transit Authority	226,596	215,156	322,857	332,479
Bus, Local	2,598,618	1,524,988	1,495,297	1,867,389
Dial-A-Ride	1,336,824	1,584,154	2,142,100	1,743,500
Total Transportation Fund	4,162,038	3,324,298	3,960,254	3,943,368
Theatres Fund:				
Kavli Center	3,094,838	3,817,893	3,145,700	3,186,795
Scherr Forum Theatre	1,053,771	1,318,483	997,379	1,040,871
Total Theatres Fund	4,148,609	5,136,376	4,143,079	4,227,666
Los Robles Greens Golf Course Fund	4,703,354	4,039,177	5,512,560	5,250,500
Total Enterprise Funds	49,515,842	76,523,914	83,718,642	79,304,251
Special Revenue Funds:				
Library Fund:				
Administration	1,668,515	1,849,184	1,620,516	1,684,749
Reference Services	1,162,003	1,119,697	1,082,576	1,127,931
Children's and Young Adult Services	745,380	744,134	667,132	685,847
Special Collections	196,453	207,819	213,698	220,661
Circulation	1,164,442	1,277,337	1,185,916	1,205,334
Collection Development	494,324	484,628	451,816	368,298
Technical Services	1,047,285	1,148,493	1,018,888	922,295
Maintenance	833,047	889,403	1,611,191	1,257,117
Information Systems	603,613	646,377	679,750	678,918
Newbury Park Branch	864,850	1,400,798	937,078	889,148
Total Library Fund	8,779,912	9,767,870	9,468,561	9,040,298
Total Lighting & Landscaping Funds	5,143,315	7,718,989	6,843,336	6,954,661
Total Stormwater Funds	548,084	619,646	501,933	502,985
Total Street Improvement Funds	5,006,394	21,007,878	23,700,000	18,819,553
Total CDBG Fund	742,222	1,893,195	677,100	677,100

BUDGET SUMMARY

ALL FUNDS

ALLOCATION BY DEPARTMENT / PROGRAM

	Prior Year Actual 2007-2008	Revised Budget 2008-2009	Adopted Budget 2009-2010	Adopted Budget 2010-2011
Total Child Care Center Fund	741,344	936,631	836,424	737,904
Total Special Revenue Funds	20,961,271	41,944,209	42,027,354	36,732,501
Total Capital Project Funds	7,087,966	10,297,521	2,688,000	1,565,000
Total Debt Service Fund (PFA)	1,200,484	1,211,100	1,205,500	1,214,400
Sub-Total	\$ 145,104,046	225,454,837	196,574,147	187,125,701
<u>Redevelopment Agency</u>				
TO Blvd. RDA Project Area	\$ 12,458,476	27,996,984	18,052,396	17,804,631
Newbury Road Project Area	1,413,392	5,117,822	2,117,389	2,163,190
Low/Moderate Income Housing	5,676,299	4,170,129	4,216,644	4,258,817
Total Redevelopment Agency	\$ 19,548,167	37,284,935	24,386,429	24,226,638
Total	\$ 164,652,213	262,739,772	220,960,576	211,352,339
<u>Internal Service Funds</u>				
Liability Insurance	\$ 435,476	821,395	516,000	540,000
Workers' Compensation	818,707	1,293,548	750,000	755,000
Vision	51,396	80,000	69,000	69,000
Total Internal Service Funds	\$ 1,305,579	2,194,943	1,335,000	1,364,000



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GENERAL FUND

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

BUDGET SUMMARY

GENERAL FUND OPERATIONAL SUMMARY

	Prior Year Actual 2007-2008	Revised Budget 2008-2009	Adopted Budget 2009-2010	Adopted Budget 2010-2011
<u>Amount Available for Allocation</u>				
Current Revenues	\$ 70,078,411	69,317,016	64,098,233	66,078,400
Transfers From Other Funds	2,141,974	2,240,000	2,050,000	2,050,000
Reserve Account*	-	29,633,722	4,914,300	3,662,200
Total Available for Allocation	<u>\$ 72,220,385</u>	<u>101,190,738</u>	<u>71,062,533</u>	<u>71,790,600</u>
<u>Estimated Requirements</u>				
Operating Requirements:				
Salaries	\$ 20,517,688	21,385,053	21,644,299	22,283,768
Fringe Benefits	9,756,661	10,292,500	9,845,460	9,572,917
Maintenance and Operations:				
Supplies and Equipment	1,913,332	2,058,062	1,817,400	1,791,550
Repairs and Maintenance	3,399,665	3,971,647	3,708,562	3,639,949
Professional/Contractual Services	28,261,041	39,262,516	29,390,859	30,565,200
Utilities	1,540,312	1,703,694	1,706,100	1,589,950
Insurance and Claims	925,941	1,464,600	683,000	1,207,000
Equipment/Building Rental	674,528	825,165	767,050	767,550
Training and Memberships	430,651	409,780	431,760	431,860
Asset Replacement Funding	1,073,866	1,220,815	747,150	803,625
Total Maintenance and Operations	<u>38,219,336</u>	<u>50,916,279</u>	<u>39,251,881</u>	<u>40,796,684</u>
Charge Backs	(5,727,478)	(5,836,699)	(7,229,489)	(7,371,020)
Capital Outlay:				
Capital Outlay	661,702	1,015,973	1,236,600	374,800
Use of Asset Replacement	(633,237)	(934,848)	(1,236,600)	(374,800)
Total Capital Outlay	<u>28,465</u>	<u>81,125</u>	<u>-</u>	<u>-</u>
Total Operating Requirements	<u>62,794,672</u>	<u>76,838,258</u>	<u>63,512,151</u>	<u>65,282,349</u>
Capital Improvements	3,543,811	18,639,835	3,017,500	2,392,200
Maintenance Improvements	-	-	405,000	635,000
Transfers to Other Funds	4,280,618	5,712,645	4,127,882	3,481,051
Reserve Account	1,601,284	-	-	-
Total Estimated Requirements	<u>\$ 72,220,385</u>	<u>101,190,738</u>	<u>71,062,533</u>	<u>71,790,600</u>

* Use of General Fund reserves for capital improvements.

BUDGET SUMMARY

GENERAL FUND SCHEDULE OF REVENUE

	Prior Year Actual 2007-2008	Revised Budget 2008-2009	Adopted Budget 2009-2010	Adopted Budget 2010-2011
General Fund Revenue and Transfers				
Taxes and Fees:				
Property Tax Apportionment	\$ 6,772,150	6,903,000	7,150,000	7,300,000
Sales and Use Tax	26,909,168	27,300,000	23,000,000	24,000,000
Transient Occupancy Tax	2,859,810	3,043,300	2,805,000	2,865,000
Franchise Fee	5,117,984	5,264,500	5,579,500	6,015,000
Property Transfer Tax	703,515	750,000	550,000	650,000
Total Taxes and Fees	42,362,627	43,260,800	39,084,500	40,830,000
Licenses and Permits:				
Business Licenses	2,093,291	2,095,000	2,070,000	2,070,000
Building Permits/Inspections	2,974,211	2,726,000	1,929,500	2,043,000
Public Works Permits/Inspections	1,360,695	1,085,000	944,000	912,300
Other Departments	15,968	16,000	16,000	16,000
Total Licenses and Permits	6,444,165	5,922,000	4,959,500	5,041,300
Fines and Penalties:				
Parking Citations	224,954	213,600	238,500	253,500
Other Court Fees	192,160	197,600	161,700	166,700
Total Fines and Penalties	417,114	411,200	400,200	420,200
Revenue From Use of Money:				
Interest Income	3,710,818	3,075,000	2,508,100	2,203,000
Rental of City Facilities	677,248	648,900	665,000	690,000
Total From Use of Money	4,388,066	3,723,900	3,173,100	2,893,000
Charges for Current Services:				
Public Works Department	137,515	180,000	201,500	211,500
Planning Department	835,769	781,000	779,400	810,500
Building Record Fee	77,995	80,000	75,000	75,000
Law Enforcement	80,640	80,000	140,000	140,000
Services to Enterprise Funds	3,839,681	3,825,500	4,233,500	4,401,900
Other Charges	1,514	600	1,300	1,300
Total Charges for Current Svcs.	4,973,114	4,947,100	5,430,700	5,640,200
Revenue From Other Agencies:				
Vehicle License Fee	9,965,147	10,150,000	10,380,000	10,580,000
State Mandates/Other State Rev.	92,266	-	-	-
Supplemental Police Grants	289,481	230,000	185,000	185,000
FEMA	33,864	-	-	8,000
Other Grants	535,127	295,416	32,000	32,000
Total From Other Agencies	10,915,885	10,675,416	10,597,000	10,805,000
Reimbursements	232,949	187,000	290,400	304,200
Other Revenue	344,491	189,600	162,833	144,500
Total Revenue	70,078,411	69,317,016	64,098,233	66,078,400
Transfers From Other Funds	2,141,974	2,240,000	2,050,000	2,050,000
Total Revenue and Transfers	\$ 72,220,385	71,557,016	66,148,233	68,128,400

BUDGET SUMMARY

GENERAL FUND ALLOCATION SUMMARY

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Salaries	\$ 20,517,688	21,385,053	21,644,299	22,283,768
Fringe Benefits	9,756,661	10,292,500	9,845,460	9,572,917
Maintenance and Operations:				
Supplies and Equipment	1,913,332	2,058,062	1,817,400	1,791,550
Repairs and Maintenance	3,399,665	3,971,647	3,708,562	3,639,949
Professional/Contractual Services	28,261,041	39,262,516	29,390,859	30,565,200
Utilities	1,540,312	1,703,694	1,706,100	1,589,950
Insurance and Claims	925,941	1,464,600	683,000	1,207,000
Equipment/Building Rental	674,528	825,165	767,050	767,550
Training and Memberships	430,651	409,780	431,760	431,860
Asset Replacement Funding	1,073,866	1,220,815	747,150	803,625
Total Maintenance and Operations	38,219,336	50,916,279	39,251,881	40,796,684
Charge Backs	(5,727,478)	(5,836,699)	(7,229,489)	(7,371,020)
Capital Outlay:				
Capital Outlay	661,702	1,015,973	1,236,600	374,800
Use of Asset Replacement	(633,237)	(934,848)	(1,236,600)	(374,800)
Total Capital Outlay	28,465	81,125	-	-
Capital Improvements	3,543,811	18,639,835	3,017,500	2,392,200
Maintenance Improvements	-	-	405,000	635,000
Transfers to Other Funds	4,280,618	5,712,645	4,127,882	3,481,051
Total Program Allocations	\$ <u>70,619,101</u>	<u>101,190,738</u>	<u>71,062,533</u>	<u>71,790,600</u>

BUDGET SUMMARY

GENERAL FUND

OPERATING ALLOCATION BUDGET - ADOPTED 2009-2010

	Salaries\ Fringe Benefits	Maint.\ Operations	Charge Backs	Capital Outlay	Total
City Council	\$ 241,976	83,400	(117,300)	-	208,076
City Manager:					
Administration	1,302,943	60,353	(92,500)	-	1,270,796
Economic Development	187,460	99,500	-	-	286,960
Public Information / Special Services	205,410	138,700	-	-	344,110
Intergovernmental Relations	237,291	445,400	-	-	682,691
Total City Manager	1,933,104	743,953	(92,500)	-	2,584,557
Human Resources:					
Administration	814,492	181,745	(41,600)	-	954,637
Risk Management	423,562	449,481	(146,001)	-	727,042
Total Human Resources	1,238,054	631,226	(187,601)	-	1,681,679
City Attorney:					
Administration	703,420	375,275	(71,100)	-	1,007,595
Code Compliance	197,617	-	-	-	197,617
Land Use/Housing	292,498	-	-	-	292,498
Total City Attorney	1,193,535	375,275	(71,100)	-	1,497,710
City Clerk:					
Administration	527,014	88,050	(24,800)	-	590,264
Records Management	332,874	151,200	-	-	484,074
Total City Clerk	859,888	239,250	(24,800)	-	1,074,338
Finance:					
Administration	916,262	76,000	(249,400)	-	742,862
Accounting	961,216	159,800	(118,200)	-	1,002,816
Treasury & Debt Service Administration	177,337	117,500	(143,800)	-	151,037
Public Services / Revenue Collection Svcs.	1,014,720	429,700	(203,824)	-	1,240,596
Information Technology	1,480,218	777,975	(45,900)	-	2,212,293
General Services	430,257	632,453	(375,400)	-	687,310
Facility Maintenance	1,003,431	2,927,554	(1,179,475)	-	2,751,510
Total Finance	5,983,441	5,120,982	(2,315,999)	-	8,788,424

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BUDGET SUMMARY

GENERAL FUND

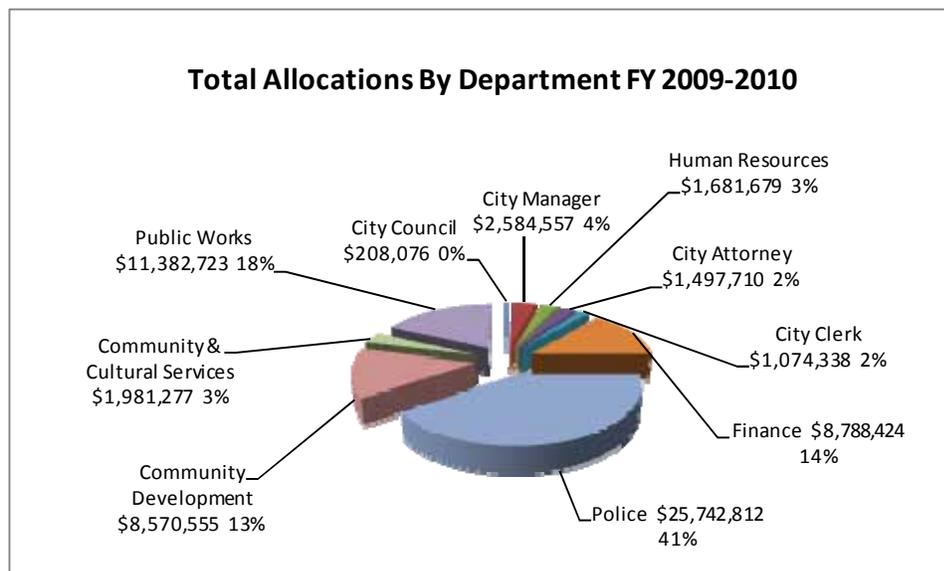
OPERATING ALLOCATION BUDGET - ADOPTED 2009-2010

	Salaries\ Fringe Benefits	Maint.\ Operations	Charge Backs	Capital Outlay	Total
					(Continued ...)
Police:					
Administration	289,124	1,218,800	-	-	1,507,924
Patrol Svcs., Special Enforcement Unit and Bicycle Patrol	-	12,881,887	-	-	12,881,887
Traffic Services	-	3,112,356	-	-	3,112,356
Investigation Services	-	4,364,566	-	-	4,364,566
Crime Prevention	-	1,935,737	-	-	1,935,737
Vehicle Services	-	1,389,784	-	-	1,389,784
Court Services	-	73,000	-	-	73,000
Special Events and Overtime Svcs.	-	462,000	-	-	462,000
DART	-	15,558	-	-	15,558
Total Police	<u>289,124</u>	<u>25,453,688</u>	<u>-</u>	<u>-</u>	<u>25,742,812</u>
Community Development:					
Administration	475,437	228,025	-	-	703,462
Planning Commission	151,136	9,950	-	-	161,086
Development Services	1,114,801	126,300	-	-	1,241,101
Public Services	1,371,938	21,800	-	-	1,393,738
COSCA	420,888	298,324	-	-	719,212
Environmental Services	241,587	3,150	-	-	244,737
General Planning	231,904	34,100	-	-	266,004
Building Services	2,967,189	110,952	(50,000)	-	3,028,141
Code Compliance	739,103	27,581	-	-	766,684
Community Development Block Grant	110,148	44,400	(108,158)	-	46,390
General Fund Redevelopment Agency	1,026,905	-	(1,026,905)	-	-
Total Community Development	<u>8,851,036</u>	<u>904,582</u>	<u>(1,185,063)</u>	<u>-</u>	<u>8,570,555</u>
Community & Cultural Services:					
TOTV / Cable	495,422	145,424	-	-	640,846
Art Services / Special Projects	288,868	49,150	-	-	338,018
Senior Services	68,308	272,086	-	-	340,394
Teen Services	68,808	593,211	-	-	662,019
Total Community & Cultural Services	<u>921,406</u>	<u>1,059,871</u>	<u>-</u>	<u>-</u>	<u>1,981,277</u>
					(Continued ...)

BUDGET SUMMARY

GENERAL FUND OPERATING ALLOCATION BUDGET - ADOPTED 2009-2010

	Salaries\ Fringe Benefits	Maint.\ Operations	Charge Backs	Capital Outlay	Total
					(Continued ...)
Public Works:					
Administration	505,735	41,050	-	-	546,785
Business Management	243,419	3,000	-	-	246,419
Emergency Preparedness	51,947	72,281	-	-	124,228
Engineering Services	1,669,178	157,181	-	-	1,826,359
Traffic Engineering Services	1,170,190	179,605	-	-	1,349,795
Traffic and Transportation Advisory Commission	96,499	1,600	-	-	98,099
Fleet Services	1,094,651	1,304,175	(2,282,826)	-	116,000
Roads	2,606,147	982,849	(15,000)	-	3,573,996
Street Sweeping	106,378	273,954	(1,000)	-	379,332
Street Trees / Landscape	1,640,737	1,302,815	(893,600)	-	2,049,952
Municipal Service Center	622,856	218,867	(42,700)	-	799,023
Storm Drain Maintenance	56,085	66,666	-	-	122,751
Graffiti Removal	114,373	35,611	-	-	149,984
Total Public Works	9,978,195	4,639,654	(3,235,126)	-	11,382,723
Total General Fund	\$ 31,489,759	39,251,881	(7,229,489)	-	63,512,151



BUDGET SUMMARY

GENERAL FUND OPERATING ALLOCATION BUDGET - ADOPTED 2010-2011

	Salaries\ Fringe Benefits	Maint.\ Operations	Charge Backs	Capital Outlay	Total
City Council	\$ 255,715	87,100	(122,000)	-	220,815
City Manager:					
Administration	1,177,762	63,876	(96,200)	-	1,145,438
Economic Development	192,501	88,300	-	-	280,801
Public Information / Special Services	211,832	142,000	-	-	353,832
Intergovernmental Relations	246,687	445,400	-	-	692,087
Total City Manager	1,828,782	739,576	(96,200)	-	2,472,158
Human Resources:					
Administration	833,232	199,620	(43,300)	-	989,552
Risk Management	436,003	978,844	(256,373)	-	1,158,474
Total Human Resources	1,269,235	1,178,464	(299,673)	-	2,148,026
City Attorney:					
Administration	724,580	366,397	(72,000)	-	1,018,977
Code Compliance	203,273	-	-	-	203,273
Land Use/Housing	303,881	-	-	-	303,881
Total City Attorney	1,231,734	366,397	(72,000)	-	1,526,131
City Clerk:					
Administration	545,557	141,250	(25,800)	-	661,007
Records Management	346,380	151,200	-	-	497,580
Total City Clerk	891,937	292,450	(25,800)	-	1,158,587
Finance:					
Administration	1,004,399	73,400	(259,400)	-	818,399
Accounting	1,017,039	150,300	(123,000)	-	1,044,339
Treasury & Debt Service Administration	99,060	117,800	(149,600)	-	67,260
Public Services / Revenue Collection Svcs.	1,046,169	456,600	(209,233)	-	1,293,536
Information Technology	1,390,677	813,525	(47,800)	-	2,156,402
General Services	442,112	635,709	(452,700)	-	625,121
Facility Maintenance	1,034,428	2,791,420	(1,099,327)	-	2,726,521
Total Finance	6,033,884	5,038,754	(2,341,060)	-	8,731,578

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BUDGET SUMMARY

GENERAL FUND

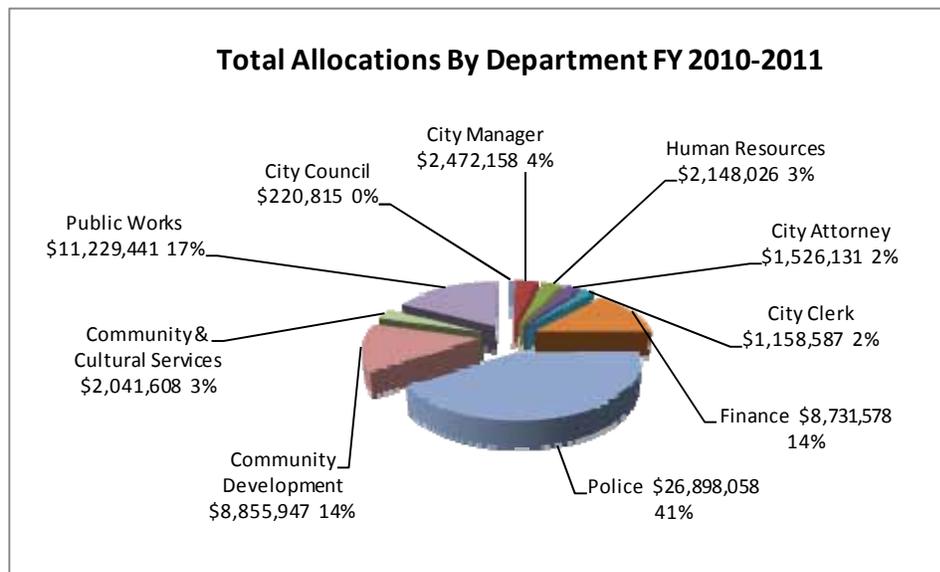
OPERATING ALLOCATION BUDGET - ADOPTED 2010-2011

	Salaries\ Fringe Benefits	Maint.\ Operations	Charge Backs	Capital Outlay	Total
					(Continued ...)
Police:					
Administration	298,968	1,244,039	-	-	1,543,007
Patrol Svcs., Special Enforcement Unit and Bicycle Patrol	-	13,525,988	-	-	13,525,988
Traffic Services	-	3,268,274	-	-	3,268,274
Investigation Services	-	4,582,794	-	-	4,582,794
Crime Prevention	-	1,973,324	-	-	1,973,324
Vehicle Services	-	1,442,456	-	-	1,442,456
Court Services	-	76,700	-	-	76,700
Special Events and Overtime Svcs.	-	469,800	-	-	469,800
DART	-	15,715	-	-	15,715
Total Police	<u>298,968</u>	<u>26,599,090</u>	<u>-</u>	<u>-</u>	<u>26,898,058</u>
Community Development:					
Administration	488,093	244,725	-	-	732,818
Planning Commission	154,513	9,950	-	-	164,463
Development Services	1,156,439	126,300	-	-	1,282,739
Public Services	1,415,115	21,800	-	-	1,436,915
COSCA	432,972	301,586	-	-	734,558
Environmental Services	252,357	3,150	-	-	255,507
General Planning	241,616	4,100	-	-	245,716
Building Services	3,055,186	117,129	-	-	3,172,315
Code Compliance	764,041	28,549	-	-	792,590
Community Development Block Grant	114,926	29,900	(106,500)	-	38,326
General Fund Redevelopment Agency	1,064,805	-	(1,064,805)	-	-
Total Community Development	<u>9,140,063</u>	<u>887,189</u>	<u>(1,171,305)</u>	<u>-</u>	<u>8,855,947</u>
Community & Cultural Services:					
TOTV / Cable	509,316	166,393	-	-	675,709
Art Services / Special Projects	297,312	49,150	-	-	346,462
Senior Services	71,161	282,345	-	-	353,506
Teen Services	71,661	594,270	-	-	665,931
Total Community & Cultural Services	<u>949,450</u>	<u>1,092,158</u>	<u>-</u>	<u>-</u>	<u>2,041,608</u>
					(Continued ...)

BUDGET SUMMARY

GENERAL FUND OPERATING ALLOCATION BUDGET - ADOPTED 2010-2011

	Salaries\ Fringe Benefits	Maint.\ Operations	Charge Backs	Capital Outlay	Total
					(Continued ...)
Public Works:					
Administration	519,716	43,659	-	-	563,375
Business Management	251,183	3,100	-	-	254,283
Emergency Preparedness	53,179	75,701	-	-	128,880
Engineering Services	1,649,684	158,740	-	-	1,808,424
Traffic Engineering Services	1,175,803	173,832	-	-	1,349,635
Traffic and Transportation Advisory Commission	99,516	1,700	-	-	101,216
Fleet Services	1,078,307	1,335,375	(2,291,682)	-	122,000
Roads	2,716,041	1,016,870	(15,000)	-	3,717,911
Street Trees / Landscape	1,659,054	1,372,786	(893,600)	-	2,138,240
Municipal Service Center	586,874	229,377	(42,700)	-	773,551
Storm Drain Maintenance	57,500	66,713	-	-	124,213
Graffiti Removal	110,060	37,653	-	-	147,713
Total Public Works	9,956,917	4,515,506	(3,242,982)	-	11,229,441
Total General Fund	\$ 31,856,685	40,796,684	(7,371,020)	-	65,282,349

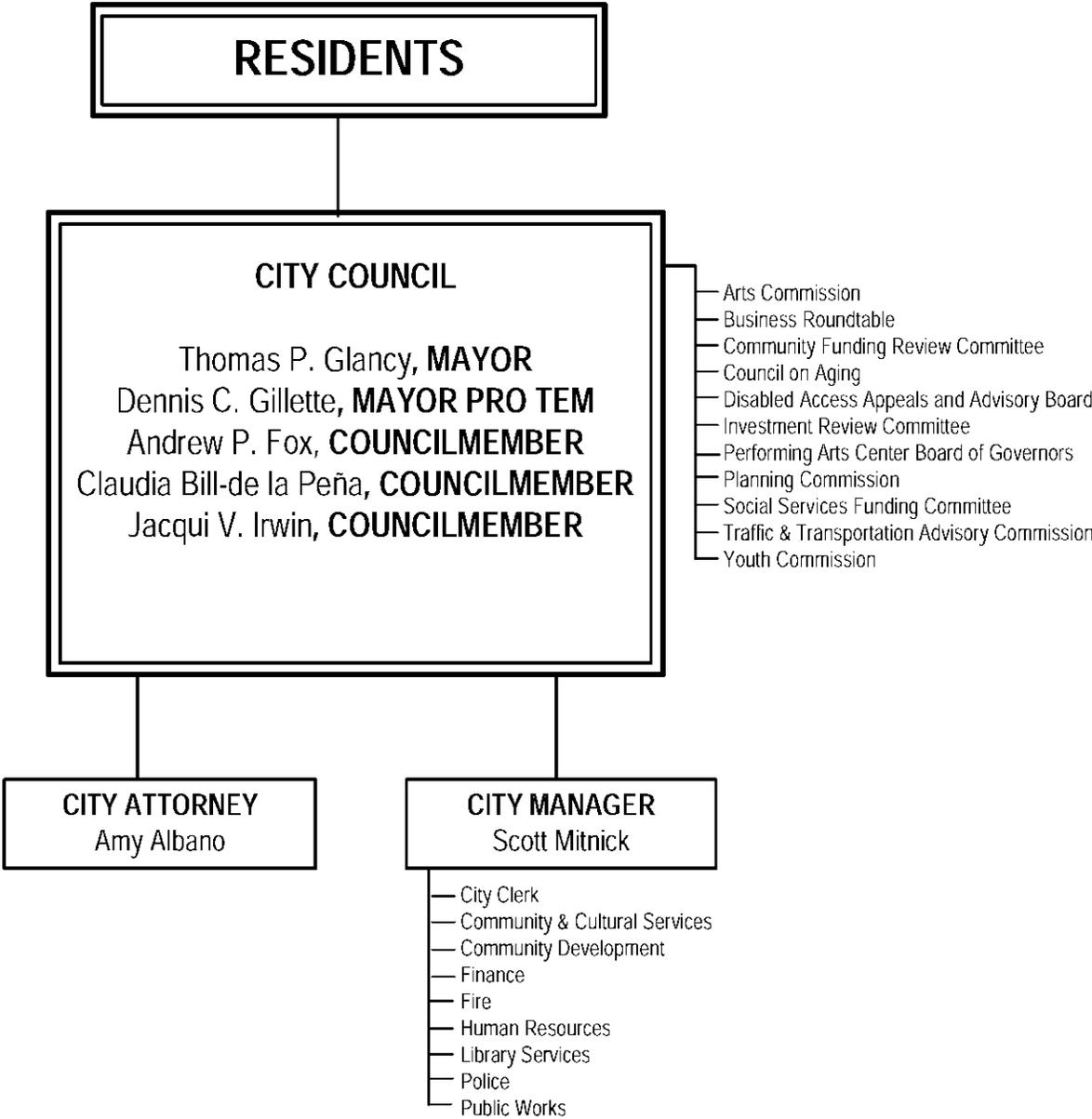




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CITY COUNCIL

CITY OF THOUSAND OAKS



CITY COUNCIL

GENERAL FUND CITY COUNCIL

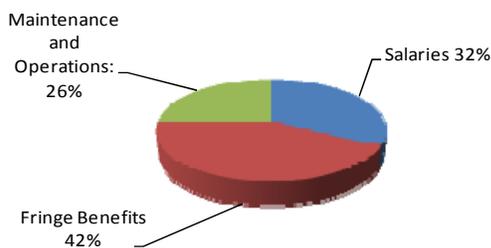
Program Description

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

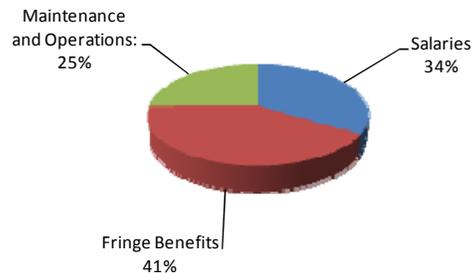
	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
Program Allocations				
Salaries	\$ 95,984	99,380	105,001	115,096
Fringe Benefits	135,731	150,486	136,975	140,619
Maintenance and Operations:				
Supplies and Equipment	23,573	31,950	23,200	23,500
Repairs and Maintenance	-	1,500	-	900
Professional/Contractual Services	27,250	41,506	11,500	14,500
Utilities	4,962	8,400	5,700	5,200
Equipment/Building Rental	83	-	-	-
Training and Memberships	49,576	43,000	43,000	43,000
Total Maintenance and Operations	105,444	126,356	83,400	87,100
Charge Backs	(107,367)	(74,900)	(117,300)	(122,000)
Total Program Allocations	\$ 229,792	301,322	208,076	220,815

Budget Variance: No material variances noted.

Adopted Budget FY 2009 - 2010



Adopted Budget FY 2010 - 2011



TOTAL ALLOCATED POSITIONS: FY 2009-10 - 5.00; FY 2010-11 - 5.00

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

CITY COUNCIL

GENERAL FUND

CITY COUNCIL PROGRAM

OBJECTIVES & PERFORMANCE MEASURES

Mission

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

Goal(s)

- Achieve City Council Goals and Top Priorities for Fiscal Year 2009-10 and Fiscal Year 2010-11 as agreed during each annual City Council Goal-Setting Session.

Prior Budget Accomplishments

- Continued to make Public Safety one of its highest priorities, ranking in Top 10 as Safest City, consistent with population level (ongoing).
- Adopted FY 2007-08 Citywide Goals & Objectives Status Update Report (September 2008).
- Acquired 8.7 acre Site "I" parcel in Dos Vientos; this parcel had been in the highest priority tier of the City's list of parcels for potential purchase as open space. COSCA Board has approved acceptance of a donation of 10-foot wide parcel for trail purposes at Hauser Circle. City continued to acquire open space property in compliance with City Council's open space property acquisition list (December 2008).

Additional Accomplishments

- Contracted with consultant to conduct a Housing Program and Feasibility Analysis (May 2007). City Council approved Municipal Code Amendments, an Affordable Housing Ordinance including an Inclusionary Housing Program, and creation of a Housing Trust Fund (July 2008).
- Interagency cooperation with Conejo Recreation and Park District (CRPD) to implement a variety of joint projects and programs such as the construction of a joint-use community pool at Samuelson Aquatics Center on campus of California Lutheran University (CLU); pool dedication held (February 2009).
- Continued support for strong employment base with emphasis on revitalization of Thousand Oaks Boulevard (ongoing).

Objective(s)

- Hold City Council Goal Setting Workshops in FY 2009-10 and FY 2010-11. **(Citywide Goal A: Government Leadership)**
- Report accomplished goals for each Fiscal Year at Mayor's annual State of the City Address. **(Citywide Goal A: Government Leadership)**
- Adopt FY 2009-10 and FY 2010-11 Operating and Capital Improvement Budgets and Adopt FY 2008-09 Citywide Goals & Objectives Status Update Report. **(Citywide Goal B: Fiscally/Managerially Responsible)**

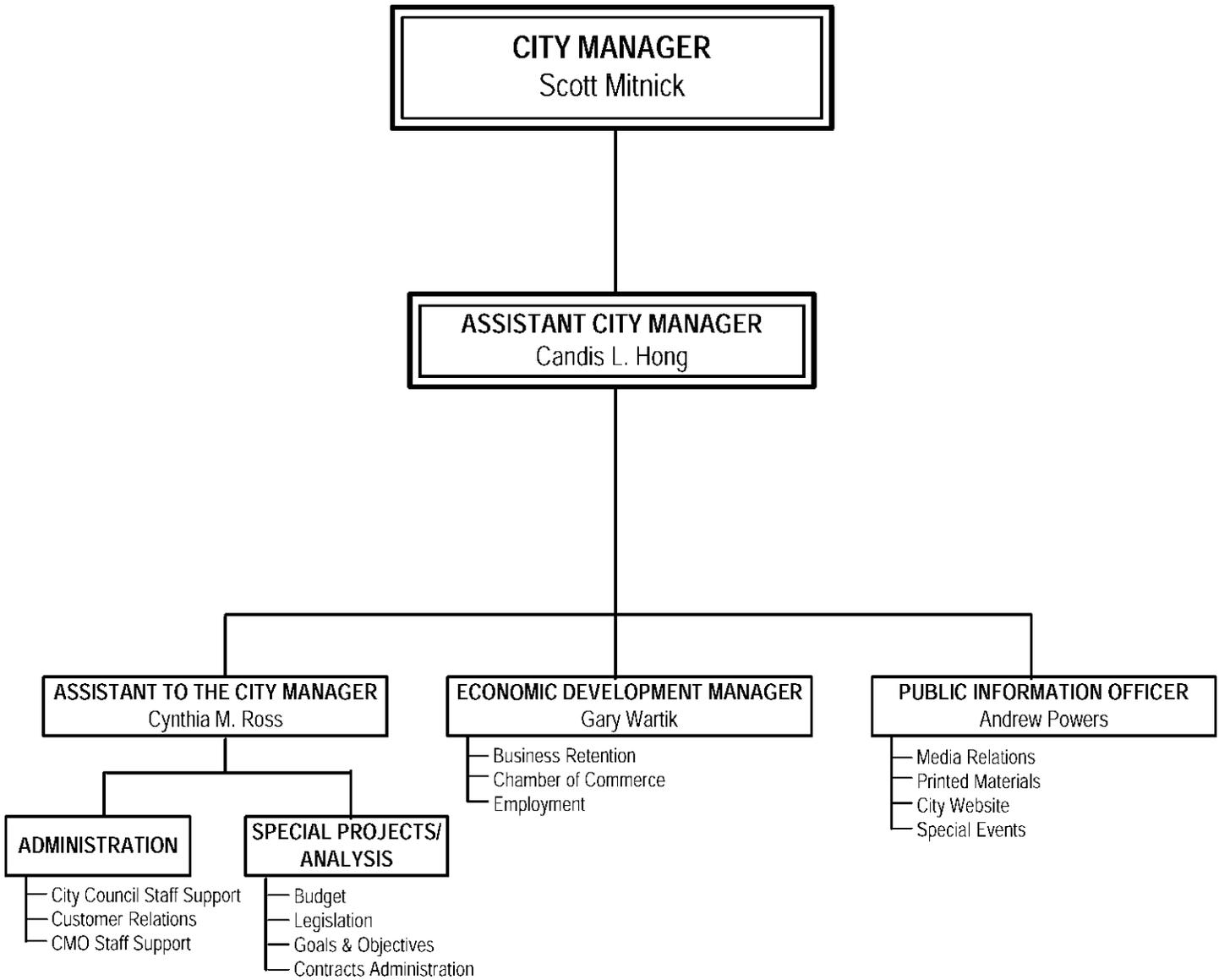
Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Number of City Council meetings held	24	24	24	24	24
Percentage of Citywide Goals and Objectives achieved	89%	75%	80%	85%	90%
Attendance at community functions including speeches	N/A	N/A	250	114	117



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CITY MANAGER

CITY MANAGER



Total Employees:
FY 09-10: 12
FY 10-11: 11

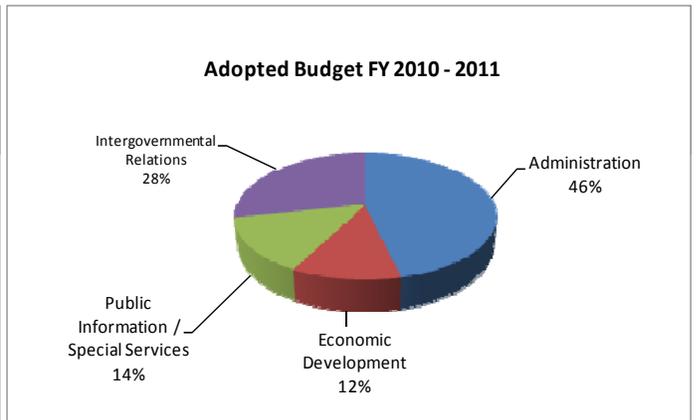
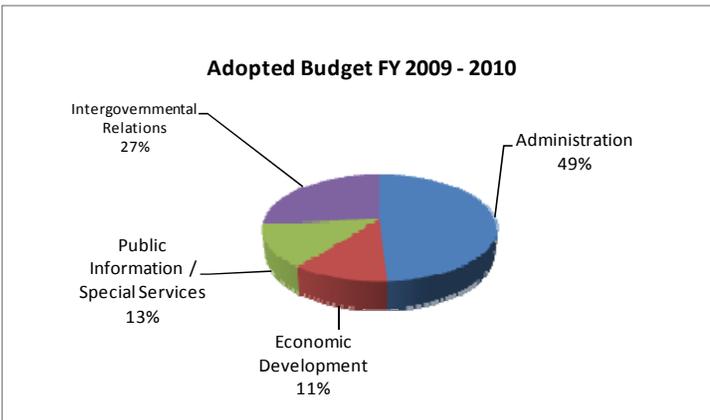
CITY MANAGER

GENERAL FUND PROGRAMS SUMMARY

City Manager's Office Mission Statement

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

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
Program Allocation Summary				
Administration	\$ 1,320,835	1,209,280	1,270,796	1,145,438
Economic Development	309,237	307,149	286,960	280,801
Public Information / Special Services	285,445	410,072	344,110	353,832
Intergovernmental Relations	857,739	7,309,932	682,691	692,087
Total	\$ 2,773,256	9,236,433	2,584,557	2,472,158

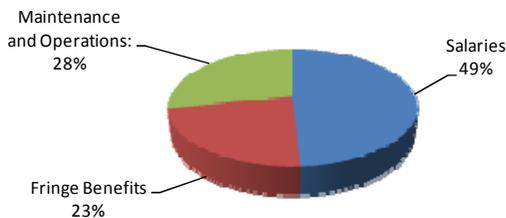


CITY MANAGER

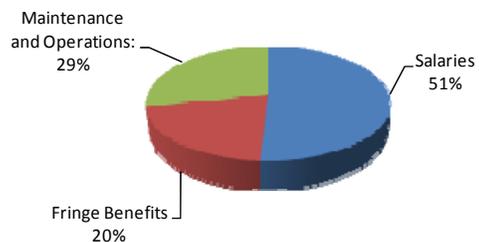
GENERAL FUND ALLOCATION SUMMARY

	Prior Year Actual 2007-2008	Revised Budget 2008-2009	Adopted Budget 2009-2010	Adopted Budget 2010-2011
<u>Program Allocations</u>				
Salaries	\$ 1,290,728	1,345,802	1,318,026	1,304,343
Fringe Benefits	533,416	564,813	615,078	524,439
Maintenance and Operations:				
Supplies and Equipment	120,995	138,512	132,600	115,500
Repairs and Maintenance	11,488	15,400	14,103	16,226
Professional/Contractual Services	766,439	7,207,787	465,200	475,200
Utilities	8,188	12,900	7,900	7,600
Equipment/Building Rental	3,838	4,684	2,500	2,500
Training and Memberships	117,025	136,980	117,300	118,200
Asset Replacement Funding	5,791	4,930	4,350	4,350
Total Maintenance and Operations	1,033,764	7,521,193	743,953	739,576
Charge Backs	(84,652)	(196,500)	(92,500)	(96,200)
Capital Outlay:				
Capital Outlay	-	1,125	-	-
Total Program Allocations	\$ 2,773,256	9,236,433	2,584,557	2,472,158

Adopted Budget FY 2009 - 2010



Adopted Budget FY 2010 - 2011



CITY MANAGER

GENERAL FUND ADMINISTRATION

Program Description

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

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Salaries	\$ 859,023	914,554	867,219	836,558
Fringe Benefits	369,963	387,165	435,724	341,204
Maintenance and Operations:				
Supplies and Equipment	33,002	23,752	12,800	12,800
Repairs and Maintenance	10,451	15,400	14,103	16,226
Professional/Contractual Services	99,119	16,754	3,000	3,000
Utilities	5,852	9,600	5,000	5,000
Equipment/Building Rental	400	-	-	-
Training and Memberships	21,886	32,500	21,100	22,500
Asset Replacement Funding	5,791	4,930	4,350	4,350
Total Maintenance and Operations	<u>176,501</u>	<u>102,936</u>	<u>60,353</u>	<u>63,876</u>
Charge Backs	(84,652)	(196,500)	(92,500)	(96,200)
Capital Outlay:				
Capital Outlay	-	1,125	-	-
Total Program Allocations	\$ <u>1,320,835</u>	<u>1,209,280</u>	<u>1,270,796</u>	<u>1,145,438</u>

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 8.15; FY 2010-11 - 7.15

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

CITY MANAGER

GENERAL FUND ADMINISTRATION

OBJECTIVES & PERFORMANCE MEASURES

Mission

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

Goal(s)

- Manage day-to-day operations of the City, including policy implementation and oversight of City departments.
- Provide on-going administrative support to City Council.
- Develop interagency relationship with Conejo Valley Unified School District (CVUSD) and Conejo Recreation and Parks District (CRPD), including Funding Options Review and Interagency Cooperation Agreement.

Prior Budget Accomplishments

- Coordinated City Council Goal-Setting Session (April 2008 and February 2009) and annual Citywide Goals and Objectives review (September 2008).
- Implemented a new Customer Response Management System (CRMS) in FY 2007-08 and FY 2008-09; completed and tracked 1,169 cases (June 2009).
- Improved public services and information access to residents by enhancing City website and implementing a public outreach campaign (December 2008).

Additional Accomplishments

- Fire Services Operational and Financial Review Report completed (October 2007); third update report presented to City Council (March 2009).
- Facilitated renovations and operations of Concept Plan for Rancho Potrero Equestrian Center (January 2008).
- Developed new Banner Program with Thousand Oaks Boulevard Association as lead (July 2008).

Objective(s)

- Provide oversight of FY 2009-10 & FY 2010-11 City Council Goal-Setting process and oversight of Fiscal Year 2009-10 & FY 2010-11 Top Priority Implementation. **(Citywide Goal A: Government Leadership)**
- Provide oversight of FY 2009-10 & FY 2010-11 Citywide Goals and Objectives review and implementation. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Revise Parking on Public Street Ordinance. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Provide leadership and direction in City Services. **(Citywide Goal A: Government Leadership)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Number of CRMS cases logged	N/A	N/A	930	239	282
Number of CRMS cases resolved	N/A	N/A	903	194	221
Number of calendaring events processed by City Manager's Office	N/A	N/A	237	550	575
Provide direction for community issues (# meetings held)	N/A	N/A	9	126	130

CITY MANAGER

GENERAL FUND ECONOMIC DEVELOPMENT

Program Description

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

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Salaries	\$ 141,650	143,621	133,342	137,488
Fringe Benefits	53,280	55,142	54,118	55,013
Maintenance and Operations:				
Supplies and Equipment	9,209	3,936	2,000	1,300
Professional/Contractual Services	81,135	81,750	75,200	65,200
Utilities	661	700	700	700
Training and Memberships	23,302	22,000	21,600	21,100
Total Maintenance and Operations	114,307	108,386	99,500	88,300
Total Program Allocations	\$ 309,237	307,149	286,960	280,801

Budget Variance: No material variances noted.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 1.00; FY 2010-11 - 1.00

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

CITY MANAGER

GENERAL FUND

ECONOMIC DEVELOPMENT

OBJECTIVES & PERFORMANCE MEASURES

Mission

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

Goal(s)

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

Prior Budget Accomplishments

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

Additional Accomplishments

- Supported and facilitated implementation of "Buy Local" program (ongoing).
- Held first-ever Business Outreach Program to acquaint business community with resources available to assist them in surviving the current recessionary environment (February 2009).

Objective(s)

- Work with Thousand Oaks Boulevard Association and Property Business Improvement District (BID) to facilitate a vision in conjunction with Specific Plan for Thousand Oaks Boulevard and renew existing property based on Business Improvement District. **(Citywide Goal I: Redevelopment)**
- Continue efforts to bring low, or no, cost resources to business community in need of specific assistance to survive. **(Citywide Goal H: Economic Diversity)**
- Hold regular meetings with Thousand Oaks Auto Mall Association as necessary, to reach agreement regarding proposed Auto Mall Drive Public Works Angled Parking Project. **(Citywide Goal I: Redevelopment)**
- Maintain ongoing working relationship with Thousand Oaks-Westlake Village Regional Chamber of Commerce and continue support of, and involvement with, "Buy Local" Program. **(Citywide Goal H: Economic Diversity)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Number of monthly inquiries for City information and business-related assistance	120	133	191	134	134
Number of meetings held with business groups(A)	24	32	61	83	83
Number of business visitations to major employers by Mayor, City Manager, and/or Economic Development Manager	6	7	6	7	7

Performance Measure Notes

(A)In response to the slowing economy, staff increased the number of contacts with local businesses to both obtain current information and to offer, where appropriate, business assistance.

CITY MANAGER

GENERAL FUND

PUBLIC INFORMATION / SPECIAL SERVICES

Program Description

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

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Salaries	\$ 136,363	130,825	146,302	151,398
Fringe Benefits	49,917	56,139	59,108	60,434
Maintenance and Operations:				
Supplies and Equipment	73,340	104,824	113,300	96,900
Repairs and Maintenance	1,037	-	-	-
Professional/Contractual Services	13,493	105,200	13,000	33,000
Utilities	864	1,600	1,300	1,000
Equipment/Building Rental	3,438	4,684	2,500	2,500
Training and Memberships	6,993	6,800	8,600	8,600
Total Maintenance and Operations	99,165	223,108	138,700	142,000
Total Program Allocations	\$ 285,445	410,072	344,110	353,832

Budget Variance: Professional/Contractual Services revised budget for FY 2008-2009 is primarily due to the "Citizen Attitude Survey."

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 1.50; FY 2010-11 - 1.50

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

CITY MANAGER

GENERAL FUND

PUBLIC INFORMATION/SPECIAL SERVICES

OBJECTIVES & PERFORMANCE MEASURES

Mission

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

Goal(s)

- Provide accurate, timely, and valuable public information to residents and businesses through coordinated print and electronic outreach materials.
- Serve as a resource for the news media and promote effective and efficient media relations throughout the organization.
- Provide speech writing support for the Mayor and City Council.

Prior Budget Accomplishments

- Launched completely redesigned City website with streamlined navigational structure, regularly updated news items, and interactive format (December 2008).
- Centralized media relations and communications through Public Information Office (May 2008).
- Prepared two Mayor's State of the City addresses to the community (December 2007 and 2008).

Objective(s)

- Redesign quarterly City newsletter adding additional page to promote Theatre performances. **(Citywide Goal A: Government Leadership)**
- Complete statistically valid 2009 Community Attitude Survey and begin the process of aligning results with the budget process. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Promote City website as a primary public outreach tool with an emphasis on valuable, regularly updated homepage news articles. **(Citywide Goal A: Government Leadership)**
- Improve public services and information access to residents by enhancing City website and implementing a public outreach campaign. **(Citywide Goal B: Fiscally/Managerially Responsible)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Homepage hits per month	N/A	23,212	57,000	25,500	26,500
Coordinate special presentations for City Council meetings twice monthly	22	22	22	25	25
Prepare speeches on a monthly basis for local agencies and organizations(A)	22	27	80	50	50

Performance Measure Notes

(A)Westlake Joint Board and Thousand Oaks/Westlake Village Regional Chamber of commerce and special events

CITY MANAGER

GENERAL FUND

INTERGOVERNMENTAL RELATIONS

Program Description

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

	Prior Year Actual 2007-2008	Revised Budget 2008-2009	Adopted Budget 2009-2010	Adopted Budget 2010-2011
<u>Program Allocations</u>				
Salaries	\$ 153,692	156,802	171,163	178,899
Fringe Benefits	60,256	66,367	66,128	67,788
Maintenance and Operations:				
Supplies and Equipment	5,444	6,000	4,500	4,500
Professional/Contractual Services	572,692	7,004,083	374,000	374,000
Utilities	811	1,000	900	900
Training and Memberships	64,844	75,680	66,000	66,000
Total Maintenance and Operations	643,791	7,086,763	445,400	445,400
Total Program Allocations	\$ 857,739	7,309,932	682,691	692,087

Budget Variance: In FY 2008-2009, Professional Services increase due to management fees and grants/donations.
--

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 1.10; FY 2010-11 - 1.10

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

CITY MANAGER

GENERAL FUND

INTERGOVERNMENTAL RELATIONS

OBJECTIVES & PERFORMANCE MEASURES

Mission

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

Goal(s)

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

Prior Budget Accomplishments

- Maintained active communications with Federal and State legislative representatives and the Governor's Office through quarterly meetings and conference calls (ongoing).
- Coordinated annual State and Federal lobbying activities (March/April 2009).
- Supported Councilmember appointment and participation in the League of California Cities (LCC) Public Safety Committee and Community Services and participation in the National League of Cities Public Safety and Crime Prevention Steering Committee (ongoing).
- Supported Councilmember appointment and participation in the Ventura Council of Governments (ongoing).

Additional Accomplishments

- Analyzed and tracked legislation and provided legislative reports to City Council (ongoing).
- Supported Councilmembers in service as Policy Committee Chair and Vice Chair for both League of California Cities and National League of Cities (ongoing).
- Reviewed legislative journals and reports from State and Federal Municipal Leagues as well as State Lobbyist Weekly (ongoing).
- Annually advocated City's position on critical legislation that impacted the City and on City Council's legislative platform (ongoing).

Objective(s)

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

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Number of legislative reports to City Council	12	12	12	12	12
Number of City Council, State, and national conferences(A)	3	3	3	3	3
Number of City Council intergovernmental relations meetings	24	24	24	24	24
Number of City Council lobbying visits to State and Federal officials	4	4	4	4	4

Performance Measure Notes

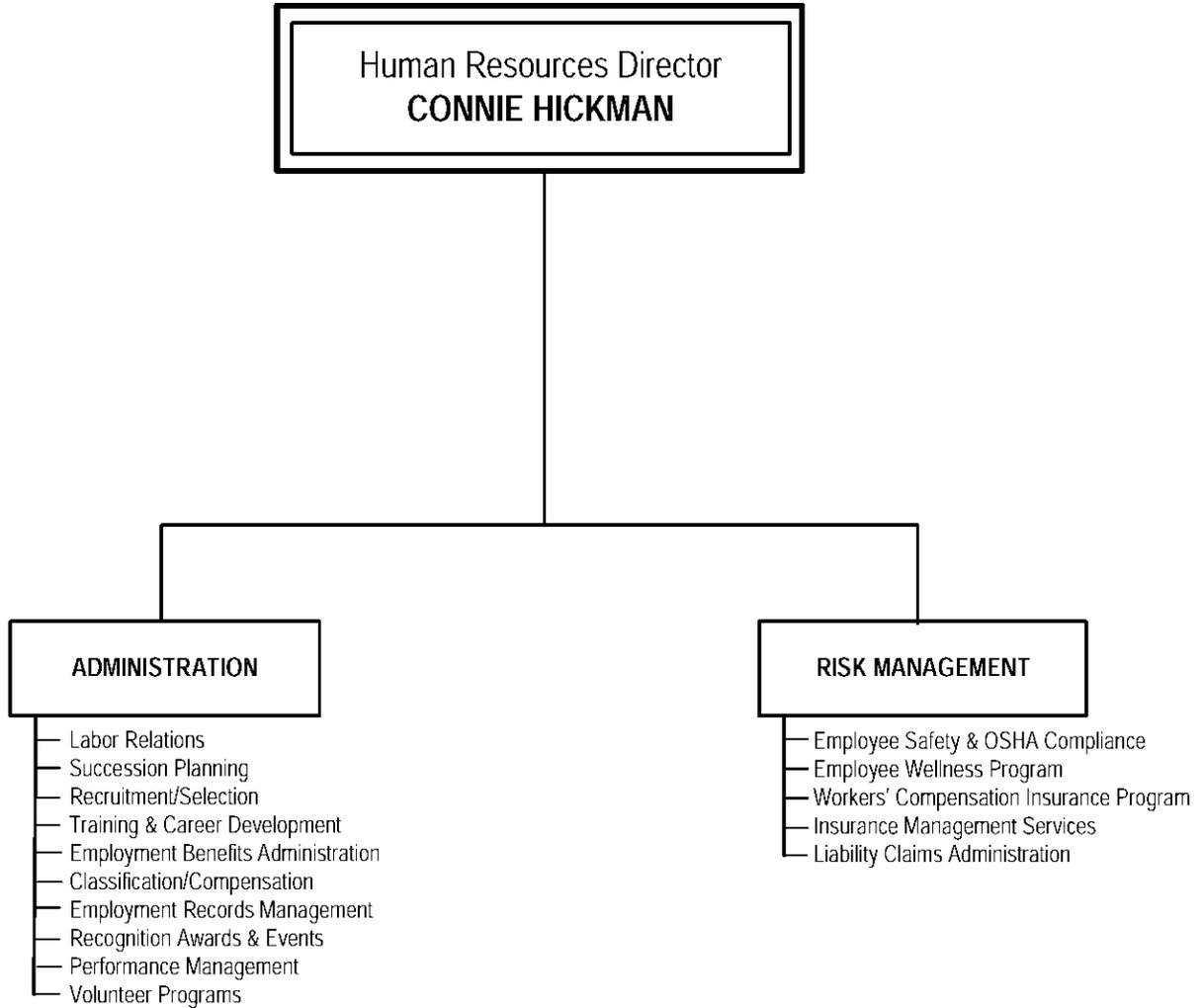
(A)FY 2009, Mayor Glancy Chair of LCC Community Services Policy Committee; Mayor Pro Tem Gillette Vice Chair of League of California Cities Public Safety Committee and Vice Chair of National League of Cities Public Safety and Crime Prevention Policy Committee. FY 2010, Mayor Pro Tem Gillette Chair of National League of Cities Public Safety and Crime Prevention Policy Committee.



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HUMAN RESOURCES

HUMAN RESOURCES



Total Employees:

FY 09-10: 9

FY 10-11: 9

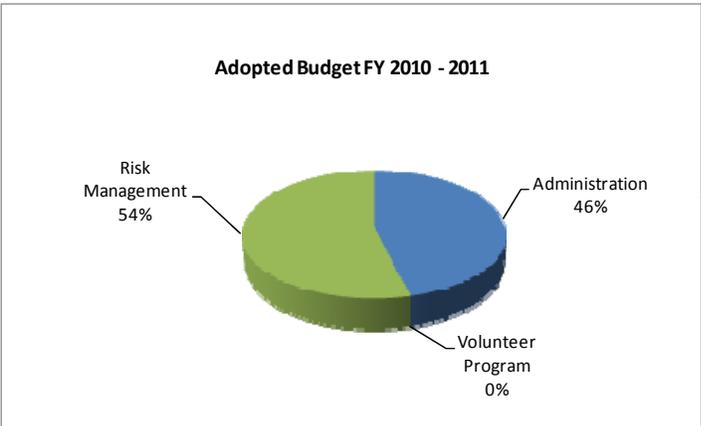
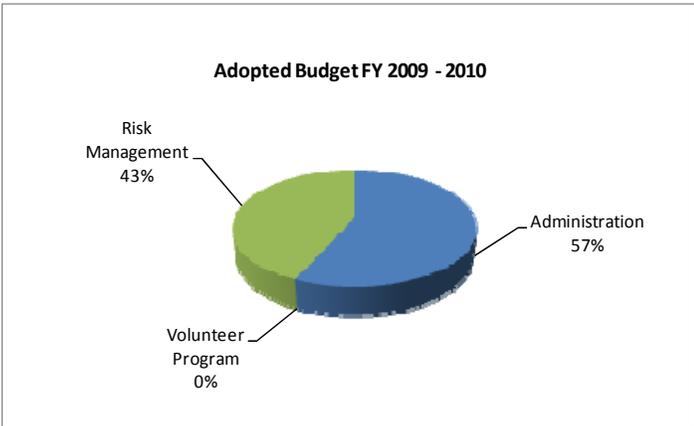
HUMAN RESOURCES

GENERAL FUND PROGRAMS SUMMARY

Human Resources Department Mission Statement

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

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
Program Allocation Summary				
Administration	\$ 876,161	914,344	954,637	989,552
Volunteer Program	120,972	131,993	-	-
Risk Management	<u>1,262,128</u>	<u>1,868,308</u>	<u>727,042</u>	<u>1,158,474</u>
Total	<u>\$ 2,259,261</u>	<u>2,914,645</u>	<u>1,681,679</u>	<u>2,148,026</u>

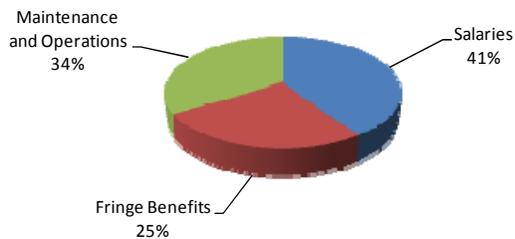


HUMAN RESOURCES

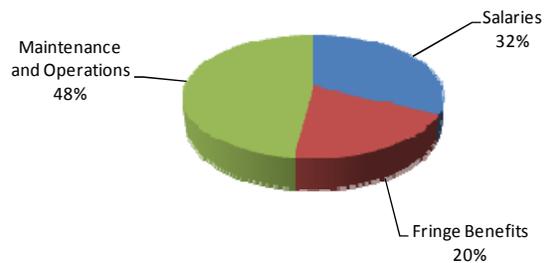
GENERAL FUND ALLOCATION SUMMARY

	Prior Year Actual 2007-2008	Revised Budget 2008-2009	Adopted Budget 2009-2010	Adopted Budget 2010-2011
<u>Program Allocations</u>				
Salaries	\$ 686,816	701,443	760,934	786,089
Fringe Benefits	435,873	465,947	477,120	483,146
Maintenance and Operations:				
Supplies and Equipment	73,153	87,800	55,100	55,100
Repairs and Maintenance	3,698	7,700	4,381	9,744
Professional/Contractual Services	171,081	191,875	142,400	160,275
Utilities	2,009	1,500	1,500	1,500
Insurance and Claims	924,223	1,461,600	411,000	935,000
Training and Memberships	17,691	12,850	16,845	16,845
Asset Replacement Funding	4,082	1,530	-	-
Total Maintenance and Operations	<u>1,195,937</u>	<u>1,764,855</u>	<u>631,226</u>	<u>1,178,464</u>
Charge Backs	<u>(59,365)</u>	<u>(17,600)</u>	<u>(187,601)</u>	<u>(299,673)</u>
Total Program Allocations	<u>\$ 2,259,261</u>	<u>2,914,645</u>	<u>1,681,679</u>	<u>2,148,026</u>

Adopted Budget FY 2009 - 2010



Adopted Budget FY 2010 - 2011



HUMAN RESOURCES

GENERAL FUND ADMINISTRATION

Program Description

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

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Salaries	\$ 383,685	392,937	466,083	481,239
Fringe Benefits	307,897	333,632	348,409	351,993
Maintenance and Operations:				
Supplies and Equipment	46,808	45,700	39,300	39,300
Repairs and Maintenance	616	1,500	1,000	1,000
Professional/Contractual Services	159,464	170,875	125,400	143,275
Utilities	2,009	1,500	1,500	1,500
Training and Memberships	11,382	10,000	14,545	14,545
Asset Replacement Funding	2,330	-	-	-
Total Maintenance and Operations	222,609	229,575	181,745	199,620
Charge Backs	(38,030)	(41,800)	(41,600)	(43,300)
Total Program Allocations	\$ 876,161	914,344	954,637	989,552

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 5.45; FY 2010-11 - 5.45

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

HUMAN RESOURCES

GENERAL FUND ADMINISTRATION

OBJECTIVES & PERFORMANCE MEASURES

Mission

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

Goal(s)

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

Prior Budget Accomplishments

- Achieved 60% increase in internal promotions through effective Employee Training and Development Program (July 2008).
- Initiated Employee Compensation Plan consistent with Labor Market Benchmarks (July 2008).
- Developed and implemented additions to Succession Planning Program, including Read to Lead, Great Leaders of the Conejo, and Management Certificate Training Program, while maintaining award-winning core Succession Planning Programs (ongoing).
- Negotiated and implemented three multi-year labor contracts with General, Professional, and Senior Management Employee bargaining groups (July 2008).

Additional Accomplishments

- Implemented application review matrix to replace Oral Boards to expedite selection processes (October 2007).
- Coordinated employee-based committee to research and present cost savings and revenue enhancing measures (February 2009).
- Conducted Citywide Customer Service training for all field and customer service personnel (October 2008).
- Implemented Pharmacy Debit Card as new employment benefit (January 2009).

Objective(s)

- Complete 90% of recruitment/selection processes within established timelines. **(Citywide Goal J: Succession Planning)**
- Complete all mandatory training for 100% of employees. **(Citywide Goal J: Succession Planning)**
- Implement a Retirement Incentive Program. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Manage and encourage participation in succession planning and career development programs. **(Citywide Goal J: Succession Planning)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Compare date of eligibility lists to projected completion date for selection processes	90%	92%	100%	90%	90%
Compare list of attendees at required training sessions to targeted employee base	100%	100%	100%	100%	100%
Maintain high percentage of successful in-house promotions(A)	9%	8.5%	52%	50%	50%

Performance Measure Notes

(A)In-house promotions as percentage of 482 full-time and Designated Part-Time employees.

HUMAN RESOURCES

GENERAL FUND EMPLOYEE RISK MANAGEMENT

Program Description

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

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Salaries	\$ 219,527	225,188	294,851	304,850
Fringe Benefits	91,316	97,990	128,711	131,153
Maintenance and Operations:				
Supplies and Equipment	25,637	28,800	15,800	15,800
Repairs and Maintenance	3,082	5,800	3,381	8,744
Professional/Contractual Services	11,617	21,000	17,000	17,000
Insurance and Claims	924,223	1,461,600	411,000	935,000
Training and Memberships	6,309	2,200	2,300	2,300
Asset Replacement Funding	1,752	1,530	-	-
Total Maintenance and Operations	972,620	1,520,930	449,481	978,844
Charge Backs	(21,335)	24,200	(146,001)	(256,373)
Total Program Allocations	\$ 1,262,128	1,868,308	727,042	1,158,474

Budget Variance: Finance Department transferred insurance Risk Management to Human Resources in FY 2007-2008.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 3.05; FY 2010-11 - 3.05

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

HUMAN RESOURCES

GENERAL FUND

EMPLOYEE RISK MANAGEMENT

OBJECTIVES & PERFORMANCE MEASURES

Mission

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

Goal(s)

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

Prior Budget Accomplishments

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

Additional Accomplishments

- Implemented Citywide Vehicle Use Policy and trained all employees (March 2008).
- Developed matrix of all required safety training to ensure compliance at all facilities (January 2008).
- Initiated biannual Workers' Compensation departmental case review process (October 2008).
- Conducted Request for Proposal (RFP) for Workers' Compensation Third Party Administrator (February 2009).

Objective(s)

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

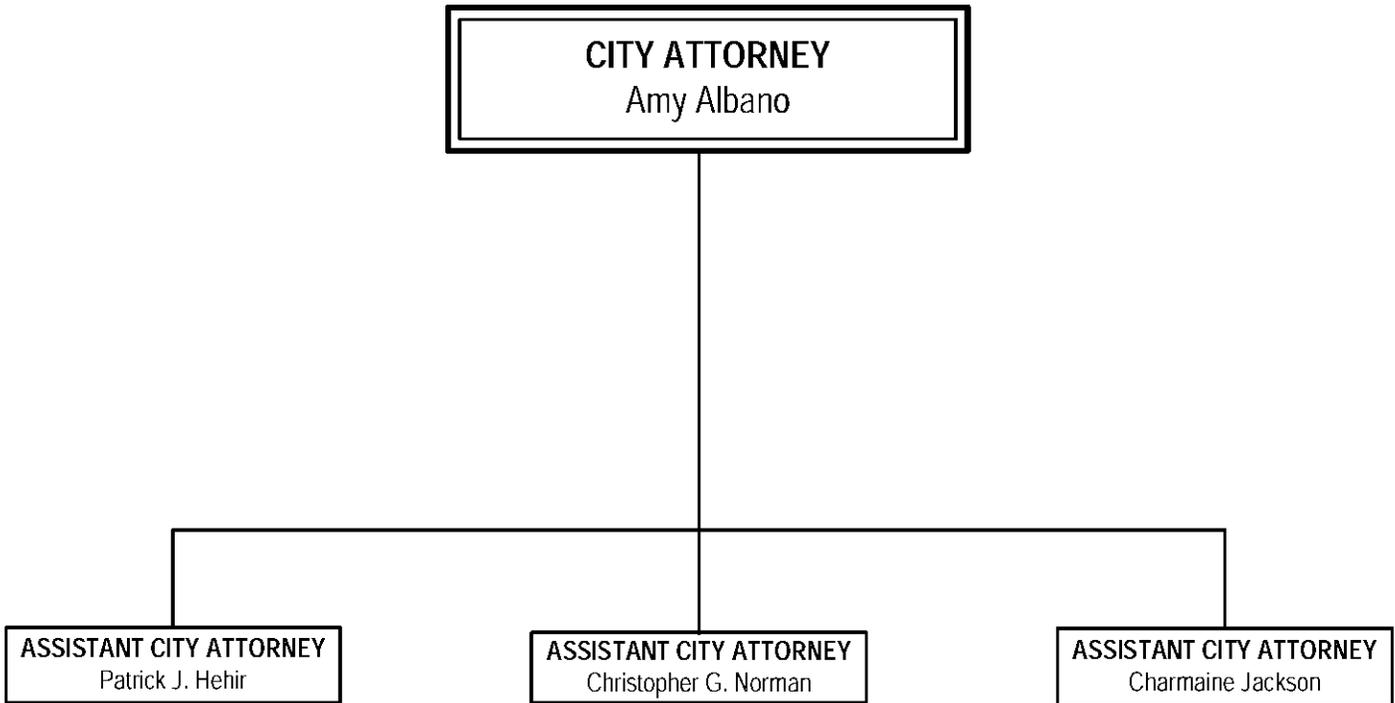
Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Compare property and liability insurance premium expenses	\$1,205,473	\$672,265	\$740,700	\$411,000	\$935,000
Compare Workers' Compensation active/open cases	43	44	44	42	40
Compare Workers' Compensation administration costs	\$48,576	\$56,496	\$51,744	\$49,000	\$48,000
Percentage of evacuation plan update completed	80%	85%	95%	100%	Completed



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CITY ATTORNEY

CITY ATTORNEY



Total Employees:

FY 09-10: 6

FY 10-11: 6

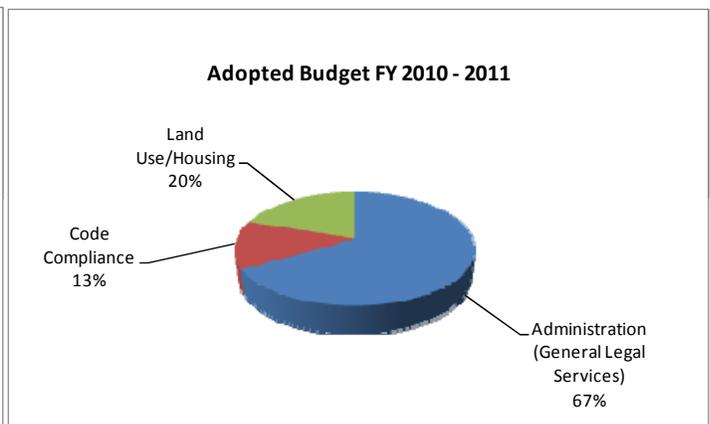
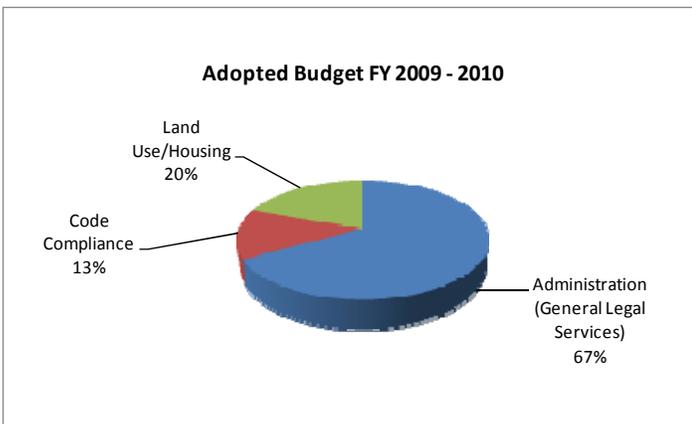
CITY ATTORNEY

GENERAL FUND PROGRAMS SUMMARY

City Attorney's Office Mission Statement

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

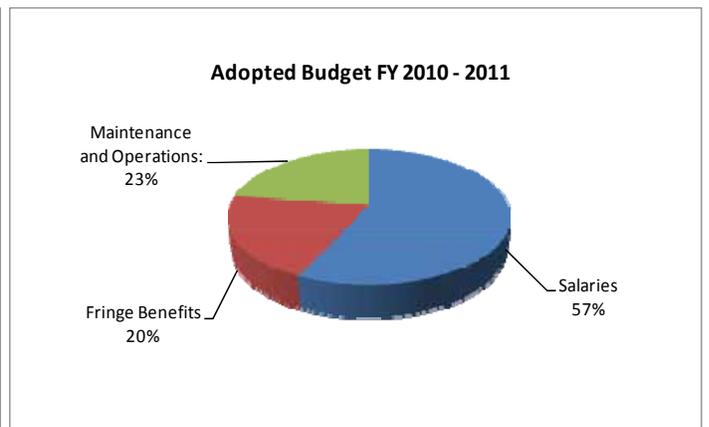
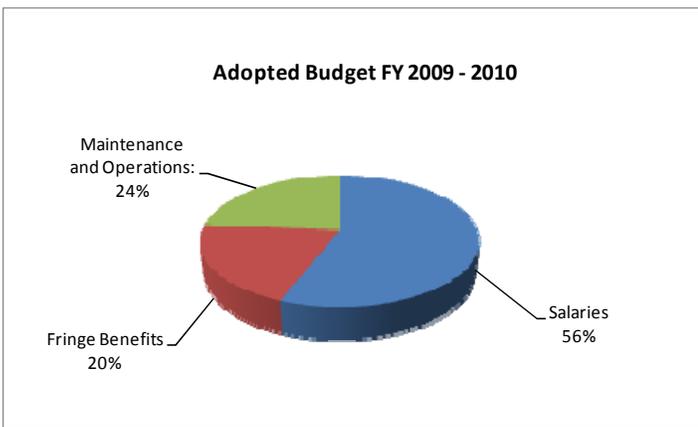
	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
Program Allocation Summary				
Administration (General Legal Services)	\$ 640,287	705,857	1,007,595	1,018,977
Code Compliance	183,598	183,350	197,617	203,273
Land Use/Housing	<u>327,299</u>	<u>334,779</u>	<u>292,498</u>	<u>303,881</u>
Total	\$ <u>1,151,184</u>	<u>1,223,986</u>	<u>1,497,710</u>	<u>1,526,131</u>



CITY ATTORNEY

GENERAL FUND ALLOCATION SUMMARY

	Prior Year Actual 2007-2008	Revised Budget 2008-2009	Adopted Budget 2009-2010	Adopted Budget 2010-2011
<u>Program Allocations</u>				
Salaries	\$ 753,693	754,631	875,553	908,603
Fringe Benefits	287,848	299,196	317,982	323,131
Maintenance and Operations:				
Supplies and Equipment	35,297	53,400	39,550	39,550
Repairs and Maintenance	12,368	13,700	17,000	17,647
Professional/Contractual Services	11,872	40,564	10,100	10,100
Utilities	3,365	3,600	4,100	4,100
Insurance and Claims	-	-	270,000	270,000
Training and Memberships	15,394	26,500	25,000	25,000
Asset Replacement Funding	50,669	43,095	9,525	-
Total Maintenance and Operations	128,965	180,859	375,275	366,397
Charge Backs	(19,322)	(10,700)	(71,100)	(72,000)
Total Program Allocations	\$ 1,151,184	1,223,986	1,497,710	1,526,131



CITY ATTORNEY

GENERAL FUND

ADMINISTRATION (GENERAL LEGAL SERVICES)

Program Description

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

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Salaries	\$ 381,608	381,283	522,282	540,541
Fringe Benefits	149,036	154,415	181,138	184,039
Maintenance and Operations:				
Supplies and Equipment	35,297	53,400	39,550	39,550
Repairs and Maintenance	12,368	13,700	17,000	17,647
Professional/Contractual Services	11,872	40,564	10,100	10,100
Utilities	3,365	3,600	4,100	4,100
Insurance and Claims	-	-	270,000	270,000
Training and Memberships	15,394	26,500	25,000	25,000
Asset Replacement Funding	50,669	43,095	9,525	-
Total Maintenance and Operations	<u>128,965</u>	<u>180,859</u>	<u>375,275</u>	<u>366,397</u>
Charge Backs	<u>(19,322)</u>	<u>(10,700)</u>	<u>(71,100)</u>	<u>(72,000)</u>
Total Program Allocations	<u>\$ 640,287</u>	<u>705,857</u>	<u>1,007,595</u>	<u>1,018,977</u>

<p>Budget Variance: Insurance and Claims budget for FY 2009-2011 include cost related to General Liability Claim expenditures transferred to corresponding Internal Service Fund.</p>
--

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 3.63; FY 2010-11 - 3.63

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

CITY ATTORNEY

GENERAL FUND

ADMINISTRATION (GENERAL LEGAL SERVICES)

OBJECTIVES & PERFORMANCE MEASURES

Mission

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

Goal(s)

- Operate an ethical, efficient, and effective office by maintaining a well-trained and experienced staff.
- Be integral members of the City team to avoid or resolve legal issues at the earliest time possible.

Prior Budget Accomplishments

- Developed an Employee Ethics Program. All attorneys participated in conducting ethics training on multiple days at various City work sites. In total, approximately 400 employees along with approximately 50 Thousand Oaks Police Department Volunteers in Policing, attended the training sessions January 2008, February 2008, March 2008, and November 2008).
- Rewrote the City's Request for Proposal (RFP) manual/template to streamline the process and conducted Citywide training on the new manual in conjunction with the Purchasing Division. In addition, staff conducted employee training on contract drafting/administration (September 2007, October 2007, December 2007, and October 2008).
- Conducted two employee training sessions on Public Records (March 2007 and October 2008).

Objective(s)

- Improve efficiency of all aspects of contract processing, beginning with RFPs and administration, including contract amendments and extensions to ensure consistency and fairness. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Assist City staff in keeping abreast with changing laws and obligations in performance of their duties by conducting training sessions. **(Citywide Goal C: Public Safety)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Conduct City staff training - RFP process and Contract Processing	1 session	2 sessions	2 sessions	1 session	1 session
Conduct training for City staff/Boards - Brown Act/Conflict of Interest	N/A	N/A	0	1 session	N/A
Conduct City staff training - Tort Claims and Insurance	N/A	N/A	0	N/A	1 session

CITY ATTORNEY

GENERAL FUND CODE COMPLIANCE

Program Description

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

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Salaries	\$ 133,149	131,642	140,196	144,788
Fringe Benefits	50,449	51,708	57,421	58,485
Total Program Allocations	\$ <u>183,598</u>	<u>183,350</u>	<u>197,617</u>	<u>203,273</u>

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 1.15; FY 2010-11 - 1.15

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

CITY ATTORNEY

GENERAL FUND CODE COMPLIANCE OBJECTIVES & PERFORMANCE MEASURES

Mission

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

Goal(s)

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

Prior Budget Accomplishments

- Processed over 100 criminal cases involving Code Compliance, Police, Animal Control, and Public Works; nearly all were resolved by plea bargain during pre-trial negotiations (through June 2009).
- Assisted Thousand Oaks Police Department in implementing Social Host Ordinance and in FY 2008-09 prosecuted 12 Social Host violations at administrative hearings (through June 2009).

Objective(s)

- Integrate majority of Code Compliance cases into Civil Penalty Procedure. **(Citywide Goal C: Public Safety)**
- Continue to collaborate with Conejo Open Space Conservation Agency (COSCA) staff in developing program to resolve encroachment cases. **(Citywide Goal D: Open Space)**
- In conjunction with staff from Code Compliance and Public Services, develop plan to procure hearing officers for administrative hearings, including Social Host violations and encroachment cases by the end of 2009. **(Citywide Goal C: Public Safety)**
- Reduce criminal filings by prosecuting cases through administrative penalty process on-going from January 2010. **(Citywide Goal C: Public Safety)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Number of administrative filings	0	4	15	30	30
Number of criminal filings	50	60	50	25	25

CITY ATTORNEY

GENERAL FUND LAND USE/HOUSING

Program Description

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

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Salaries	\$ 238,936	241,706	213,075	223,274
Fringe Benefits	88,363	93,073	79,423	80,607
Total Program Allocations	\$ <u>327,299</u>	<u>334,779</u>	<u>292,498</u>	<u>303,881</u>

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 1.22; FY 2010-11 - 1.22

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

CITY ATTORNEY

GENERAL FUND LAND USE / HOUSING

OBJECTIVES & PERFORMANCE MEASURES

Mission

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

Goal(s)

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

Prior Budget Accomplishments

- Advised staff during preparation of studies to develop recommendations for Housing Trust Fund ordinance, inclusionary housing ordinance, linkage ordinance, and further local housing preferences. In addition, assisted in review and editing of the ordinances, fee resolutions, and housing guidelines that City Council adopted (September 2008).
- Integral part of team with Community Development staff in drafting an update to City's Housing Element for Council approval (February 2009).
- Under advisement by this office and in collaboration with Community Development, Council adopted a moratorium to study rezoning the Hillcrest/Rancho neighborhood area to retain the equestrian character. Council concluded the moratorium when it adopted new zoning for the neighborhood, thus preserving its rural character (July 2008).
- Negotiated agreement and purchase of Site I in conjunction with City Manager's Office and Community Development staff (December 2008).

Objective(s)

- Assist staff in reviewing, processing, and implementing planning documents such as Thousand Oaks Boulevard and Rancho Potrero Specific Plans by July 2010 and January 2010, respectively. **(Citywide Goal I: Redevelopment)**
- Assist staff in preparing for Council consideration of green building standards and sustainable development policies by 2010. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Assist staff in preparing for Council consideration of changes to Thousand Oaks Municipal Code for implementation of the Housing Element.

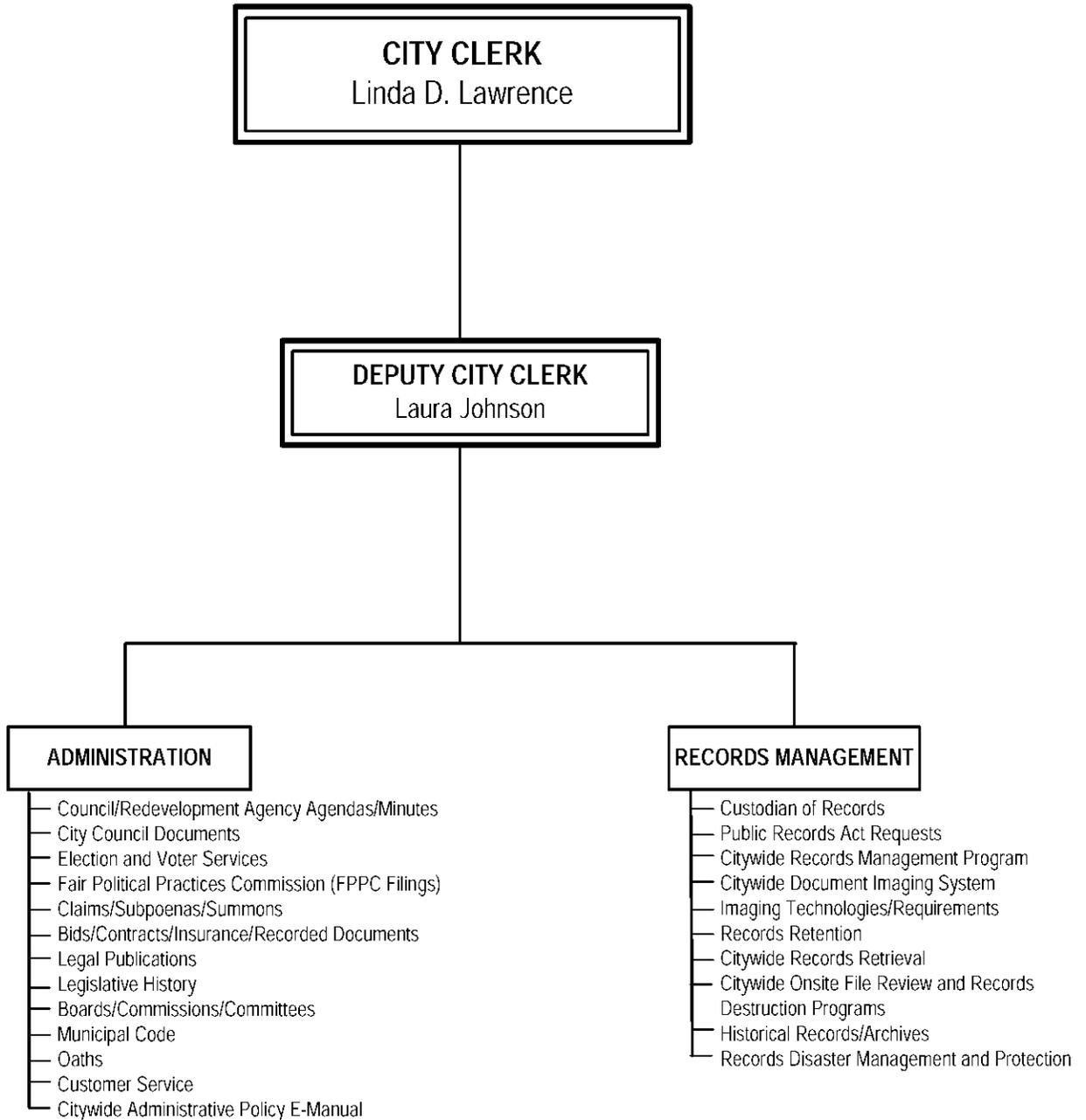
Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
No Performance Measures for this program					



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CITY CLERK

CITY CLERK



Total Employees:

FY 09-10: 8

FY 10-11: 8

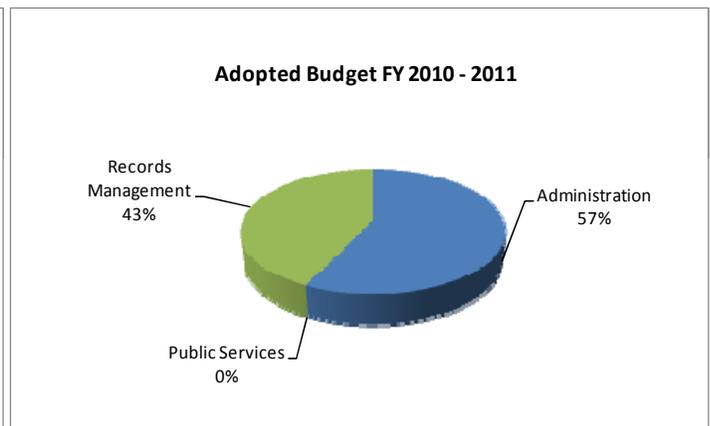
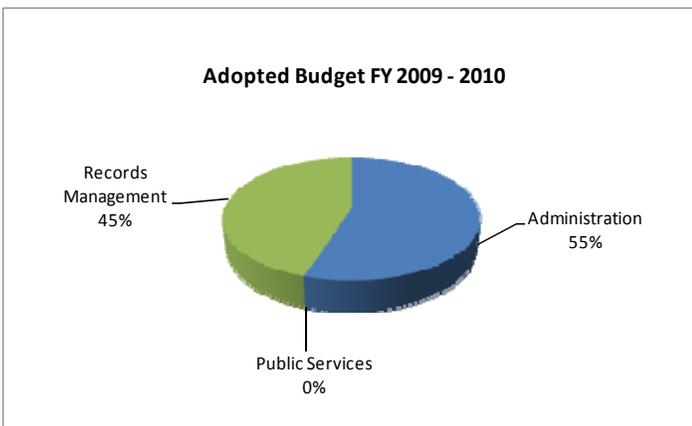
CITY CLERK

GENERAL FUND PROGRAMS SUMMARY

City Clerk Department Mission Statement

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

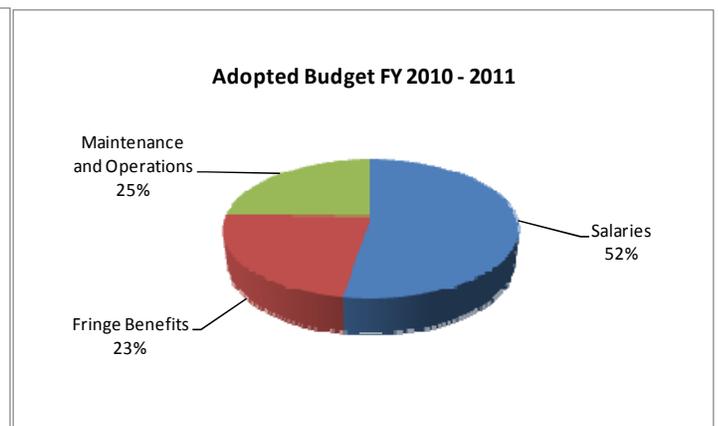
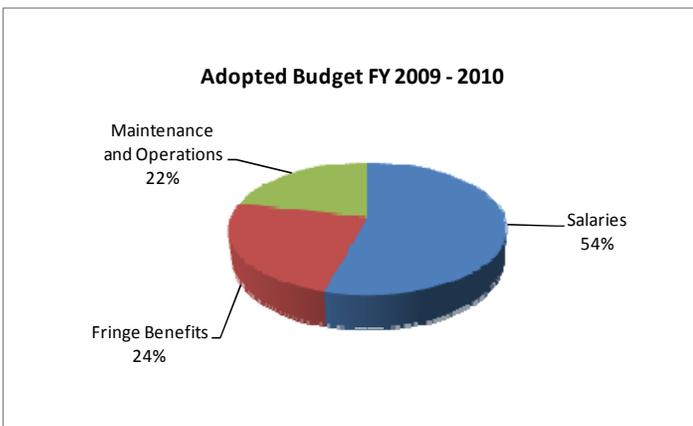
	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
Program Allocation Summary				
Administration	\$ 530,540	579,299	590,264	661,007
Public Services	93,442	106,442	-	-
Records Management	<u>502,210</u>	<u>618,356</u>	<u>484,074</u>	<u>497,580</u>
Total	<u>\$ 1,126,192</u>	<u>1,304,097</u>	<u>1,074,338</u>	<u>1,158,587</u>



CITY CLERK

GENERAL FUND ALLOCATION SUMMARY

	Prior Year Actual 2007-2008	Revised Budget 2008-2009	Adopted Budget 2009-2010	Adopted Budget 2010-2011
<u>Program Allocations</u>				
Salaries	\$ 585,094	628,425	595,747	621,308
Fringe Benefits	257,435	305,299	264,141	270,629
Maintenance and Operations:				
Supplies and Equipment	45,752	42,009	42,000	42,000
Repairs and Maintenance	29,088	61,657	37,800	37,800
Professional/Contractual Services	159,765	190,154	86,000	140,700
Utilities	1,742	2,000	2,500	2,500
Equipment/Building Rental	45,017	83,868	53,800	53,800
Training and Memberships	13,274	16,600	17,150	15,650
Asset Replacement Funding	11,697	3,485	-	-
Total Maintenance and Operations	306,335	399,773	239,250	292,450
Charge Backs	(22,672)	(29,400)	(24,800)	(25,800)
Total Program Allocations	\$ 1,126,192	1,304,097	1,074,338	1,158,587



CITY CLERK

GENERAL FUND ADMINISTRATION

Program Description

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

	Prior Year Actual 2007-2008	Revised Budget 2008-2009	Adopted Budget 2009-2010	Adopted Budget 2010-2011
Program Allocations				
Salaries	\$ 285,828	317,403	366,719	381,328
Fringe Benefits	116,849	151,187	160,295	164,229
Maintenance and Operations:				
Supplies and Equipment	29,449	31,109	30,100	30,100
Repairs and Maintenance	137	700	4,600	4,600
Professional/Contractual Services	108,099	95,400	39,000	93,700
Utilities	1,742	2,000	2,500	2,500
Training and Memberships	11,108	10,900	11,850	10,350
Total Maintenance and Operations	150,535	140,109	88,050	141,250
Charge Backs	(22,672)	(29,400)	(24,800)	(25,800)
Total Program Allocations	\$ 530,540	579,299	590,264	661,007

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

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 4.65; FY 2010-11 - 4.65

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

CITY CLERK

GENERAL FUND ADMINISTRATION

OBJECTIVES & PERFORMANCE MEASURES

Mission

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

Goal(s)

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

Prior Budget Accomplishments

- Facilitated Municipal Election for two City Council seats, including candidate orientations/processing, contract coordination with Ventura County Elections, State/Local Campaign Disclosure responsibilities, and City Council Reorganization (November 2008).
- Implemented enhanced recruitment efforts for BCC applicants including utility bill inserts (September 2007), Citywide newsletter article (June 2008), TOTV Programming (June 2008), City Bus placards (August 2008), and E-Notify subscribers for vacancy notices (December 2008).
- Selected City Council Agenda Automation/Workflow Software (November 2007); coordinated improvements to Agenda/Packet compilation including category changes, Consent Calendar printing, format revisions, streamlining, and training (ongoing).

Additional Accomplishments

- Facilitated Special Election for Citizen Traffic Initiative, Measure B (June 2008).
- Managed election procedures related to citizen petition - Mobilehome Park Initiative (Erickson's Law) (March 2008 through July 2008).
- Completed annual audit of Administrative E-Manual Policies (November 2008).

Objective(s)

- Conduct November 2010 Municipal Election including FPPC responsibilities. **(Citywide Goal A: Government Leadership)**
- Continue to expand outreach efforts to increase number of applications received for BCC appointment consideration. **(Citywide Goal A: Government Leadership)**
- Implement improvements to City Council/RDA agenda compilation/publishing and related document management. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Improve Citywide Administrative E-Manual by adding/updating content. **(Citywide Goal B: Fiscally/Managerially Responsible)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Number of E-Manual policies updated/developed	39	94 (includes audit)	69	60	65
Number of official records processed(A)	950	877	876	1,500	1,550
Ratio of BCC applicants to vacancies filled	3 to 1	3.3 to 1	4.8 to 1	3.5 to 1	3.6 to 1
Number of times E-Manual accessed	N/A	N/A	22,224	19,000	20,000
Number of E-Notify subscribers (BCC vacancies)	N/A	N/A	65	70	90

Performance Measure Notes

(A)Official records include legal notices, resolutions, ordinances, contracts, and recorded documents. Effective July 1, 2009 this also includes summons, subpoenas, claims, bids, certified documents and agenda items.

CITY CLERK

GENERAL FUND

RECORDS MANAGEMENT

Program Description

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

	Prior Year Actual 2007-2008	Revised Budget 2008-2009	Adopted Budget 2009-2010	Adopted Budget 2010-2011
<u>Program Allocations</u>				
Salaries	\$ 235,540	241,732	229,028	239,980
Fringe Benefits	110,870	116,960	103,846	106,400
Maintenance and Operations:				
Supplies and Equipment	16,303	10,900	11,900	11,900
Repairs and Maintenance	28,951	60,957	33,200	33,200
Professional/Contractual Services	51,666	94,754	47,000	47,000
Equipment/Building Rental	45,017	83,868	53,800	53,800
Training and Memberships	2,166	5,700	5,300	5,300
Asset Replacement Funding	11,697	3,485	-	-
Total Maintenance and Operations	155,800	259,664	151,200	151,200
Total Program Allocations	\$ 502,210	618,356	484,074	497,580

Budget Variance: Repairs & Maintenance and Equipment increases related to Agenda/Workflow software project.
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TOTAL ALLOCATED POSITIONS: FY 2009-10 - 3.35; FY 2010-11 - 3.35

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

CITY CLERK

GENERAL FUND

RECORDS MANAGEMENT

OBJECTIVES & PERFORMANCE MEASURES

Mission

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

Goal(s)

- Administer Citywide Records Management Program, records retention, and retrieval services by continuously updating program policy, retention schedule, and cross-reference index.
- Enhance and manage content of imaging system repository; provide internal and external customers access to information resources.
- Support Citywide network of records management liaisons by providing records management training, policies and standards.

Prior Budget Accomplishments

- Updated Records Management Resolution and Manual and made available to staff on Administrative E-Manual (September 2007).
- Launched public availability of City's Document Imaging System (Weblink) through the City's website (September 2007).
- Provided Citywide Records Management and Imaging System training, including individual training/troubleshooting on as-needed basis (daily/weekly/ongoing).
- Completed Request for Proposal and contract for off-site record storage facility services (November 2007).

Additional Accomplishments

- Expanded imaging system content including Community Development and Public Works documents, Accounts Payable (March 2008), Budgets (August 2007 and January 2009), and Boards/Commissions/Committees (BCC) minutes/meeting notes (September 2007).
- Assisted various City Departments/Divisions with reconciliation of records for office and/or division changes (ongoing).
- Established Citywide Records Management Committee to address electronic information and records needs with common goal to ensure resources are used economically and efficiently (February 2009).

Objective(s)

- Promote use of Weblink Imaging System (internal/public); expand information available for public access. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Resolve various Records Management challenges currently identified and as identified on an ongoing basis. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Determine and implement Citywide opportunities to integrate imaging system with third-party applications. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Manage current and future requests for imaging projects and work to expand administrative use of imaging system by various departments. **(Citywide Goal B: Fiscally/Managerially Responsible)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Increase document imaging system repository	Increased by 293,029 (Actual # images 1,169,061)	Increased by 315,385 (Actual # images 1,484,446)	Increased by 247,493 (Actual # images 1,731,939)	Increase by 150,000 images	Increase by 150,000 images
Conduct Training on Records Management Program(A)	98 participants	81 participants	98 participants	100 participants	110 participants
Number of times Laserfiche/Weblink accessed for research (internal & public)	Actual 16,460	Increased 17.5% (Actual 19,329)	Increased 116% (Actual 41,875)	Increase by 10%	Increase by 10%

Performance Measure Notes

(A)Includes group and individual training



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FINANCE

FINANCE

**FINANCE DIRECTOR/
CITY TREASURER**
John F. Adams

DEPUTY FINANCE DIRECTOR
(Vacant)

GENERAL SERVICES DIVISION

- Mail Services
- Print Shop & Reprographics
- Purchasing & Procurement

ADMINISTRATION DIVISION

- Administration
- Budgeting
- Debt Administration
- Internal Audit
- Treasury Management
- Redevelopment Agency
- Referrals
- Staff Support

ACCOUNTING MANAGER
Catherine Haywood

- Financial Reporting
- Accounting
- Payroll
- Accounts Payable
- Records Disaster Management

FACILITIES MANAGER
Elizabeth Perez

- Facilities Maintenance
 - Civic Arts Plaza
 - Theatres
 - Libraries
 - Cameron Center
 - Senior Center
 - Teen Center
- Los Robles Greens Golf Course
- Equestrian Center
- Construction Management

INFORMATION TECHNOLOGY MANAGER
John Augustyn

- AS400 & Network Support
- PC Programming & Project Support
- Technical & Training Support
- Geographical Information System
- Website Coordination

REVENUE MANAGER
Terri Scott

- Revenue Management
- Citywide Accounts Receivable
- Customer Service
- Business Licenses
- Utility Billings
- Parking Citations
- HAPS (Housing Assistance Program for Seniors)
- Resident Golf Cards & Dial-A-Ride Cards

Total Employees:
FY 09-10: 55
FY 10-11: 53

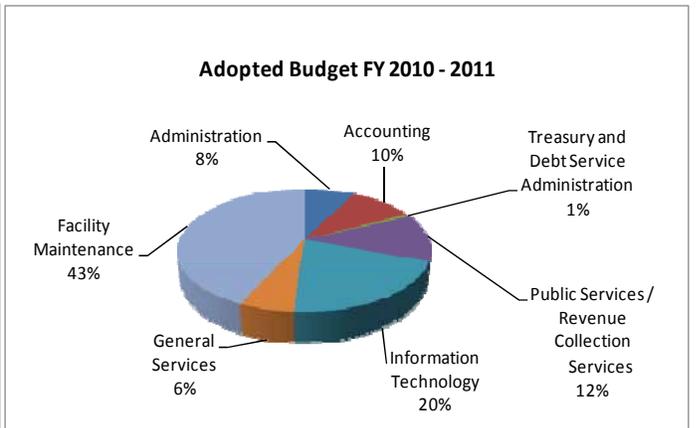
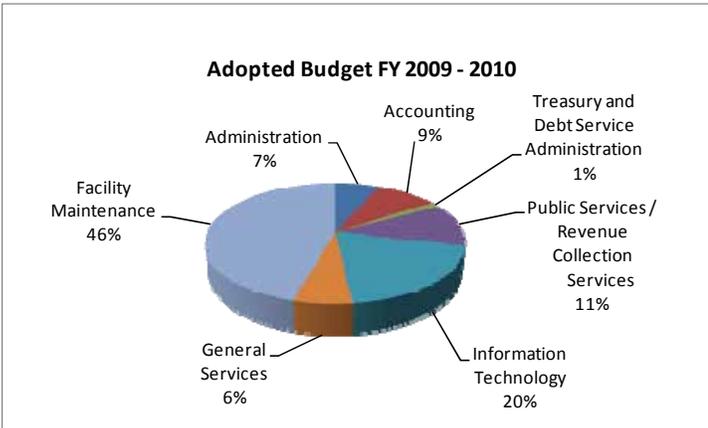
FINANCE

GENERAL FUND PROGRAMS SUMMARY

Finance Department Mission Statement

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

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
Program Allocation Summary				
Administration	\$ 816,191	840,627	742,862	818,399
Accounting	894,592	1,166,789	1,002,816	1,044,339
Treasury and Debt Service Administration	155,912	134,763	151,037	67,260
Public Services / Revenue Collection Services	1,114,460	1,194,640	1,240,596	1,293,536
Information Technology	2,190,051	3,007,165	2,212,293	2,156,402
General Services	550,181	820,260	687,310	625,121
Facility Maintenance	<u>5,427,232</u>	<u>18,925,671</u>	<u>5,076,010</u>	<u>4,541,521</u>
Total	\$ <u>11,148,619</u>	<u>26,089,915</u>	<u>11,112,924</u>	<u>10,546,578</u>

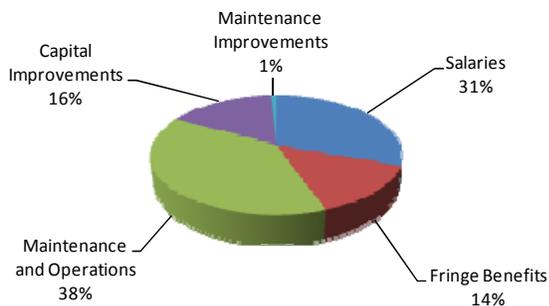


FINANCE

GENERAL FUND ALLOCATION SUMMARY

	Prior Year Actual 2007-2008	Revised Budget 2008-2009	Adopted Budget 2009-2010	Adopted Budget 2010-2011
<u>Program Allocations</u>				
Salaries	\$ 3,824,710	4,092,032	4,105,564	4,238,647
Fringe Benefits	1,722,580	1,918,899	1,877,877	1,795,237
Maintenance and Operations:				
Supplies and Equipment	698,122	785,633	678,500	671,800
Repairs and Maintenance	551,201	940,922	634,567	609,639
Professional/Contractual Services	1,680,425	2,593,937	1,792,700	1,749,700
Utilities	961,010	1,072,967	1,142,300	1,103,600
Equipment/Building Rental	600,726	706,294	653,300	653,300
Training and Memberships	70,592	52,650	74,190	73,790
Asset Replacement Funding	202,216	219,650	145,425	176,925
Total Maintenance and Operations	4,764,292	6,372,053	5,120,982	5,038,754
Charge Backs	(1,828,095)	(1,907,953)	(2,315,999)	(2,341,060)
Capital Outlay:				
Capital Outlay	89,726	460,200	239,500	100,000
Use of Asset Replacement	(61,261)	(380,200)	(239,500)	(100,000)
Total Capital Outlay	28,465	80,000	-	-
Capital Improvements	2,636,667	15,534,884	2,224,500	1,400,000
Maintenance Improvements	-	-	100,000	415,000
Total Program Allocations	\$ 11,148,619	26,089,915	11,112,924	10,546,578

Adopted Budget FY 2009 - 2010



Adopted Budget FY 2010 - 2011



FINANCE

GENERAL FUND ADMINISTRATION

Program Description

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

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Salaries	\$ 641,328	646,151	636,740	715,486
Fringe Benefits	253,072	268,026	279,522	288,913
Maintenance and Operations:				
Supplies and Equipment	45,355	47,221	41,300	38,700
Repairs and Maintenance	-	600	600	600
Professional/Contractual Services	91,238	87,829	20,100	20,100
Training and Memberships	13,544	11,300	14,000	14,000
Total Maintenance and Operations	150,137	146,950	76,000	73,400
Charge Backs	(228,346)	(220,500)	(249,400)	(259,400)
Total Program Allocations	\$ 816,191	840,627	742,862	818,399

Budget Variance: Decrease in Professional/Contractual Services primarily due to Sales Tax and Property Tax Consultant now being paid by the Accounting Division.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 6.75; FY 2010-11 - 6.60

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

FINANCE

GENERAL FUND ADMINISTRATION

OBJECTIVES & PERFORMANCE MEASURES

Mission

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

Goal(s)

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

Prior Budget Accomplishments

- Completed audits for Federal Excise Fuel Tax and Alternative Fuel Credit (September 2008), Caruso Affiliated (The Lakes[April 2008]), draft Los Robles Greens Golf Course (December 2008), and Alliance for the Arts (in process).
- Completed Impact Analysis of Proposed Land Use/"Right to Vote on Traffic Congestion" Initiative (February 2008).

Additional Accomplishments

- Completed campaign disclosures (January 2008), Boy's and Girl's Club review (July 2007), and various special investigation audits (in process).
- Completed copier lease evaluation, saving the City of Thousand Oaks \$250,000 through FY 2013 (May 2008).
- Assisted with Fire and Citywide Transit Operator Request For Proposal (RFP).
- Prepared two-year Operating and Capital Improvement Program (CIP) Budgets and submitted to Government Finance Officers Association (GFOA) and the California Society of Municipal Finance Officers (CSMFO) awards program in FY 2007-08; received budget awards from both organizations.

Objective(s)

- Prepare and implement the City's FY 2009-11 biennial Operating and Capital Improvement Program (CIP) Budgets; submit and receive GFOA and CSMFO Budget Awards. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Issue three audit/special project reports annually. Projects are based on annual risk-based audit plan, but will also include other unscheduled projects. Projects scheduled for the next two fiscal years include completing a comprehensive Purchasing audit and Accounts Payable audit. **(Citywide Goal B: Fiscally/Managerially Responsible)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Receive GFOA and CSMFO Budget Awards	N/A	Yes	N/A	Yes	N/A
Audit reports and special projects reports issued	2	3	4	3	3

FINANCE

GENERAL FUND ACCOUNTING

Program Description

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

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Salaries	\$ 624,631	678,447	672,928	716,392
Fringe Benefits	274,286	316,121	288,288	300,647
Maintenance and Operations:				
Supplies and Equipment	6,450	9,100	8,600	9,100
Repairs and Maintenance	35	100	100	100
Professional/Contractual Services	84,550	240,321	140,500	130,500
Training and Memberships	12,871	9,500	10,600	10,600
Total Maintenance and Operations	103,906	259,021	159,800	150,300
Charge Backs	(108,231)	(86,800)	(118,200)	(123,000)
Total Program Allocations	\$ 894,592	1,166,789	1,002,816	1,044,339

Budget Variance: Professional/Contractual Services decrease primarily due to transfer of audit costs to RDA.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 8.70; FY 2010-11 - 8.70

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

FINANCE

GENERAL FUND ACCOUNTING

OBJECTIVES & PERFORMANCE MEASURES

Mission

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

Goal(s)

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

Prior Budget Accomplishments

- Published FY 2006-07 and FY 2007-08 Comprehensive Annual Financial Reports (CAFRs) by required deadlines and received Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting in both years (December 2007 and 2008).
- Filed seven FY 2006-07 and FY 2007-08 California State Controller's Reports by applicable reporting deadlines.
- Implemented electronic imaging of Accounts Payable documents, resulting in increased efficiencies by eliminating weekly filing of documents, significantly reducing on-site storage, and providing for effective document retrieval. Electronic copies of monthly and annual accounting and bi-weekly payroll reports replaced paper copies resulting in the elimination of both on and off-site storage of approximately 40 boxes of reports per year (ongoing).

Additional Accomplishments

- Accounts Payable Direct Bill Pay Program was implemented in FY 2007-08, providing Electronic Funds Transfer (EFT) payments to vendors who benefit from expedited and secure payments made directly to their checking accounts. Approximately ten percent of all vendor payments are now made by EFT, and through the Finance Department Public Services Division promotional efforts, eighty-five percent of the approximately 600 Housing Assistance Program for Seniors (HAPS) recipients are paid by EFT (ongoing).
- Completed conversion to laser-printed W2 and 1099 forms (January 2009).

Objective(s)

- Publish FY 2008-09 and FY 2009-10 CAFRs, meeting standards for GFOA Certificate of Achievement for Excellence in Financial Reporting. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Submit seven FY 2008-09 and FY 2009-10 California State Controller's Reports by applicable reporting deadlines. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Implement effective and efficient electronic document storage and retrieval system for Payroll and Cash Receipts documents and electronic Payroll timesheet and timekeeping system. **(Citywide Goal B: Fiscally/Managerially Responsible)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Submit FY 2009-10 & FY 2010-11 CAFR and receive awards from GFOA	Yes	Yes	Yes	Yes	Yes
Submit California State Controller's reports by established due date	Yes	Yes	Yes	Yes	Yes

FINANCE

GENERAL FUND

TREASURY & DEBT SERVICE ADMINISTRATION

Program Description

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

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Salaries	\$ 121,723	126,135	92,126	68,542
Fringe Benefits	50,912	55,578	85,211	30,518
Maintenance and Operations:				
Supplies and Equipment	-	1,100	100	100
Repairs and Maintenance	-	200	-	-
Professional/Contractual Services	112,402	106,500	114,800	115,100
Training and Memberships	2,437	3,350	2,600	2,600
Total Maintenance and Operations	114,839	111,150	117,500	117,800
Charge Backs	(131,562)	(158,100)	(143,800)	(149,600)
Total Program Allocations	\$ 155,912	134,763	151,037	67,260

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 1.55; FY 2010-11 - 0.70

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

FINANCE

GENERAL FUND

TREASURY & DEBT SERVICE ADMINISTRATION

OBJECTIVES & PERFORMANCE MEASURES

Mission

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

Goal(s)

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

Prior Budget Accomplishments

- Preliminary work to create Auto Mall Community Facilities District for the purpose of increasing surface public parking spaces (ongoing).
- Dealt with economic contraction and rating downgrades of bond insurers and other financial firms which impacted bond ratings, investment agreements, and reserve fund investments (ongoing).

Additional Accomplishments

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

Objective(s)

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

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Investment portfolio earnings	\$10,042,000	\$10,757,000	\$8,315,000	\$7,500,000	\$7,500,000
Investment yield	4.47%	4.62%	3.38%	3.00%	3.00%
Investment benchmark(A)	5.00%	2.91%	0.63%	1.50%	2.00%
Number of bond issues managed	11	10	10	10	10

Performance Measure Notes

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

FINANCE

GENERAL FUND

PUBLIC SERVICES AND REVENUE COLLECTION SERVICES

Program Description

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

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Salaries	\$ 605,106	668,783	696,603	721,732
Fringe Benefits	290,568	311,998	318,117	324,437
Maintenance and Operations:				
Supplies and Equipment	167,486	177,000	162,100	172,300
Repairs and Maintenance	-	600	300	10,100
Professional/Contractual Services	240,704	258,300	261,400	269,100
Utilities	-	300	300	300
Training and Memberships	3,290	3,400	5,600	4,800
Total Maintenance and Operations	411,480	439,600	429,700	456,600
Charge Backs	(192,694)	(225,741)	(203,824)	(209,233)
Total Program Allocations	\$ 1,114,460	1,194,640	1,240,596	1,293,536

Budget Variance: No material variances noted.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 12.00; FY 2010-11 - 12.00

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

FINANCE

GENERAL FUND

PUBLIC SERVICES AND REVENUE COLLECTION SERVICES

OBJECTIVES & PERFORMANCE MEASURES

Mission

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

Goal(s)

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

Prior Budget Accomplishments

- Successfully implemented eGov for Business Taxes to improve staff efficiency and provide businesses online access to renew and pay annual business taxes via the Internet (January 2008).
- Selected vendor to evaluate new telephone switch upgrade/replacement to ensure adequate call tracking and reporting to measure and enhance the management of Public Services call volume (July 2008).
- Leveraged automation to reduce costs and staff time for Utility Billing payment Processing. Implemented electronic check payments using eGov (March 2008).
- Maintained the percentage of Uncollectible Water Fund Billings at 0.09% and Uncollectible Sewer Fund Billings at 0.17%. During this economic downturn, continues to be among the lowest in the State (ongoing).

Additional Accomplishments

- Implemented electronic deposit of quarterly Housing Assistance Program for Seniors (HAPS) checks to improve staff workflow and provide seniors added convenience and timely access to the funds (July 2008).
- Implemented a written Identity Theft Program in compliance with Federal Trade Commission regulations to safeguard customer's personal and financial information (December 2008).

Objective(s)

- Stabilize or improve revenue collection by implementing Citywide revenue and expenditure gap closing strategies. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Implement new telephone switch upgrade/replacement to ensure adequate call tracking and reporting to measure and enhance the management of Public Services call volume by December 2010. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Leverage automation to reduce costs and staff time for payment processing and collection. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Bill Water and Wastewater customers in accordance with bi-monthly schedule with accuracy rate of 99%. **(Citywide Goal B: Fiscally/Managerially Responsible)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Indicator					
Percentage of customer calls answered within two telephone rings(A)	85%	85%	85%	90%	90%
Number of business licenses	11,222	11,757	11,605	12,000	12,500
Number of utility bills produced	221,530	221,400	222,376	221,500	221,500
Percentage of automated utility bill payments(B)	33.71%	35.00%	39.38%	35.00%	37.00%
Percentage of manual utility bill payments	9.70%	10.00%	10.00%	9.00%	9.00%

Performance Measure Notes

(A)Supporting initiative to upgrade/replace telephone switch will provide tracking mechanism to accurately measure this objective.

(B)As automation of Utility Billing payments increases, manual payments are decreasing, freeing staff time for additional work (e.g., in 2008, Public Services staff assumed responsibility for Water rate entry and Water Delinquency Service Requests without adding to headcount).

FINANCE

GENERAL FUND

INFORMATION TECHNOLOGY

Program Description

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

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
Program Allocations				
Salaries	\$ 929,442	1,023,218	1,016,058	991,258
Fringe Benefits	372,235	436,428	464,160	399,419
Maintenance and Operations:				
Supplies and Equipment	187,733	196,400	158,300	144,800
Repairs and Maintenance	349,488	375,191	353,500	372,100
Professional/Contractual Services	190,304	280,233	133,100	133,100
Training and Memberships	30,204	16,400	29,950	29,950
Asset Replacement Funding	144,122	160,395	103,125	133,575
Total Maintenance and Operations	901,851	1,028,619	777,975	813,525
Charge Backs	(41,942)	(36,100)	(45,900)	(47,800)
Capital Outlay:				
Capital Outlay	89,726	353,000	218,000	78,000
Use of Asset Replacement	(61,261)	(273,000)	(218,000)	(78,000)
Total Capital Outlay	28,465	80,000	-	-
Capital Improvements	-	475,000	-	-
Total Program Allocations	\$ 2,190,051	3,007,165	2,212,293	2,156,402

Budget Variance: Capital outlay includes an upgraded server, new firewall, UPS power backup, and various financial modules related to the City's software. Capital Improvements FY 2008-2009 budget related to the City's Facilities Communication System.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 11.00; FY 2010-11 - 10.00

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

FINANCE

GENERAL FUND

INFORMATION TECHNOLOGY

OBJECTIVES & PERFORMANCE MEASURES

Mission

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

Goal(s)

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

Prior Budget Accomplishments

- Draft Information Technology (IT) Strategic Plan completed and new projects are continually incorporated into IT planning with IT Governance Committee review as appropriate (ongoing).
- Completed development of wide-area network fiber optics resulting in faster, less expensive, and more reliable access within and between City's major facilities (August 2008).
- Hired network and phone system consultant and worked with City staff to develop a needs assessment for a Citywide telecommunications system (July 2008). Request for Proposal (RFP) for network cabling for Voice-over Internet Protocol (VoIP) phone system is in progress with installation scheduled for FY 2009-10.
- Completed selection and implementation of Comcate's Customer Response Management System (CRMS), now in full use by staff Citywide and accessible to the public through the City's website for citizen request entry and tracking (November 2008).

Additional Accomplishments

- Completed redesign of City's website, allowing for easier staff updating and a more user-friendly interface with added graphics and video elements, along with better search capabilities and easier access to on-line services (December 2008).

Objective(s)

- Complete City Facilities Communications System Capital Project and implement new Citywide telephone system to improve service and save costs. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Implement new IVR (Interactive Response System) to meet credit card security standards and improve functionality and use. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Improve City network storage and backup through investigating, selecting, and implementing a new SAN (Storage Area Network) systems. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Continue to keep abreast of latest email archiving options to ensure City staff email is appropriately stored to meet legal and policy requirements. **(Citywide Goal B: Fiscally/Managerially Responsible)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Network resources uptime percentage	99%	99%	99%	99%	99%
Percentage of PC users receiving training through IT (PC users trained / total # of PC users)(A)	27%	25%	27%	30%	25%
Percentage of incoming email blocked as Spam (blocked email (Spam)/total number email)	90%	90%	93%	90%	90%
Percentage of PCs replaced (number of PCs replaced/total number of PCs Citywide)(B)	9%	15%	20%	12%	12%

Performance Measure Notes

- (A)Following completion of the Office 2007 upgrade at the end of FY 2008-09, an increase in training is expected in the next fiscal year.
 (B)In order to reduce expenditures, normal PC replacement is being slowed to extend the life of existing equipment.

FINANCE

GENERAL FUND

GENERAL SERVICES

Program Description

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

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Salaries	\$ 268,404	275,935	291,684	301,040
Fringe Benefits	137,071	150,383	138,573	141,072
Maintenance and Operations:				
Supplies and Equipment	179,507	254,914	212,600	216,900
Repairs and Maintenance	11,775	35,019	28,303	28,659
Professional/Contractual Services	9,439	-	-	-
Equipment/Building Rental	303,428	404,594	352,300	352,300
Training and Memberships	6,340	6,400	7,900	8,300
Asset Replacement Funding	47,203	40,215	31,350	29,550
Total Maintenance and Operations	<u>557,692</u>	<u>741,142</u>	<u>632,453</u>	<u>635,709</u>
Charge Backs	<u>(412,986)</u>	<u>(347,200)</u>	<u>(375,400)</u>	<u>(452,700)</u>
Total Program Allocations	<u>\$ 550,181</u>	<u>820,260</u>	<u>687,310</u>	<u>625,121</u>

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 5.00; FY 2010-11 - 5.00

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

FINANCE

GENERAL FUND

GENERAL SERVICES

OBJECTIVES & PERFORMANCE MEASURES

Mission

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

Goal(s)

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

Prior Budget Accomplishments

- Held two Citywide Purchasing training sessions (Purchasing 101 and Purchase Orders), five training sessions for new City purchasing card holders, two requisition entry training sessions, 31 meetings to provide individual Request for Proposal (RFP) assistance, 11 meetings to discuss purchasing practices and requirements, and one Purchasing Committee meeting (throughout Fiscal Years 2007-08 and 2008-09).
- Vendor list was updated to conform with naming convention 95% of the time and duplicate vendors were merged into one vendor record (June 2009).
- Distributed two posters promoting Print Shop services and capabilities. Completed 78 graphic design jobs, and increased color copy production by 27%. Met with various department to discuss Print Shop capabilities (ongoing throughout FYs 2008 and 2009).
- Mass mailings were processed with a pre-sort postage rate 95% of the time. Utility bill mailings were processed and mailed within two days of review by Public Services Division (ongoing).

Additional Accomplishments

- Negotiated Citywide contracts to provide economies of scale: Citywide copier contract realizing a \$90,000 annual savings (May 2008), Citywide uniform contract (July 2008), Citywide office supplies contract resulting in 20% savings (May 2009).

Objective(s)

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

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Indicator					
Percentage of vendor list conforms to naming conventions (vendors w/ correct naming convention/total # of vendors)	75%	95%	95%	95%	95%
Number of color copies/cost per copy	297,467/\$0.32	408,469/\$0.30	560,000/\$0.27	560,000/\$0.27	560,000/\$0.27
Number of in-house produced graphics	20	73	78	80	80
Percentage of all mass mailings pre-sorted	95%	95%	95%	95%	95%
Average number of days before utility bills are mailed once received from Public Services	2	2	2	2	2

FINANCE

GENERAL FUND

FACILITY MAINTENANCE

Program Description

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

	Prior Year Actual 2007-2008	Revised Budget 2008-2009	Adopted Budget 2009-2010	Adopted Budget 2010-2011
Program Allocations				
Salaries	\$ 634,076	673,363	699,425	724,197
Fringe Benefits	344,436	380,365	304,006	310,231
Maintenance and Operations:				
Supplies and Equipment	111,591	99,898	95,500	89,900
Repairs and Maintenance	189,903	529,212	251,764	198,080
Professional/Contractual Services	951,788	1,620,754	1,122,800	1,081,800
Utilities	961,010	1,072,667	1,142,000	1,103,300
Equipment/Building Rental	297,298	301,700	301,000	301,000
Training and Memberships	1,906	2,300	3,540	3,540
Asset Replacement Funding	10,891	19,040	10,950	13,800
Total Maintenance and Operations	<u>2,524,387</u>	<u>3,645,571</u>	<u>2,927,554</u>	<u>2,791,420</u>
Charge Backs	(712,334)	(833,512)	(1,179,475)	(1,099,327)
Capital Outlay:				
Capital Outlay	-	107,200	21,500	22,000
Use of Asset Replacement	-	(107,200)	(21,500)	(22,000)
Total Capital Outlay	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Capital Improvements	2,636,667	15,059,884	2,224,500	1,400,000
Maintenance Improvements	-	-	100,000	415,000
Total Program Allocations	<u>\$ 5,427,232</u>	<u>18,925,671</u>	<u>5,076,010</u>	<u>4,541,521</u>

<p>Budget Variance: Reduction in Repairs and Maintenance due to a decrease in repairs and maintenance of various City facilities.</p>
--

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 10.00; FY 2010-11 - 10.00

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

FINANCE

GENERAL FUND

FACILITY MAINTENANCE

OBJECTIVES & PERFORMANCE MEASURES

Mission

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

Goal(s)

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

Prior Budget Accomplishments

- Conducted annual inspection of each facility to determine necessary maintenance and repair tasks (December 2008).
- Completed an average of 93% customer-related Work Orders within 48 hours of completion date scheduled over the two-year budget period (June 2009).
- Completed an average of 94.5% routine maintenance Work Orders within 48 hours of completion date scheduled over the two-year budget period (June 2009).
- Projects are progressing as directed by Council Ad Hoc Committee (ongoing).

Additional Accomplishments

- Completed 100% of original Civic Arts Plaza Phase III Rehabilitation project by December 2008; additional work on-going.
- Completed Rancho Potrero Equestrian Center site improvements (June 2008).
- Completed City Hall staff area reconfigurations and security improvements (September 2008).
- Completed Founders' Room upgrades (January 2009).

Objective(s)

- Complete 93% of customer-requested Work Orders by date scheduled. **(Citywide Goal E: Public Infrastructure)**
- Complete 92% of routine Work Orders within 48 hours of date scheduled. **(Citywide Goal E: Public Infrastructure)**
- Manage lease agreement for equestrian center with minimal (<\$5,000 annually) operating expense to General Fund. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Complete capital improvement projects within assigned budgets. **(Citywide Goal B: Fiscally/Managerially Responsible)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Total number of Work Orders	1,944	1,538	3,199	3,400	3,400
Percentage of customer-requested Work Orders completed by date scheduled(A)	99%	94%	94%	93%	94%
Number of routine Work Orders	1,296	1,125	2,137	2,500	2,500
Percentage of routine-requested Work Orders completed within 48 hours of date scheduled(B)	99%	93%	96%	92%	92%
Equestrian Center operating expenses(C)	N/A	N/A	N/A	\$2,500	\$2,500

Performance Measure Notes

(A)Assigned completion date of customer-requested Work Orders is compared to actual date of completion to determine percentage completed by date scheduled.

(B)Assigned completion date of routine requested Work Orders is compared to actual date of completion to determine percentage completed by date scheduled.

(C)Actual expenses are reviewed to determine if minimum projected costs are exceeded.

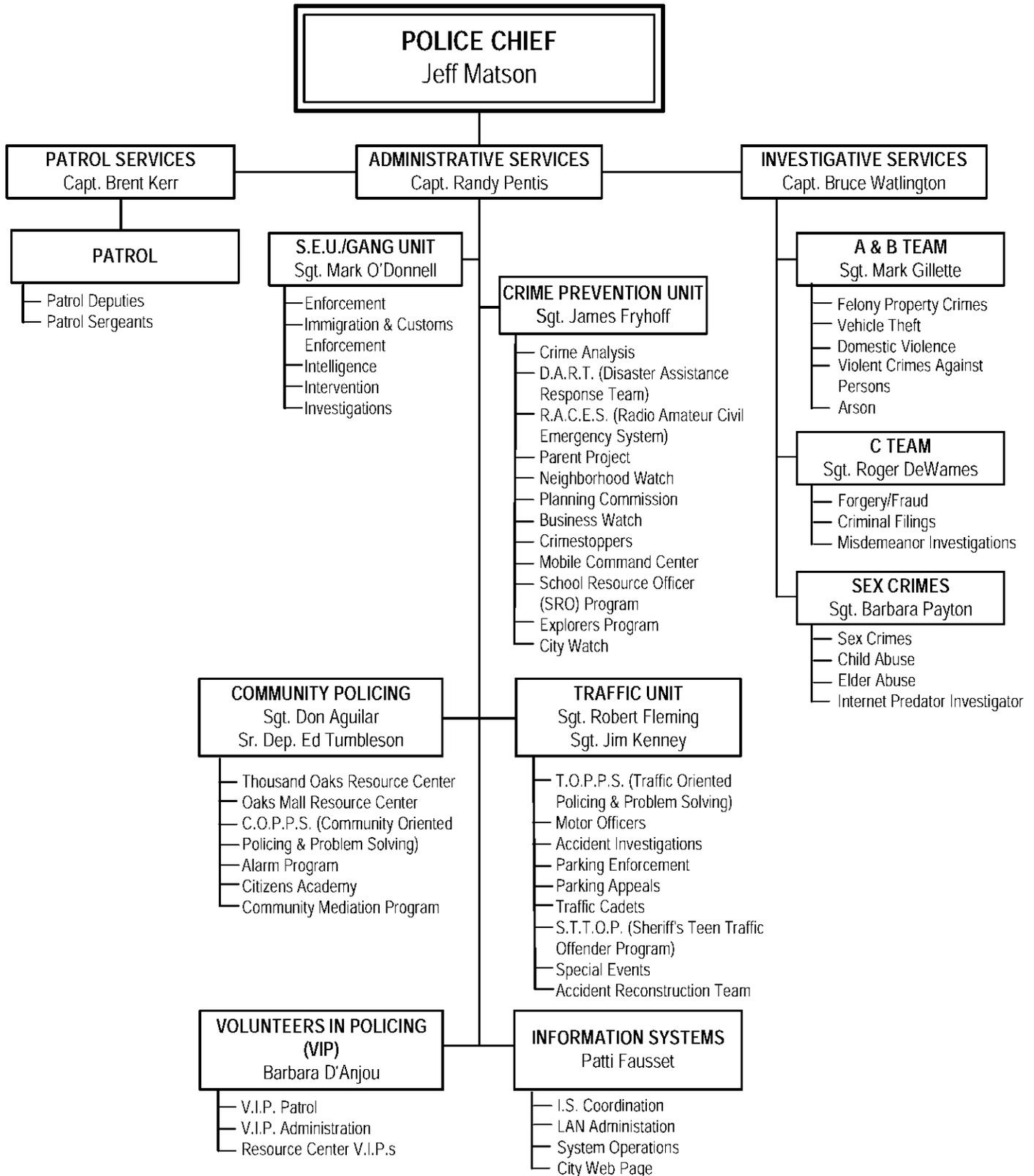


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POLICE

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Total Employees:
 FY 09-10: 113
 FY 10-11: 113

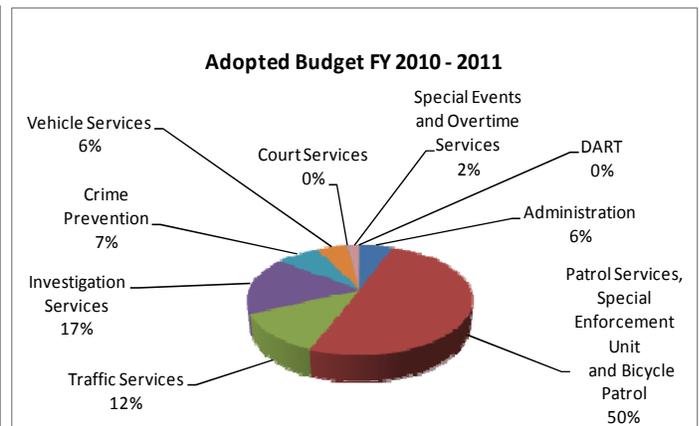
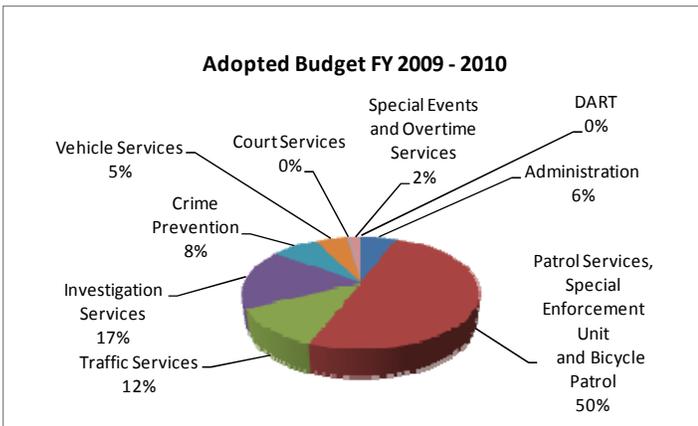
POLICE

GENERAL FUND PROGRAMS SUMMARY

Police Department Mission Statement

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

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
Program Allocation Summary				
Administration	\$ 1,506,567	1,529,227	1,507,924	1,543,007
Patrol Services, Special Enforcement Unit and Bicycle Patrol	12,654,092	13,313,800	12,881,887	13,525,988
Traffic Services	2,715,092	3,217,000	3,112,356	3,268,274
Investigation Services	4,106,651	4,456,100	4,364,566	4,582,794
Crime Prevention	1,825,858	1,927,300	1,935,737	1,973,324
Vehicle Services	1,236,427	1,280,851	1,389,784	1,442,456
Court Services	60,111	81,500	73,000	76,700
Special Events and Overtime Services	454,610	450,000	462,000	469,800
DART	21,604	20,600	15,558	15,715
Total	\$ 24,581,012	26,276,378	25,742,812	26,898,058



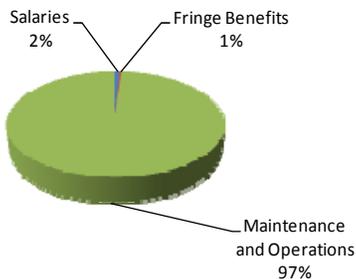
(a) Police reallocated DARE activities to School Resources Officers as of FY 2008.

POLICE

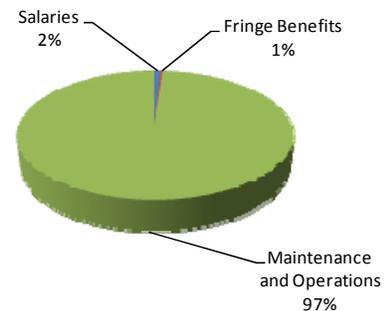
GENERAL FUND ALLOCATION SUMMARY

	Prior Year Actual 2007-2008	Revised Budget 2008-2009	Adopted Budget 2009-2010	Adopted Budget 2010-2011
<u>Program Allocations</u>				
Salaries	\$ 186,197	187,541	206,071	214,103
Fringe Benefits	73,702	74,584	83,053	84,865
Maintenance and Operations:				
Supplies and Equipment	111,469	93,400	79,800	84,450
Repairs and Maintenance	148,086	195,651	228,529	242,765
Professional/Contractual Services	23,819,184	25,509,900	24,958,959	26,109,125
Utilities	62,387	67,527	75,600	65,000
Training and Memberships	22,051	13,900	23,950	23,950
Asset Replacement Funding	157,936	133,875	86,850	73,800
Total Maintenance and Operations	<u>24,321,113</u>	<u>26,014,253</u>	<u>25,453,688</u>	<u>26,599,090</u>
Capital Outlay:				
Capital Outlay	93,013	122,071	127,000	40,000
Use of Asset Replacement	(93,013)	(122,071)	(127,000)	(40,000)
Total Capital Outlay	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Program Allocations	\$ <u>24,581,012</u>	<u>26,276,378</u>	<u>25,742,812</u>	<u>26,898,058</u>

Adopted Budget FY 2009 - 2010



Adopted Budget FY 2010 - 2011



POLICE

GENERAL FUND ADMINISTRATION

Program Description

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

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Salaries	\$ 186,197	187,541	206,071	214,103
Fringe Benefits	73,702	74,584	83,053	84,865
Maintenance and Operations:				
Supplies and Equipment	91,347	78,900	68,300	72,950
Repairs and Maintenance	22,280	19,200	21,900	20,400
Professional/Contractual Services	891,157	954,200	942,700	988,439
Utilities	62,387	67,527	75,600	65,000
Training and Memberships	21,561	13,400	23,450	23,450
Asset Replacement Funding	157,936	133,875	86,850	73,800
Total Maintenance and Operations	<u>1,246,668</u>	<u>1,267,102</u>	<u>1,218,800</u>	<u>1,244,039</u>
Capital Outlay:				
Capital Outlay	93,013	122,071	127,000	40,000
Use of Asset Replacement	<u>(93,013)</u>	<u>(122,071)</u>	<u>(127,000)</u>	<u>(40,000)</u>
Total Capital Outlay	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Program Allocations	<u>\$ 1,506,567</u>	<u>1,529,227</u>	<u>1,507,924</u>	<u>1,543,007</u>

Budget Variance: Contract costs increased three percent in FY 2010 and five percent in FY 2011.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 5.00; FY 2010-11 - 5.00 (2 City positions and 3 Ventura County police contract services positions)

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

POLICE

GENERAL FUND ADMINISTRATION

OBJECTIVES & PERFORMANCE MEASURES

Mission

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

Goal(s)

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

Prior Budget Accomplishments

- The City of Thousand Oaks remains one of the safest cities in the United States with a population over 100,000 (ongoing).
- Social Host Ordinance resulted in seven citations in Fiscal Year 2008 and assists in the continuation of educating homeowners/parents on the dangers of unsupervised parties and underage drinking (ongoing).
- Utilized Customer Response Management System (CRMS) in successful tracking and closing of citizen referrals in a reasonable time frame (ongoing).

Additional Accomplishments

- Updated City police website with toolbar for parent resources (ongoing).
- Continued to develop educational programs for youth and their parents (ongoing).

Objective(s)

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

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Indicator					
Safest cities ranking in the United States with a population over 100,000	2	7	5	5	5
Number of Administrative Officers/number of training opportunities attended	16/32	16/32	16/10	16/32	16/32
Number of employment evaluations conducted	230	230	228	228	228
Number of City referrals/number of referrals resolved	34/34	34/34	51/52	37/37	37/37
Number of calls handled	38,000	40,000	38,000	45,000	45,000

POLICE

GENERAL FUND

PATROL SERVICES, SPECIAL ENFORCEMENT UNIT (SEU), AND BICYCLE PATROL

Program Description

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

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
Program Allocations				
Maintenance and Operations:				
Repairs and Maintenance	\$ 3,401	9,000	6,117	6,430
Professional/Contractual Services	<u>12,650,691</u>	<u>13,304,800</u>	<u>12,875,770</u>	<u>13,519,558</u>
Total Maintenance and Operations	<u>12,654,092</u>	<u>13,313,800</u>	<u>12,881,887</u>	<u>13,525,988</u>
Total Program Allocations	\$ <u>12,654,092</u>	<u>13,313,800</u>	<u>12,881,887</u>	<u>13,525,988</u>

Budget Variance: Contract costs increased three percent in FY 2010 and five percent in FY 2011.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 62.00; FY 2010-11 - 62.00 (included in contracted services)

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

POLICE

GENERAL FUND

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

Mission

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

Goal(s)

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

Prior Budget Accomplishments

- Presentations on bicycle/pedestrian safety education to schools and within the community (ongoing).
- Worked with Safe Bars Task Force and drinking establishments to reduce drunk driving arrests and educate alcoholic beverage servers (ongoing)
- Continued participation in ABC (Alcohol & Beverage Control) stings to educate local businesses on alcohol and energy drinks containing alcohol (ongoing).

Additional Accomplishments

- Arrest by Bike Patrol team of subject possessing post office box master keys, revealing involvement in a large mail theft/identity theft ring (July 2008).
- Arrest for sales/distribution of methamphetamine was investigated further by Bike Patrol team. Suspects involved in large regional fiduciary elder abuse criminal enterprise with a network that claimed over \$300,000 in losses to victims in Ventura and Los Angeles counties (July 2008).
- Arrest of homicide suspect by Bike Patrol team on surveillance at transient campsite. Suspect was arrested and found to be in possession of key crime scene evidence (July 2008).

Objective(s)

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

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Average response time to emergency calls (in minutes)	4.73	4.94	4.84	4.86	4.86
Number of arrests by Bike Patrol	325	457	410	340	340
Number of gang investigations performed by SEU	208	195	219	200	200
Number of multijurisdictional cases worked	50	50	50	50	50

POLICE

GENERAL FUND

TRAFFIC SERVICES

Program Description

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

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Maintenance and Operations:				
Professional/Contractual Services	\$ 2,715,092	3,217,000	3,112,356	3,268,274
Total Program Allocations	<u>\$ 2,715,092</u>	<u>3,217,000</u>	<u>3,112,356</u>	<u>3,268,274</u>

Budget Variance: Contract costs increased three percent in FY 2010 and five percent in FY 2011.
--

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 17.00; FY 2010-11 - 17.00 (included in contracted services)

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

POLICE

GENERAL FUND

TRAFFIC SERVICES

OBJECTIVES & PERFORMANCE MEASURES

Mission

To increase traffic safety through enforcement efforts and community education.

Goal(s)

- Reduction of injuries and deaths from traffic collisions, including vehicles versus bicycles.

Prior Budget Accomplishments

- Traffic Bureau continues to use Light Amplification by Stimulated Emission of Radiation (LASER) measuring devices coupled with the Crash Zone computer program to produce factual diagrams for the investigation of fatal and serious traffic collisions. One or two training classes are conducted each year on the use of this technology. In addition to traffic collisions investigation, traffic investigators are called upon to use this technology in the investigation of crime scenes, such as officer-involved shootings (ongoing).
- Traffic Bureau replaced four of the ten Light Detection and Ranging (LIDAR) devices, with new devices, which are used in the enforcement of speed laws in the City of Thousand Oaks (January 2009).
- Traffic bureau has one deputy certified in the instruction of the use of Radio Detection and Ranging (RADAR) and LIDAR speed detection devices. Through the Academy, classes continue to be held about twice per year with 20 students in each class (ongoing).
- Traffic Bureau maintains a public hotline for reporting of suspected abandoned vehicles. We have averaged over 3,800 reported abandoned vehicles per year through each of the last two fiscal years. As a result, each year about 3,000 vehicles are tagged, 400 cited, and 200 are towed (ongoing).

Additional Accomplishments

- Successful administration of "Click It Or Ticket," a seatbelt safety program grant funded by the Office of Traffic Safety (October 2008).
- Participated with other Ventura County Law Enforcement Agencies in a countywide grant for DUI checkpoints (September 2008).
- Conducted four driver's license checkpoints. Each checkpoint resulted in the arrest of 10-15 unlicensed drivers (either no license or suspended license) (ongoing).
- Conducted four crosswalk checkpoints. Each checkpoint resulted in 15-20 citations (ongoing).

Objective(s)

- Continue to provide directed patrol based on statistics, complaints, experience, or special event requirements. **(Citywide Goal C: Public Safety)**
- Continue to conduct thorough and complete traffic collision investigations in a fair and impartial manner, enabling the accurate determination of the cause of collisions. **(Citywide Goal C: Public Safety)**
- Continue to encourage Vehicle Code compliance and safe driving through a visible presence on streets, school education, and media relations to decrease traffic collisions, including bicycles. **(Citywide Goal C: Public Safety)**
- Increase awareness and enforcement of the crime of driving under the influence of alcohol and/or drugs through education, enforcement, and the pursuit of grants. **(Citywide Goal C: Public Safety)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Number of directed patrols	230	218	223	200	200
Number of traffic collisions	1,639	1,560	1653	1500	1500
Number of educational events(A)	25	30	50	30	30

Performance Measure Notes

(A)Educational events include the Bike Rodeo, Smart Start, and participation in "Every 15 Minutes", and other traffic safety talks at high schools, and public meetings.

POLICE

GENERAL FUND

INVESTIGATION SERVICES

Program Description

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

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Maintenance and Operations:				
Professional/Contractual Services	\$ <u>4,106,651</u>	<u>4,456,100</u>	<u>4,364,566</u>	<u>4,582,794</u>
Total Program Allocations	\$ <u><u>4,106,651</u></u>	<u><u>4,456,100</u></u>	<u><u>4,364,566</u></u>	<u><u>4,582,794</u></u>

Budget Variance: Contract costs increased three percent in FY 2010 and five percent in FY 2011.
--

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 18.00; FY 2010-11 - 18.00 (included in contracted services)

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

POLICE

GENERAL FUND

INVESTIGATION SERVICES

OBJECTIVES & PERFORMANCE MEASURES

Mission

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

Goal(s)

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

Prior Budget Accomplishments

- Continued to use civilians and volunteers to assist in data collection and case follow-up. Volunteers in Policing (VIPs) provided case follow up, data entry, and office assistance by contributing over 1,029 hours during this budget period (ongoing).
- Maintained a partnership with Federal and State agencies to reduce narcotic sales and distribution within the City. Due to these partnerships, over 100 drug related arrests were made during this budget period (ongoing).
- Sex Crimes Unit was involved in a working group with the FBI, Santa Barbara County, and Ventura County law enforcement agencies regarding working internet child pornography cases. Since July 2008, the Sex Crimes Unit served seven search warrants on individuals possessing and sharing child pornography via computer (July 2008).

Additional Accomplishments

- Investigations Bureau implemented Bureau audits on all detectives assigned to Thousand Oaks Police Department/East County Investigations. Selecting a case at random, the detective sergeant reviews it thoroughly for completeness, follow-through, and overall quality. All reports, evidence, and any tape recorded interviews are monitored. The sergeant contacts victims to inquire about the detective's response to their case (January 2009).
- Installed new, updated digital recording equipment in all five interview rooms, allowing detectives to record interviews and transfer the recordings to the evidence computer, as well as their own desk top computers (December 2008).

Objective(s)

- Install computer set up in the Investigations Bureau that would give Detectives the ability to listen to jail phone calls and record them for evidence. This would save time by not having to drive to Ventura to listen to these calls, also allowing for a more streamlined case. **(Citywide Goal C: Public Safety)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Penal Code 290 registration compliance	80%	95%	96%	90%	90%
Number of investigators	15	15	15	15	15
Number of cases received in Thousand Oaks	3,471	3,482	3700	3,700	3,700
Case closure rate	81.5%	87.2%	92.9	85%	85%

POLICE

GENERAL FUND

CRIME PREVENTION

Program Description

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

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Maintenance and Operations:				
Professional/Contractual Services	\$ <u>1,825,858</u>	<u>1,927,300</u>	<u>1,935,737</u>	<u>1,973,324</u>
Total Program Allocations	\$ <u><u>1,825,858</u></u>	<u><u>1,927,300</u></u>	<u><u>1,935,737</u></u>	<u><u>1,973,324</u></u>

Budget Variance: Contract costs increased three percent in FY 2010 and five percent in FY 2011.
--

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 11.00; FY 2010-11 - 11.00 (included in contracted services)

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

POLICE

GENERAL FUND CRIME PREVENTION

OBJECTIVES & PERFORMANCE MEASURES

Mission

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

Goal(s)

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

Prior Budget Accomplishments

- Implemented School Resource Officer positions (July 2007).
- Crime Prevention Through Environmental Design (CPTED) is now part of approval process on City building projects to ensure compliance (April 2008).
- Threat assessment was developed and implemented at area schools (August 2008).
- Created public safety fliers on cyber safety, date rape, and prescription pill abuse (February 2009).

Additional Accomplishments

- Created safety series talks on alcohol energy drinks, bullying, and cyber safety (October 2008).
- Continued education of parents, schools, and students on the dangers associated with prescription pill abuse (ongoing).
- Implemented the juvenile alcohol letter (December 2008).
- Expanded the Neighborhood Watch program (ongoing).

Objective(s)

- Develop Parent Project, holding classes four times a year, to educate parents on raising children in Thousand Oaks. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Begin My Space Internet training for parents of local students **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Contact and sign-up all City businesses for Business Watch. **(Citywide Goal C: Public Safety)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Number of active Neighborhood Watch teams(A)	34	38	65	40	40
Number of Neighborhood Watch meetings held(A)	39	42	20	35	35
Number of Parent Project meetings held	0	0	1	2	4

Performance Measure Notes

(A)Due to the effectiveness of the Community Oriented Policing and Problem Solving (COPPS) Bureau, once neighborhood issues are resolved, interest in Neighborhood Watch declines.

POLICE

GENERAL FUND VEHICLE SERVICES

Program Description

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

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Maintenance and Operations:				
Repairs and Maintenance	\$ 121,413	161,851	196,954	212,220
Professional/Contractual Services	<u>1,115,014</u>	<u>1,119,000</u>	<u>1,192,830</u>	<u>1,230,236</u>
Total Maintenance and Operations	<u>1,236,427</u>	<u>1,280,851</u>	<u>1,389,784</u>	<u>1,442,456</u>
Total Program Allocations	<u>\$ 1,236,427</u>	<u>1,280,851</u>	<u>1,389,784</u>	<u>1,442,456</u>

Budget Variance: Contract costs increased three percent in FY 2010 and five percent in FY 2011.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 0.00; FY 2010-11 - 0.00

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

POLICE

GENERAL FUND VEHICLE SERVICES

OBJECTIVES & PERFORMANCE MEASURES

Mission

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

Goal(s)

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

Prior Budget Accomplishments

- Three motorcycles replaced through Asset Replacement (February 2009).

Objective(s)

- Replace high mileage vehicles **(Citywide Goal C: Public Safety)**
- Replace Volunteers in Policing (VIP) patrol cars with vehicles fueled by natural gas **(Citywide Goal C: Public Safety)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Indicator					
Number of plain vehicles (Detectives, SEU, Narcs) used in the policing efforts within Thousand Oaks	30	30	29	29	29
Number of miles (Detectives, SEU, Narcs)	471,895	452,433	420,698	460,000	460,000
Number of Black & White vehicles (Traffic) used in the policing efforts within Thousand Oaks	34	36	36	36	36
Number of miles (Traffic)	857,691	848,654	893,097	875,000	875,000
Number of vehicles replaced (Detectives, SEU, Narcs/Traffic)	3/5	3/4	3/6	3/6	3/6

POLICE

GENERAL FUND COURT SERVICES

Program Description

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

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Maintenance and Operations:				
Professional/Contractual Services	\$ 60,111	81,500	73,000	76,700
Total Program Allocations	<u>\$ 60,111</u>	<u>81,500</u>	<u>73,000</u>	<u>76,700</u>

Budget Variance: Contract costs increased three percent in FY 2010 and five percent in FY 2011.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 0.00; FY 2010-11 - 0.00

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

POLICE

GENERAL FUND COURT SERVICES

OBJECTIVES & PERFORMANCE MEASURES

Mission

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

Goal(s)

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

Prior Budget Accomplishments

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

Objective(s)

- Ensure that Police Officers are properly notified when they must appear in court. **(Citywide Goal C: Public Safety)**
- Continue to maintain a low level of FTA incidences by off duty deputies. **(Citywide Goal C: Public Safety)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Indicator					
Number of subpoenas(A)	2,755	2,303	1,579	2,500	2,500
Number of FTA incidents - Traffic subpoenas (Excused/Unexcused)	4%/18%	4.5%/26%	5.1%/38%	0%/5%	0%/5%
Number of unexcused Traffic subpoenas	5	6	6	4	4

Performance Measure Notes

(A) District Attorney's Office currently tracks only traffic subpoenas and no longer tracks felony subpoenas.

POLICE

GENERAL FUND

SPECIAL EVENTS AND OVERTIME SERVICES

Program Description

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

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Maintenance and Operations:				
Professional/Contractual Services	\$ <u>454,610</u>	<u>450,000</u>	<u>462,000</u>	<u>469,800</u>
Total Program Allocations	\$ <u><u>454,610</u></u>	<u><u>450,000</u></u>	<u><u>462,000</u></u>	<u><u>469,800</u></u>

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 0.00; FY 2010-11 - 0.00

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

POLICE

GENERAL FUND

SPECIAL EVENTS AND OVERTIME SERVICES

OBJECTIVES & PERFORMANCE MEASURES

Mission

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

Goal(s)

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

Prior Budget Accomplishments

- Implemented a written communication system for approval to bill local high schools for special event overtime for football games and specified school functions (November 2008).

Objective(s)

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

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Grant monies received	\$334,562	\$295,565	\$154,940	\$220,000	\$220,000
Special event cost recovery(A)	\$97,863	\$112,803	\$85,669	\$44,000	\$46,000

Performance Measure Notes

(A)Special event cost recovery estimates for FY 2010 and FY 2011 are without Conejo Valley Days and include a 3% increase for FY 2010 and a 5% increase for FY 2011. Special event cost recovery estimates for FY 2010 and FY 2011 with Conejo Valley Days would be approximately \$117,000, with a 3% increase in FY 2010 and \$122,400 with a 5% increase in FY 2011.

POLICE

GENERAL FUND

DISASTER ASSISTANCE RESPONSE TEAM (DART)

Program Description

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

	Prior Year Actual 2007-2008	Revised Budget 2008-2009	Adopted Budget 2009-2010	Adopted Budget 2010-2011
Program Allocations				
Maintenance and Operations:				
Supplies and Equipment	\$ 20,122	14,500	11,500	11,500
Repairs and Maintenance	992	5,600	3,558	3,715
Training and Memberships	490	500	500	500
Total Maintenance and Operations	21,604	20,600	15,558	15,715
Total Program Allocations	\$ 21,604	20,600	15,558	15,715

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 0.00; FY 2010-11 - 0.00

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

POLICE

GENERAL FUND

DISASTER ASSISTANCE RESPONSE TEAM (DART)

OBJECTIVES & PERFORMANCE MEASURES

Mission

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

Goal(s)

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

Prior Budget Accomplishments

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

Additional Accomplishments

- DART held two series of recruitment classes and increased membership with 10 new members (February 2009).

Objective(s)

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

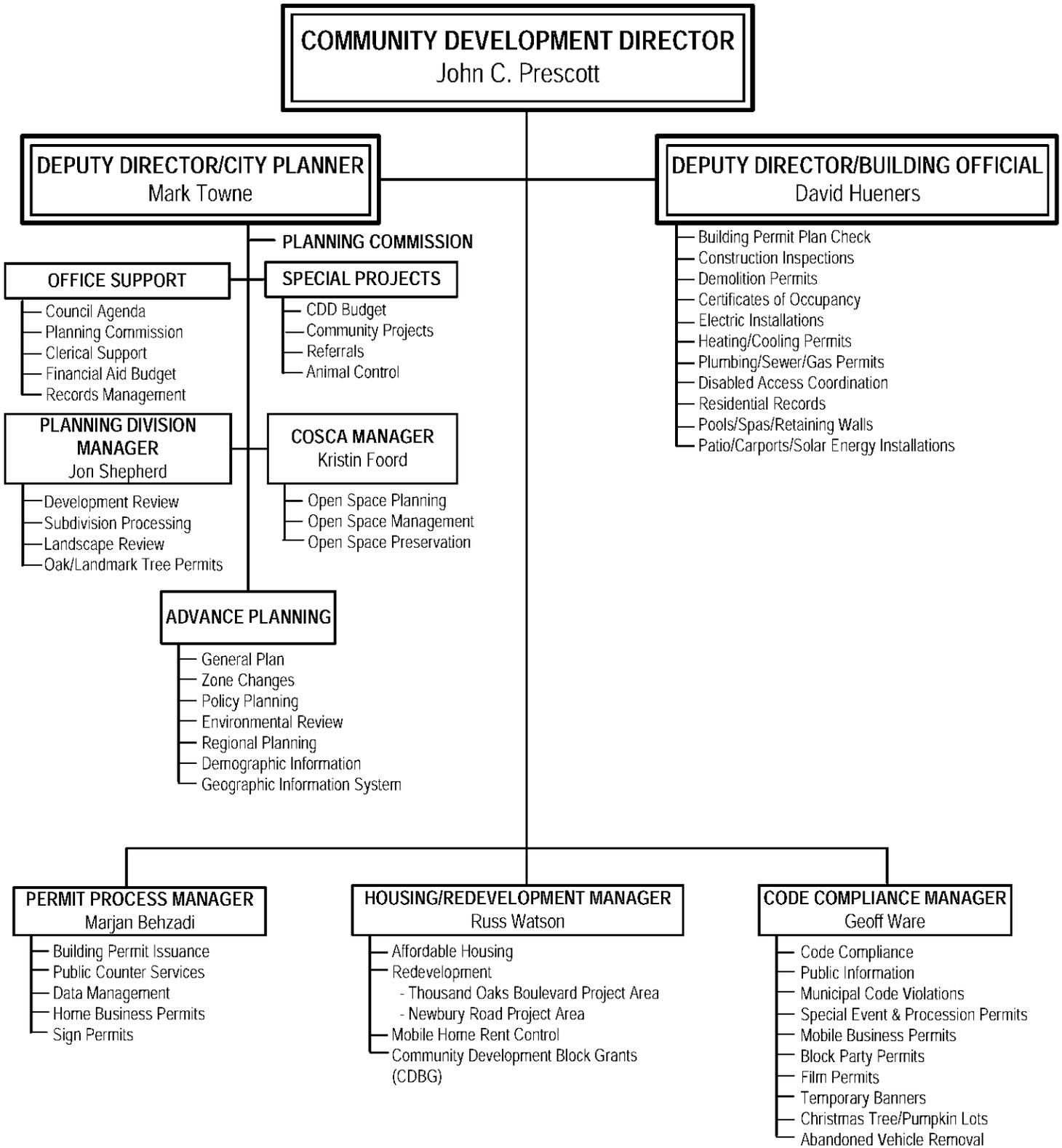
Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Number of training opportunities provided	10	10	10	10	10
Number of training opportunities attended	11	11	12	12	12
Number of DART members	43	34	44	44	44
Number of EMTs on DART team	8	8	9	9	9



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COMMUNITY DEVELOPMENT

COMMUNITY DEVELOPMENT



Total Employees:
 FY 09-10: 71
 FY 10-11: 71

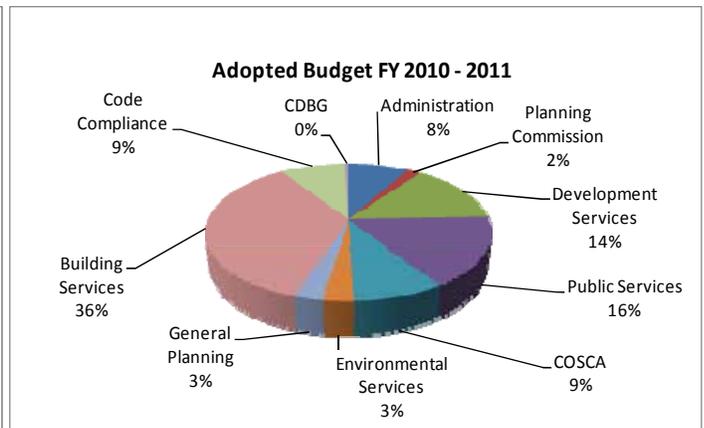
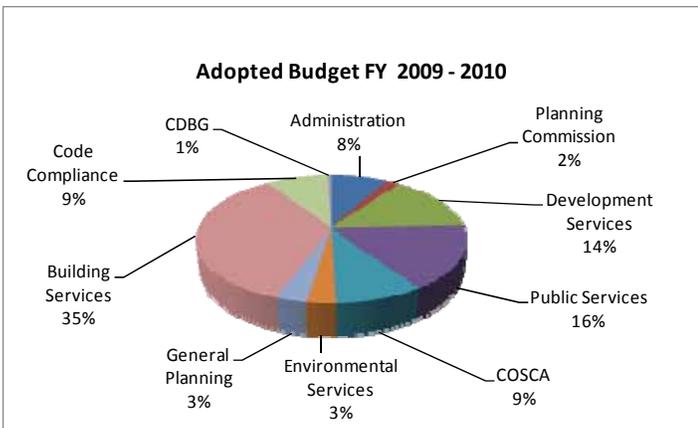
COMMUNITY DEVELOPMENT

GENERAL FUND PROGRAMS SUMMARY

Community Development Department Mission Statement

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

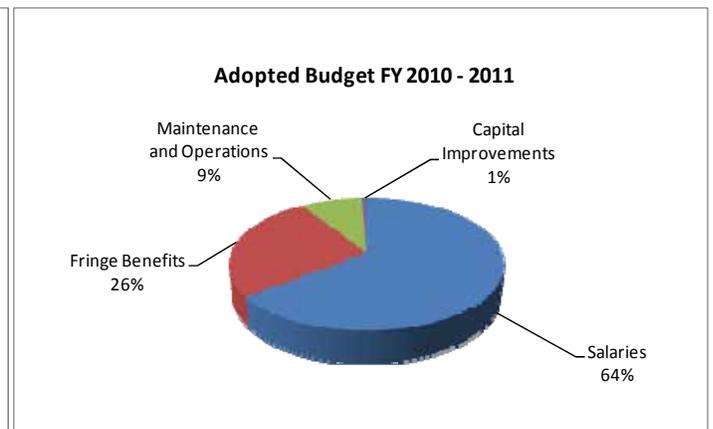
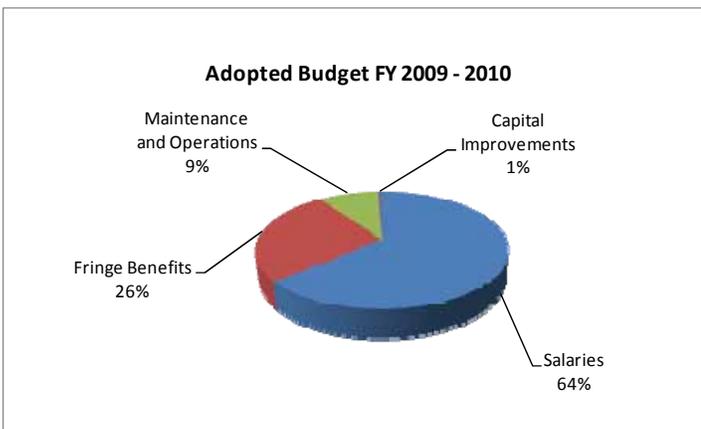
	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
Program Allocation Summary				
Administration	\$ 612,233	537,368	703,462	732,818
Planning Commission	151,207	165,146	161,086	164,463
Development Services	1,377,752	1,414,212	1,241,101	1,282,739
Public Services	1,346,519	1,444,686	1,393,738	1,436,915
COSCA	518,105	694,618	779,212	794,558
Environmental Services	228,462	237,864	244,737	255,507
General Planning	233,277	285,807	266,004	245,716
Building Services	2,976,706	3,099,086	3,028,141	3,172,315
Code Compliance	701,225	734,260	766,684	792,590
CDBG	41,436	131,361	46,390	38,326
GF Redevelopment Agency	<u>1</u>	<u>(2,446)</u>	<u>-</u>	<u>-</u>
Total	\$ <u>8,186,923</u>	<u>8,741,962</u>	<u>8,630,555</u>	<u>8,915,947</u>



COMMUNITY DEVELOPMENT

GENERAL FUND ALLOCATION SUMMARY

	Prior Year Actual 2007-2008	Revised Budget 2008-2009	Adopted Budget 2009-2010	Adopted Budget 2010-2011
<u>Program Allocations</u>				
Salaries	\$ 5,819,418	5,980,707	6,268,396	6,500,707
Fringe Benefits	2,555,238	2,678,533	2,582,640	2,639,356
Maintenance and Operations:				
Supplies and Equipment	82,929	66,850	57,300	55,600
Repairs and Maintenance	79,289	54,200	70,107	78,514
Professional/Contractual Services	367,226	605,803	666,600	642,400
Utilities	17,795	13,000	14,300	14,300
Training and Memberships	62,437	46,800	43,700	43,800
Asset Replacement Funding	69,982	74,715	52,575	52,575
Total Maintenance and Operations	679,658	861,368	904,582	887,189
Charge Backs	(882,100)	(838,646)	(1,185,063)	(1,171,305)
Capital Improvements	14,709	60,000	60,000	60,000
Total Program Allocations	\$ 8,186,923	8,741,962	8,630,555	8,915,947



COMMUNITY DEVELOPMENT

GENERAL FUND ADMINISTRATION

Program Description

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

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Salaries	\$ 372,787	312,986	332,921	343,008
Fringe Benefits	159,290	146,262	142,516	145,085
Maintenance and Operations:				
Supplies and Equipment	40,594	25,500	29,100	29,100
Repairs and Maintenance	1,556	3,400	1,600	1,600
Professional/Contractual Services	-	-	166,400	183,100
Utilities	6,535	3,800	5,300	5,300
Training and Memberships	5,234	7,850	5,900	5,900
Asset Replacement Funding	26,237	37,570	19,725	19,725
Total Maintenance and Operations	80,156	78,120	228,025	244,725
Total Program Allocations	\$ 612,233	537,368	703,462	732,818

Budget Variance: Professional/Contractual Services increase primarily due to transfer of administration of Animal Care Services from the Public Works Department to the Community Development Department.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 3.70; FY 2010-11 - 3.70

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

COMMUNITY DEVELOPMENT

GENERAL FUND ADMINISTRATION

OBJECTIVES & PERFORMANCE MEASURES

Mission

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

Goal(s)

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

Prior Budget Accomplishments

- Completed 97% of Customer Response Management System (CRMS) cases as of June 2008 and 90% as of June 2009 (ongoing).
- Completed first phase of scanning on-site planning case files to Laserfiche; resulting in merging five Kardexes full of files into two (October 2008).
- All approved building plans were scanned and imported to Laserfiche; letter/legal size in-house within two days, ledger size or larger by outside vendor within two weeks (ongoing).

Additional Accomplishments

- Continued to implement additional Planning & Engineering module of Naviline functions and enhancements to improve internal and external customer service and reporting abilities for both financial and tracking aspects of entitlement applications (ongoing).
- Improved recording process for Planning Division's monthly activity reports (ongoing).

Objective(s)

- Process assigned CRMS cases within assigned time frame **(Citywide Goal A: Government Leadership)**
- Encourage participation in leadership programs. **(Citywide Goal J: Succession Planning)**
- Process on-site planning case files for importing to Laserfiche. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Convert Certificate of Occupancy process to Naviline system **(Citywide Goal B: Fiscally/Managerially Responsible)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
CRMS cases processed within assigned time frame	Yes/95-100	Yes/95-100	Yes/95-100	Yes/95-100	Yes/95-100
Number of participants in leadership programs	4	1	8	3	3
Number of closed planning case files scanned	12,255(A)	3,071(B)	2,613(B)	2,500(B)	1,500(B)

Performance Measure Notes

(A)Reflects scanned closed planning case files from off-site storage.

(B)Reflects scanned closed planning case files from on-site filing system.

COMMUNITY DEVELOPMENT

GENERAL FUND PLANNING COMMISSION

Program Description

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

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Salaries	\$ 105,277	111,962	112,938	115,653
Fringe Benefits	34,436	42,334	38,198	38,860
Maintenance and Operations:				
Supplies and Equipment	4,175	4,200	3,500	3,500
Training and Memberships	7,319	6,650	6,450	6,450
Total Maintenance and Operations	11,494	10,850	9,950	9,950
Total Program Allocations	\$ 151,207	165,146	161,086	164,463

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 5.90; FY 2010-11 - 5.90

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

COMMUNITY DEVELOPMENT

GENERAL FUND

PLANNING COMMISSION

OBJECTIVES & PERFORMANCE MEASURES

Mission

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

Goal(s)

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

Prior Budget Accomplishments

- Planning Commission held 89 public hearings in FY 2007-08 and FY 2008-09, during which 144 planning and development cases were considered (June 2009).
- Major development projects heard by Planning Commission during the two year budget period included Marketplace at the Oaks shopping center and hotel (Ventu Park Road), Lynn Road Medical Associates medical offices and parking structure (Janss Road), Armstrong Garden Center (Thousand Oaks Blvd.), Cornerstone office complex (Lawrence Drive), Astra Holdings medical offices (Newbury Road), Skyline Self-Storage (Skyline Drive), California Lutheran University community pool, 220-bed residence hall, pre-school building, two-story office building for KCLU (Olsen Road), Conejo Gateway shopping center renovation (Wendy Drive), Duesenberg Self-Storage (Duesenberg Drive), Home Depot (Hampshire Road), Belmont Village Assisted Living community (Moorpark Road), Park Site "B" at Dos Vientos Ranch (Via El Rio), and Hilltop Builders office building and parking structure (Grande Vista Drive).
- Legislative cases reviewed by the Commission during FY 2007-08 and FY 2008-09 included new parking standard for garden centers and hospitals, revisions to landscape plan review procedures, mobile home park land use and zoning designations, Hillcrest/Rancho neighborhood zone change, affordable housing ordinance, fence/wall heights Citywide, and Housing Element update.

Objective(s)

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

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Indicator					
Planning Commission meetings	18	18	19	18	18
Planning Commissioner conference attendance(A)	7	5	2	5	5
Planning Commission hearings held	48	46	47	45	45
Cases considered by Planning Commission	71	75	66	70	70

Performance Measure Notes

(A) Total attendance by Commissioners at conferences and seminars.

COMMUNITY DEVELOPMENT

GENERAL FUND DEVELOPMENT SERVICES

Program Description

This program is responsible for comprehensive review of development projects.

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Salaries	\$ 818,705	840,370	790,943	824,100
Fringe Benefits	402,872	386,895	323,858	332,339
Maintenance and Operations:				
Supplies and Equipment	3,843	3,725	2,600	2,600
Professional/Contractual Services	145,919	179,872	120,500	120,500
Training and Memberships	6,413	3,350	3,200	3,200
Total Maintenance and Operations	156,175	186,947	126,300	126,300
Total Program Allocations	\$ 1,377,752	1,414,212	1,241,101	1,282,739

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 8.15; FY 2010-11 - 8.15

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

COMMUNITY DEVELOPMENT

GENERAL FUND

DEVELOPMENT SERVICES

OBJECTIVES & PERFORMANCE MEASURES

Mission

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

Goal(s)

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

Prior Budget Accomplishments

- Reviewed projects for compliance with applicable provisions of the Municipal Code and City policy requirements (ongoing).
- Provided plan check and inspection services as needed (ongoing).
- Continued bi-weekly Interdepartment Development Review Committee (IDRC) meetings for comprehensive review of development projects (ongoing).
- Successfully processed expansion program at CLU, Oaks Mall renovation construction, Paraiso Center in Dos Vientos Ranch, and Westlake Plaza Center East, as well as numerous other development projects (ongoing).

Objective(s)

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

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Indicator					
Timely review of projects(A)	Met Standard	Met Standard	Meet Standard	Meet Standard	Meet Standard
Timely Review of Project Plan Checks(B)	Met Standard	Met Standard	Meet Standard	Meet Standard	Meet Standard
Timely review of inspections(C)	Met Standard	Met Standard	Meet Standard	Meet Standard	Meet Standard
Number of entitlements processed	209	178	150	190	200

Performance Measure Notes

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

COMMUNITY DEVELOPMENT

GENERAL FUND PUBLIC SERVICES

Program Description

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

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Salaries	\$ 925,667	966,089	959,220	993,725
Fringe Benefits	398,212	440,622	412,718	421,390
Maintenance and Operations:				
Supplies and Equipment	17,554	15,350	11,200	11,200
Repairs and Maintenance	-	1,500	-	-
Professional/Contractual Services	2,825	17,475	8,300	8,300
Training and Memberships	2,261	3,650	2,300	2,300
Total Maintenance and Operations	22,640	37,975	21,800	21,800
Total Program Allocations	\$ 1,346,519	1,444,686	1,393,738	1,436,915

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 11.60; FY 2010-11 - 11.60

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

COMMUNITY DEVELOPMENT

GENERAL FUND PUBLIC SERVICES

OBJECTIVES & PERFORMANCE MEASURES

Mission

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

Goal(s)

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

Prior Budget Accomplishments

- Streamlined the pool permit process by working continuously with Public Works (June 2009).
- Developed updated building and planning handouts for staff and public use (ongoing).
- Responded accordingly to referrals generated by the Customer Response Management System (CRMS) (ongoing).

Additional Accomplishments

- Provided teambuilding training for Permit Process staff (December 2008).

Objective(s)

- Increase the public's access to planning and building related matters by updating existing handouts and adding to and updating the public website with the latest information, documents, applications, and fees. **(Citywide Goal A: Government Leadership)**
- Provide opportunities to staff for job enhancement by encouraging attendance at seminars, enrollment in college courses, and arranging for facilitators to provide training. **(Citywide Goal J: Succession Planning)**
- Cross-train Planning and Building staff for more seamless transactions. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Utilize City's Volunteer program for customer service to maintain high service levels. **(Citywide Goal A: Government Leadership)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Indicator					
Processed and issued permits	8,229	6,466	6,082	6,500	7,000
Assisted counter customers/phone customers	21,535/28,000	19,539/27,040	16,884/27,000	18,000/25,000	18,000/25,000
Processed PC and Administrative Entitlements/Sign Permits	274/326	242/393	225/217	200/300	200/300
Number of handouts maintained and updated	130	130	130	130	130
Number of employees receiving consistent training through seminars, college courses, City training courses, etc.(A)	16	16	14	14	14

Performance Measure Notes

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

COMMUNITY DEVELOPMENT

GENERAL FUND

CONEJO OPEN SPACE CONSERVATION AGENCY (COSCA)

Program Description

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

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Salaries	\$ 227,150	228,733	300,865	310,941
Fringe Benefits	82,185	98,737	120,023	122,031
Maintenance and Operations:				
Supplies and Equipment	4,126	5,500	3,800	3,800
Repairs and Maintenance	594	1,000	1,224	1,286
Professional/Contractual Services	186,990	299,448	291,900	295,000
Training and Memberships	2,351	1,200	1,400	1,500
Total Maintenance and Operations	194,061	307,148	298,324	301,586
Capital Improvements	14,709	60,000	60,000	60,000
Total Program Allocations	\$ 518,105	694,618	779,212	794,558

Budget Variance: Salary and Benefits increase primarily due to addition of an Open Space Encroachment Inspector.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 3.11; FY 2010-11 - 3.07

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

COMMUNITY DEVELOPMENT

GENERAL FUND

CONEJO OPEN SPACE CONSERVATION AGENCY (COSCA)

OBJECTIVES & PERFORMANCE MEASURES

Mission

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

Goal(s)

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

Prior Budget Accomplishments

- Protected 16 acres of land in City's planned ring of open space, including the high-priority "Site I" parcel (eight acres) in Dos Vientos (December 2008).
- Transferred 746 acres of open space from City to COSCA to ensure consistent long-term stewardship of open space Citywide (April 2009).
- Provided COSCA Board of Directors, Planning Commission, and City Council with 70 staff reports (June 2009).
- Reviewed 410 cases for compliance with applicable provisions of City and COSCA policy requirements (June 2009).

Additional Accomplishments

- Developed open space encroachment resolution externship program with Pepperdine Law School and City Attorney's office to assist staff with implementation of COSCA's Good Neighbor Policy (September 2008).
- Implemented first stage of Good Neighbor Policy by mailing letters to 3,000 property owners adjacent to open space, reminding them to respect property boundaries (January 2009).
- Completed updates to Priority List of Areas for potential purchase as open space (June 2009).
- Constructed, realigned, or refurbished approximately 75,000 linear feet of open space trails (June 2009).

Objective(s)

- Provide COSCA Board of Directors with high-quality staff reports and public presentations. **(Citywide Goal A: Government Leadership)**
- Acquire open space parcels via purchase, dedication, or donation. **(Citywide Goal D: Open Space)**
- Maintain and expand public trail system, using volunteer assistance when possible. **(Citywide Goal D: Open Space)**
- Implement next phase of COSCA Good Neighbor Policy by pursuing open space encroachment cases. **(Citywide Goal D: Open Space)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
COSCA staff reports presented to COSCA Board, Planning Commission, or City Council	33	34	36	36	36
Cases reviewed for open space dedication, donation, or purchase	254	220	190	190	190
Linear feet of trails constructed, realigned, or refurbished	44,380	48,730	26,600	25,000	25,000
Volunteer events and committee meetings held	46	53	51	50	50
Open space encroachment cases successfully resolved	N/A	N/A	0	10	10

COMMUNITY DEVELOPMENT

GENERAL FUND ENVIRONMENTAL SERVICES

Program Description

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

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Salaries	\$ 162,932	168,231	175,319	183,967
Fringe Benefits	59,401	63,208	66,268	68,390
Maintenance and Operations:				
Supplies and Equipment	5,288	1,825	900	900
Professional/Contractual Services	841	3,200	1,000	1,000
Training and Memberships	-	1,400	1,250	1,250
Total Maintenance and Operations	6,129	6,425	3,150	3,150
Total Program Allocations	\$ 228,462	237,864	244,737	255,507

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 1.60; FY 2010-11 - 1.60

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

COMMUNITY DEVELOPMENT

GENERAL FUND

ENVIRONMENTAL SERVICES

OBJECTIVES & PERFORMANCE MEASURES

Mission

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

Goal(s)

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

Prior Budget Accomplishments

- Prepared three Environmental Impact Reports (EIRs) and eight Mitigated Negative Declarations (MNDs) for the following major projects: Home Depot (December 2009), Costco (February 2009), Many Mansions (March 2009), Belmont Village (March 2009), Hilltop LLC (April 2009), Dos Vientos Park Site B (May 2009), Walsh, RPD Major Modifications (January 2009), Los Robles Regional Medical Center expansion (in progress), and Morning Star (December 2007).

Additional Accomplishments

- Completed approximately eight environmental reviews from Community Development Block Grant (CDBG) grant applications (January 2007).
- Prepared approximately two National Environmental Policy Act (NEPA) environmental assessments for miscellaneous public works and COSCA projects (November 2008 and February 2009).

Objective(s)

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

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Total number of EIRs/MNDs/NDs processed during the fiscal year(A)	2 EIRs/7MNDs/2NDs	1 EIR/4 MNDs/2NDs	2 EIRs/3MNDs	1EIR/6MNDs	1 EIR/6 MNDs
Total number of environmental assessments prepared for CDBG applications	12	6	8	8	8
NEPA Projects	10	3	5	5	5

Performance Measure Notes

(A)EIR = Environmental Impact Report; MND = Mitigated Negative Declaration; ND = Negative Declaration.

COMMUNITY DEVELOPMENT

GENERAL FUND GENERAL PLANNING

Program Description

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

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Salaries	\$ 163,098	160,535	168,551	176,311
Fringe Benefits	59,594	65,622	63,353	65,305
Maintenance and Operations:				
Supplies and Equipment	1,552	2,550	1,100	1,100
Professional/Contractual Services	5,691	54,650	31,000	1,000
Training and Memberships	3,342	2,450	2,000	2,000
Total Maintenance and Operations	10,585	59,650	34,100	4,100
Total Program Allocations	\$ 233,277	285,807	266,004	245,716

Budget Variance: Professional Services includes a Housing Element Update in the first budget year.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 1.45; FY 2010-11 - 1.45

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

COMMUNITY DEVELOPMENT

GENERAL FUND

GENERAL PLANNING

OBJECTIVES & PERFORMANCE MEASURES

Mission

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

Goal(s)

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

Prior Budget Accomplishments

- Zone Change (Dorriz), Municipal Code Amendment (Grading) and mobile home park study (January 2008).
- LU/ZC regarding Conejo and Elms Plaza Mobile Home Parks (January 2008).
- LU/ZC/MCA for Turkat medical building/parking structure (March 2008).
- FY 2006-14 Housing Element Update (February 2009).

Additional Accomplishments

- Presented FY 2008-09 Mobile Home Park Initiative Impact Analysis to City Council (July 2008).
- Sent letter to Board of Supervisors regarding FY 2008-09 Interagency Referral/Ventura County (November 2008).

Objective(s)

- Revise Housing Element Update if required by State Housing & Community Development (HCD). **(Citywide Goal I: Redevelopment)**
- Process Amendments to the General Plan, zoning map, and Municipal Code. **(Citywide Goal E: Public Infrastructure)**
- Conduct special studies and analyses as directed by the City Council. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Update General Plan Element (Open Space, Conservation or Safety). **(Citywide Goal C: Public Safety)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
General Plan Amendments completed	1	4	2	1	2
Zoning and Municipal Code Amendments completed(A)	5	4	3	4	5
Special studies completed	1	1	3	1	1

Performance Measure Notes

(A)Special studies conducted in FY 2008-09 included addressing study for U.S. Census Bureau, impact analysis on mobile home park initiative and review of Cornerstone Church project in Ventura County.

COMMUNITY DEVELOPMENT

GENERAL FUND BUILDING SERVICES

Program Description

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

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Salaries	\$ 1,946,956	2,061,748	2,090,712	2,161,962
Fringe Benefits	879,172	932,593	876,477	893,224
Maintenance and Operations:				
Supplies and Equipment	1,704	3,000	1,000	1,000
Repairs and Maintenance	61,863	40,000	52,602	58,779
Professional/Contractual Services	550	2,000	1,000	1,000
Utilities	8,098	7,200	6,500	6,500
Training and Memberships	34,618	15,400	17,000	17,000
Asset Replacement Funding	43,745	37,145	32,850	32,850
Total Maintenance and Operations	<u>150,578</u>	<u>104,745</u>	<u>110,952</u>	<u>117,129</u>
Charge Backs	<u>-</u>	<u>-</u>	<u>(50,000)</u>	<u>-</u>
Total Program Allocations	<u>\$ 2,976,706</u>	<u>3,099,086</u>	<u>3,028,141</u>	<u>3,172,315</u>

Budget Variance: Chargeback in FY 2009-2010 due to assistance provided by the Building Services Division to Water Fund for Water Audits.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 25.40; FY 2010-11 - 25.40

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

COMMUNITY DEVELOPMENT

GENERAL FUND

BUILDING SERVICES

OBJECTIVES & PERFORMANCE MEASURES

Mission

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

Goal(s)

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

Prior Budget Accomplishments

- Provided plan review for numerous projects having a total construction valuation of approximately \$170 million (June 2009).
- Completed approximately 48,000 construction inspections on permitted projects during two year budget period (June 2009).
- Authorized the issuance of approximately 13,000 permits (June 2009).
- Provided access to permit information regarding plan examination and inspection status via City's website and an interactive telephone voice response system (June 2009).

Additional Accomplishments

- Provided technical code-related support for Permit Processing and Code Compliance Divisions (June 2009).
- Prepared for and responded to emergency situations. Worked with Fire and Public Works Departments to evaluate fire or structural damage or sewer spills (June 2009).
- Helped to improve records management through use of Laserfiche system (June 2009).
- Authorized use of several new handouts to help explain code requirements to the public (June 2009).

Objective(s)

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

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Timely plan review service(A)	Standard Met	Standard met	Standard met	Meet Standard	Meet Standard
Timely inspection service(B)	Standard Met	Standard met	Standard met	Meet Standard	Meet Standard
Number of building inspections	29,054	25,286	22,205	24,000	25,000

Performance Measure Notes

(A)Plan Review Community Standard for large projects-six weeks; small projects-three weeks.

(B)Inspection Community Standard is to provide inspections within 24 hours of the applicant's request.

COMMUNITY DEVELOPMENT

GENERAL FUND CODE COMPLIANCE

Program Description

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

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Salaries	\$ 452,191	485,190	522,930	542,815
Fringe Benefits	222,509	226,470	216,173	221,226
Maintenance and Operations:				
Supplies and Equipment	1,101	1,900	1,700	500
Repairs and Maintenance	15,276	8,300	14,681	16,849
Professional/Contractual Services	6,182	6,400	5,500	5,500
Utilities	3,162	2,000	2,500	2,500
Training and Memberships	804	4,000	3,200	3,200
Total Maintenance and Operations	26,525	22,600	27,581	28,549
Total Program Allocations	\$ 701,225	734,260	766,684	792,590

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 7.39; FY 2010-11 - 7.43

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

COMMUNITY DEVELOPMENT

GENERAL FUND CODE COMPLIANCE

OBJECTIVES & PERFORMANCE MEASURES

Mission

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

Goal(s)

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

Prior Budget Accomplishments

- Developed handout describing regulations for vehicle parking on residential properties (May 2009).
- Closed a higher number of investigations than new investigations initiated (June 2009).

Additional Accomplishments

- Processed Municipal Code amendments for modifications for smoking and film permit regulations (October 2008 and June 2009).

Objective(s)

- Close as many investigations as newly-initiated investigations. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Implement new Film Permit standards. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Implement enforcement policies under new landscape guidelines. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Implement enhanced Business License enforcement procedures. **(Citywide Goal B: Fiscally/Managerially Responsible)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Number of cases opened	1,273	944	818	1,239	1,139
Number of cases closed	974	1,284	898	1,319	1,219

COMMUNITY DEVELOPMENT

GENERAL FUND

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) PROGRAM

Program Description

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

	Prior Year Actual 2007-2008	Revised Budget 2008-2009	Adopted Budget 2009-2010	Adopted Budget 2010-2011
<u>Program Allocations</u>				
Salaries	\$ 95,545	74,777	77,614	81,414
Fringe Benefits	39,725	34,376	32,534	33,512
Maintenance and Operations:				
Supplies and Equipment	2,992	3,300	2,400	1,900
Professional/Contractual Services	18,228	42,758	41,000	27,000
Training and Memberships	95	850	1,000	1,000
Total Maintenance and Operations	21,315	46,908	44,400	29,900
Charge Backs	(115,149)	(24,700)	(108,158)	(106,500)
Total Program Allocations	\$ 41,436	131,361	46,390	38,326

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 0.85; FY 2010-11 - 0.85

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

COMMUNITY DEVELOPMENT

GENERAL FUND

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) PROGRAM

OBJECTIVES & PERFORMANCE MEASURES

Mission

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

Goal(s)

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

Prior Budget Accomplishments

- \$140,560 to consultant Flowers & Associates for preparation of engineering specifications for Phase 1 streetscape and sidewalk improvements in Old Town West neighborhood (May 2009).
- \$200,993/annum in grants to non-profit providers of social services to help meet basic needs of lower-income households (May 2008 and April 2009).
- \$162,960 to Area Housing Authority for pre-construction activity on Los Feliz Drive, site of future construction of 60 affordable family rental units (December 2008).
- \$333,400 to Community Conscience for improvements at Human Services Center (Under One Roof) (February and May 2008).

Additional Accomplishments

- \$182,881 to Many Mansions for replacement of 55 air conditioning units at the lower-income Bella Vista Apartment complex (May 2009).

Objective(s)

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

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Number of affordable units assisted	113	72	21	75	60
Number of commercial locations assisted(A)	0	0	9	1	0
Number of persons receiving services	12,723	15,462	31,388	12,000	11,700
Number of infrastructure improvements	0	1	1	2	4

Performance Measure Notes

(A)Commercial Revitalization results reflect CDBG-funded grants prior to 2007.

COMMUNITY DEVELOPMENT

GENERAL FUND REDEVELOPMENT AGENCY

Program Description

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

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Salaries	\$ 549,110	570,086	736,383	766,811
Fringe Benefits	217,842	241,414	290,522	297,994
Charge Backs	(766,951)	(813,946)	(1,026,905)	(1,064,805)
Total Program Allocations	\$ 1	(2,446)	-	-

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 7.10; FY 2010-11 - 7.10 (CDD staff positions charged back to RDA funds)

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

COMMUNITY DEVELOPMENT

GENERAL FUND

HOUSING SERVICES/REDEVELOPMENT AGENCY

OBJECTIVES & PERFORMANCE MEASURES

Mission

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

Goal(s)

- See Program Goals in Redevelopment Agency section.

Prior Budget Accomplishments

- See Budget Accomplishments in Redevelopment Agency section.

Objective(s)

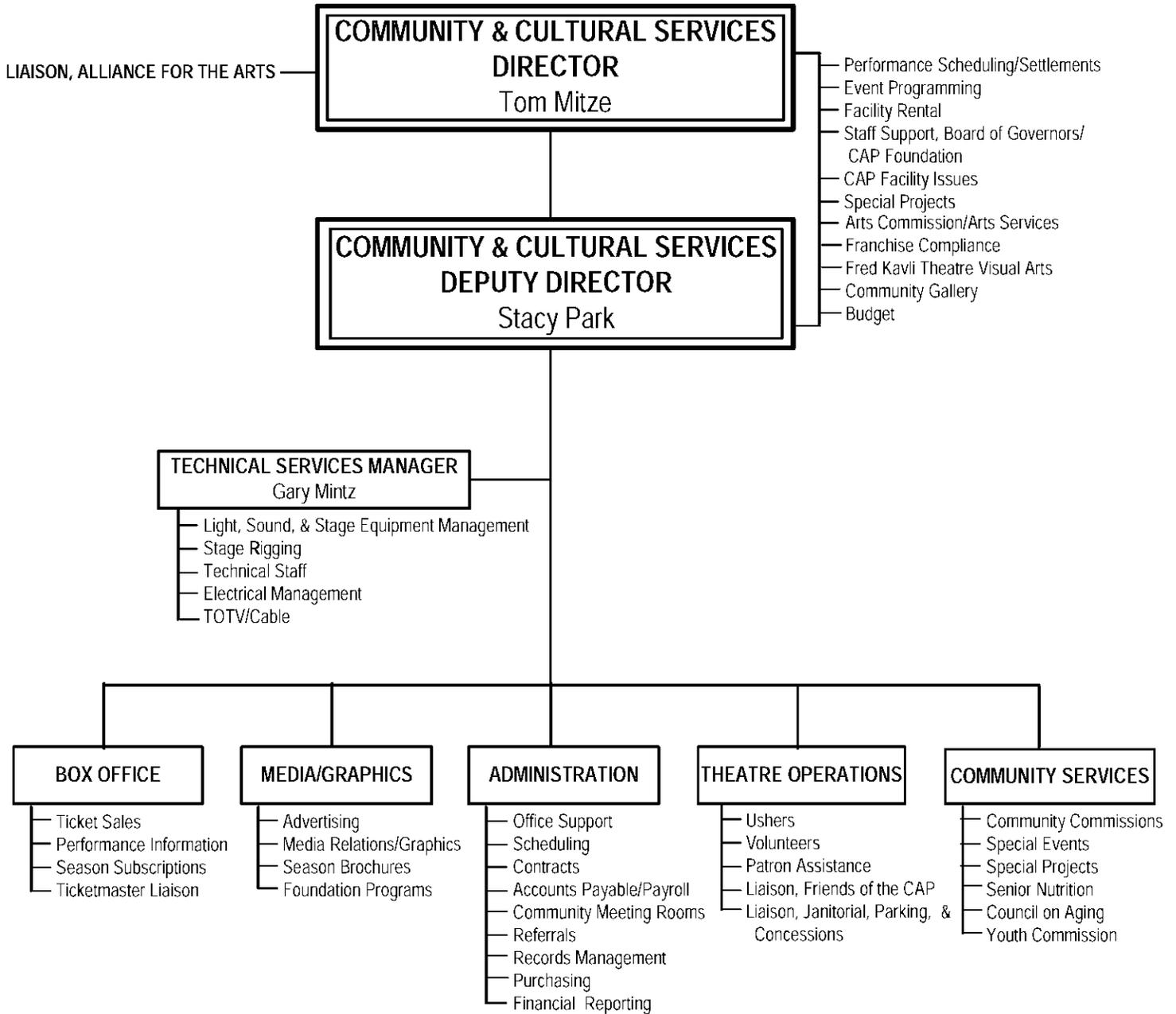
- See Specific Objectives in Redevelopment Agency section. (**Citywide Goal J: Succession Planning**)



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COMMUNITY & CULTURAL SERVICES

COMMUNITY & CULTURAL SERVICES



Total Employees:

FY 09-10: 23

FY 10-11: 23

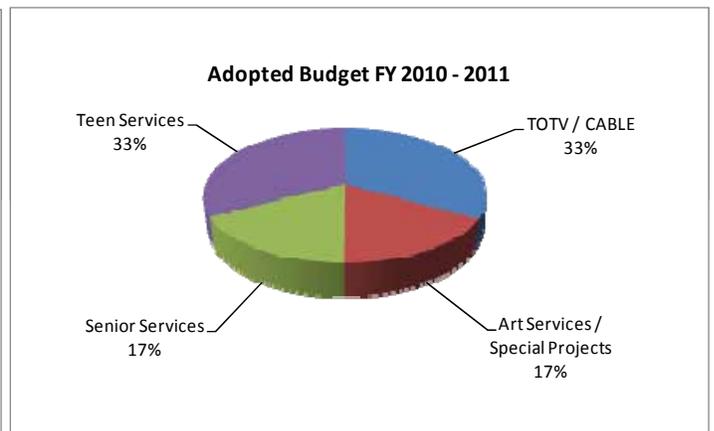
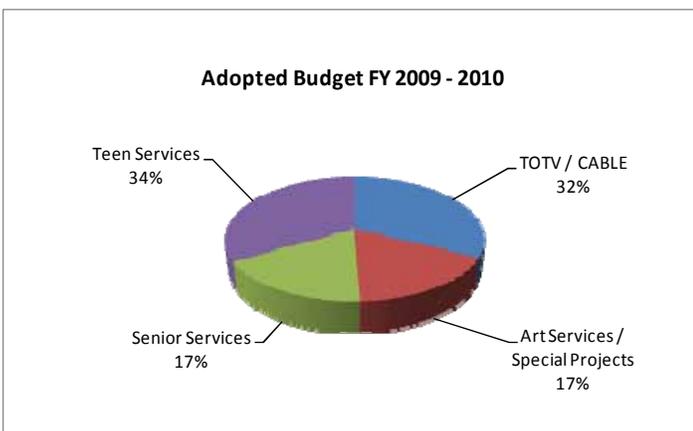
COMMUNITY & CULTURAL SERVICES

GENERAL FUND PROGRAMS SUMMARY

Community and Cultural Services Department Mission Statement

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

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
Program Allocation Summary				
TOTV / CABLE	\$ 669,502	708,532	640,846	675,709
Art Services / Special Projects	479,561	501,627	338,018	346,462
Senior Services	292,474	361,454	340,394	353,506
Teen Services	585,681	641,938	662,019	665,931
Total	<u>\$ 2,027,218</u>	<u>2,213,551</u>	<u>1,981,277</u>	<u>2,041,608</u>

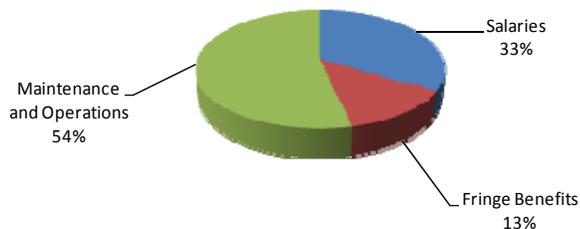


COMMUNITY & CULTURAL SERVICES

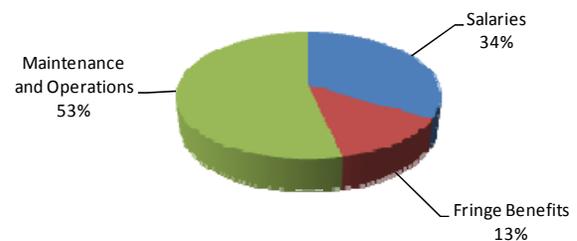
GENERAL FUND ALLOCATION SUMMARY

	Prior Year Actual 2007-2008	Revised Budget 2008-2009	Adopted Budget 2009-2010	Adopted Budget 2010-2011
<u>Program Allocations</u>				
Salaries	\$ 645,831	681,974	660,818	683,842
Fringe Benefits	265,860	296,532	260,588	265,608
Maintenance and Operations:				
Supplies and Equipment	111,552	121,646	78,750	73,750
Repairs and Maintenance	396,107	495,139	495,746	512,183
Professional/Contractual Services	522,302	535,425	391,400	391,400
Utilities	5,118	7,300	6,150	6,150
Insurance and Claims	1,718	3,000	2,000	2,000
Equipment/Building Rental	1,763	2,900	1,450	1,450
Training and Memberships	8,444	12,650	9,675	9,675
Asset Replacement Funding	72,066	56,985	74,700	95,550
Total Maintenance and Operations	1,119,070	1,235,045	1,059,871	1,092,158
Charge Backs	(3,543)	-	-	-
Capital Outlay:				
Capital Outlay	164,252	5,041	-	-
Use of Asset Replacement	(164,252)	(5,041)	-	-
Total Capital Outlay	-	-	-	-
Total Program Allocations	\$ 2,027,218	2,213,551	1,981,277	2,041,608

Adopted Budget FY 2009 - 2010



Adopted Budget FY 2010 - 2011



COMMUNITY & CULTURAL SERVICES

GENERAL FUND TOTV / CABLE

Program Description

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

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Salaries	\$ 361,280	382,080	363,530	375,267
Fringe Benefits	149,497	160,398	131,892	134,049
Maintenance and Operations:				
Supplies and Equipment	56,943	60,574	29,100	29,100
Repairs and Maintenance	4,994	9,100	4,624	4,743
Professional/Contractual Services	23,221	35,200	32,000	32,000
Utilities	111	1,000	500	500
Equipment/Building Rental	1,759	2,000	800	800
Training and Memberships	2,914	4,000	3,700	3,700
Asset Replacement Funding	68,783	54,180	74,700	95,550
Total Maintenance and Operations	<u>158,725</u>	<u>166,054</u>	<u>145,424</u>	<u>166,393</u>
Capital Outlay:				
Capital Outlay	164,252	5,041	-	-
Use of Asset Replacement	(164,252)	(5,041)	-	-
Total Capital Outlay	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Program Allocations	<u>\$ 669,502</u>	<u>708,532</u>	<u>640,846</u>	<u>675,709</u>

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 4.15; FY 2010-11 - 4.15

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

COMMUNITY AND CULTURAL SERVICES

GENERAL FUND

TOTV/CABLE

OBJECTIVES & PERFORMANCE MEASURES

Mission

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

Goal(s)

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

Prior Budget Accomplishments

- Cablecast 80 public meetings and agendas and created 65 original programs (ongoing).
- Upgraded Billboard system to include news and weather as well as embedded performance videos (March 2008).
- Updated Boardroom video coverage system (April 2008).
- Installed new video coverage pocket studio (June 2008).

Additional Accomplishments

- Processed and successfully resolved over 75 resident cable concerns (through March 2009).
- Upgraded and refurbished boardroom video system to a digital standard (March 2008).

Objective(s)

- Upgrade and refurbishment of Scherr Forum video coverage system. **(Citywide Goal E: Public Infrastructure)**
- Upgrade TOTV to digital backbone. **(Citywide Goal E: Public Infrastructure)**
- Maintain Forum Theatre video system until upgraded to allow continued TOTV coverage of City Council and Planning Commission meetings. **(Citywide Goal E: Public Infrastructure)**
- Produce July 4th show. **(Citywide Goal F: Cultural Programs)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Indicator					
Produced productions(A)	145	150	100	100	100
Processed Bulletin Board messages(A)	1,650	1,700	800	800	800
Programming Schedule Execution Fulfillment Rate	99%+	99%+	99%+	99	99
Hours of programming from other sources	325 hours				
Cable concerns successfully processed(B)	200	175	75	75	75

Performance Measure Notes

(A)Reporting is based on calendar year reporting January 1-December 31, including public meetings based on equipment failure/human error and not pre-emption due to other scheduled/unscheduled programming. Production decrease due to staff decrease.

(B)Goal is a reduction in citizen concerns through enforcement and education.

COMMUNITY & CULTURAL SERVICES

GENERAL FUND ART SERVICES / SPECIAL PROJECTS

Program Description

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

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Salaries	\$ 203,552	211,990	203,382	210,191
Fringe Benefits	81,796	92,362	85,486	87,121
Maintenance and Operations:				
Supplies and Equipment	20,236	31,900	20,550	20,550
Repairs and Maintenance	614	3,600	1,200	1,200
Professional/Contractual Services	161,908	146,025	15,600	15,600
Utilities	5,007	6,300	5,650	5,650
Insurance and Claims	1,718	3,000	2,000	2,000
Equipment/Building Rental	-	500	-	-
Training and Memberships	4,730	5,950	4,150	4,150
Total Maintenance and Operations	<u>194,213</u>	<u>197,275</u>	<u>49,150</u>	<u>49,150</u>
Total Program Allocations	<u>\$ 479,561</u>	<u>501,627</u>	<u>338,018</u>	<u>346,462</u>

<p>Budget Variance: Professional Services increase due to Arts "Issues & Strategies" and Discovery Center consultant costs during FY 2008 and FY 2009.</p>

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 2.25; FY 2010-11 - 2.25

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

COMMUNITY AND CULTURAL SERVICES

GENERAL FUND

ART SERVICES/SPECIAL PROJECTS OBJECTIVES & PERFORMANCE MEASURES

Mission

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

Goal(s)

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

Prior Budget Accomplishments

- Planned and coordinated four art exhibitions in the Fred Kavli Theatre Art Gallery (September 2007 through January 2009).
- Scheduled approximately 600 events in community meeting rooms/park areas (ongoing).
- Coordinated monthly art exhibitions at the Community Gallery (January 2008 through December 2008).
- Planned and organized volunteer recognition event for citizens active in art activities (August 2008).

Additional Accomplishments

- Participated on Ad Hoc Committee for Cultural Arts Issues working with consultants. Committee held numerous public meetings, conducted over 20 interviews with local art organizations (meetings held weekly or bi-weekly beginning October 2008 through May 2009).
- Managed special project to develop a Feasibility Study Business Plan for Discovery Center for Science and Technology (March 2008).
- Organized two international events and two community wide art exhibitions at the Kavli Art Gallery (International, July 2008 and March 2009; Community-wide, September 2008 and January 2009).
- Researched and purchased new system for hanging art in the Kavli Theatre Gallery (January 2009).

Objective(s)

- Complete Cultural Arts Issues and strategies review for presentation to City Council and participate in completing applicable recommendations. **(Citywide Goal G: Multi-jurisdictional Opportunities)**
- Increase attendance/awareness at the Community Gallery through special programs and advertising. **(Citywide Goal F: Cultural Programs)**
- Participate in the development of a visual arts venue. **(Citywide Goal F: Cultural Programs)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Number of art exhibitions-Kavli/number of attendees	4/650	4/700	4/500	3/600	3/600
Number of art exhibitions/T.O. Community Gallery	14	14	14	14	14
Number of meetings scheduled in meeting rooms	600	550	703	700	650
Number of art purchases/donation requests	5	6	4*	4*	4*

Performance Measure Notes

*No purchases due to budget reductions.

COMMUNITY & CULTURAL SERVICES

GENERAL FUND SENIOR SERVICES

Program Description

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

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Salaries	\$ 40,500	43,952	46,953	49,192
Fringe Benefits	17,284	21,886	21,355	21,969
Maintenance and Operations:				
Supplies and Equipment	8,136	3,736	9,200	4,200
Repairs and Maintenance	214,596	278,930	260,161	275,420
Professional/Contractual Services	15,114	11,700	1,300	1,300
Equipment/Building Rental	2	-	500	500
Training and Memberships	385	1,250	925	925
Total Maintenance and Operations	<u>238,233</u>	<u>295,616</u>	<u>272,086</u>	<u>282,345</u>
Charge Backs	(3,543)	-	-	-
Total Program Allocations	<u>\$ 292,474</u>	<u>361,454</u>	<u>340,394</u>	<u>353,506</u>

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 0.55; FY 2010-11 - 0.55

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

COMMUNITY AND CULTURAL SERVICES

GENERAL FUND SENIOR SERVICES OBJECTIVES & PERFORMANCE MEASURES

Mission

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

Goal(s)

- Improve the quality of life for the senior adult community through greater awareness of the programs and resources available.
- Complete Senior Adult Master Plan (SAMP) and present to City Council.
- Organize SAMP committee for strategy implementation.

Prior Budget Accomplishments

- Provided information to the senior adult community on pertinent issues through symposiums (June 2009).
- Increased participation in the Senior Nutrition Program (June 2009).
- Recognized the efforts of senior advocates through the annual Senior of the Year Banquet (June 2008).

Additional Accomplishments

- Provided vitamins to 3,000 seniors through Nourish America Grant (April 2008).
- Organized the Senior Adult Master Plan Advisory Committee (SAMPAC); held 44 SAMP meetings (September 2007 through May 2008).
- Received grant to organize free transportation for the Open Studio Tour for seniors (May 2008).
- Provided 300 carotid/peripheral artery screenings, free of charge, through Strike Out Stroke grant funds (August 2007).

Objective(s)

- Increase awareness of the needs of the senior adult community through monthly outreach programs. **(Citywide Goal F: Cultural Programs)**
- Insure a quality, nutritious lunch for eligible seniors. **(Citywide Goal F: Cultural Programs)**
- Complete Senior Adult Master Plan and needs assessment. **(Citywide Goal F: Cultural Programs)**
- Plan and host the Annual Senior of the Year Banquet. **(Citywide Goal F: Cultural Programs)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Monthly Council on Aging meetings/symposium	19	16	27/10	20/10	20/10
Number of meals served at Senior Nutrition Program	11,868	12,152	12167	12,000	12,000
Special events/outreach(A)	7	25	11	10	10
Apply for additional Senior Service Grants	1	1	2	4	4

Performance Measure Notes

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

COMMUNITY & CULTURAL SERVICES

GENERAL FUND TEEN SERVICES

Program Description

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

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Salaries	\$ 40,499	43,952	46,953	49,192
Fringe Benefits	17,283	21,886	21,855	22,469
Maintenance and Operations:				
Supplies and Equipment	26,237	25,436	19,900	19,900
Repairs and Maintenance	175,903	203,509	229,761	230,820
Professional/Contractual Services	322,059	342,500	342,500	342,500
Equipment/Building Rental	2	400	150	150
Training and Memberships	415	1,450	900	900
Asset Replacement Funding	3,283	2,805	-	-
Total Maintenance and Operations	<u>527,899</u>	<u>576,100</u>	<u>593,211</u>	<u>594,270</u>
Total Program Allocations	<u>\$ 585,681</u>	<u>641,938</u>	<u>662,019</u>	<u>665,931</u>

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 0.55; FY 2010-11 - 0.55

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

COMMUNITY AND CULTURAL SERVICES

GENERAL FUND

TEEN SERVICES

OBJECTIVES & PERFORMANCE MEASURES

Mission

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

Goal(s)

- Provide the youth of the community with enjoyable programs.
- Inform youth of activities and services available through guest speakers, campus reports from local schools, website, and volunteer resource newsletter

Prior Budget Accomplishments

- Continued implementation of ongoing Youth Master Plan activities, including Youth Summit (May 2008 and October 2008).
- Organized special events including Rock the Oaks, Therapeutic Dance and Youth Recognition (January through June 2008).
- Added dinner (donation) to Therapeutic Dance to increase participation (March 2008).

Additional Accomplishments

- Developed and maintained a monthly Youth Volunteer Newsletter available online (ongoing).
- Planned and implemented a Youth Volunteer Fair with 250 participants the first year (October 2008).
- Maintained the Children's Day Care Resource Guide on City website (ongoing).

Objective(s)

- Increase Program/Event Participation by 10%. **(Citywide Goal F: Cultural Programs)**
- Increase awareness of activities and programs available through outreach and guest speakers. **(Citywide Goal F: Cultural Programs)**
- Improve circulation of Volunteer Newsletter through web posting **(Citywide Goal F: Cultural Programs)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Number of special events/attendance	4/795	5/1,115	5/1,100	5/1,100	5/1,200
Number of Youth Commission meetings/speakers(A)	17/7	16/10	19/49	18/25	18/25
Increase newsletter links on youth web pages	N/A	N/A	8	10	12

Performance Measure Notes

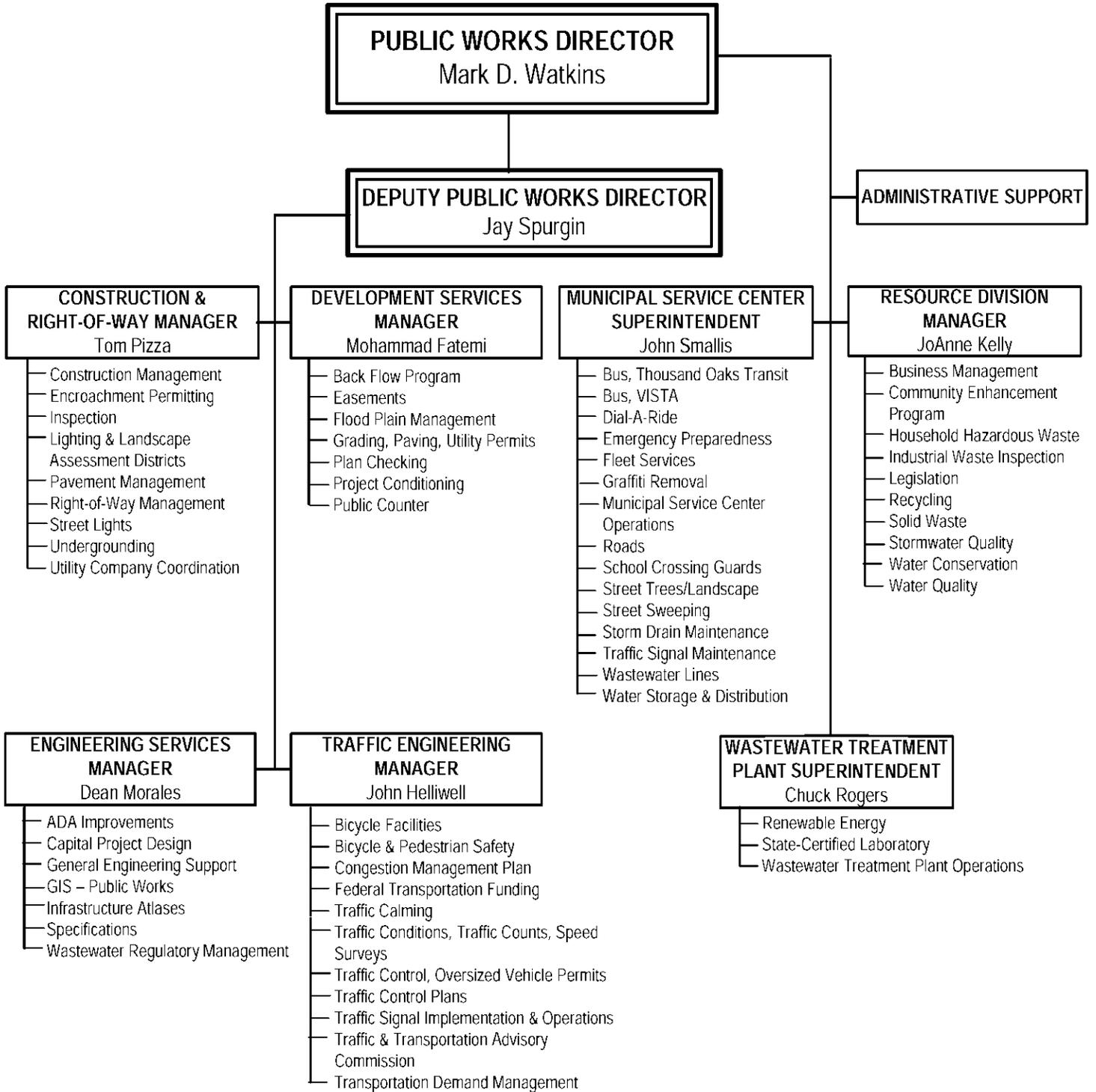
(A) Meeting speakers include Associated Student Government/Associated Student Body student representatives.



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PUBLIC WORKS

PUBLIC WORKS



Total Employees:
 FY 09-10: 209
 FY 10-11: 206

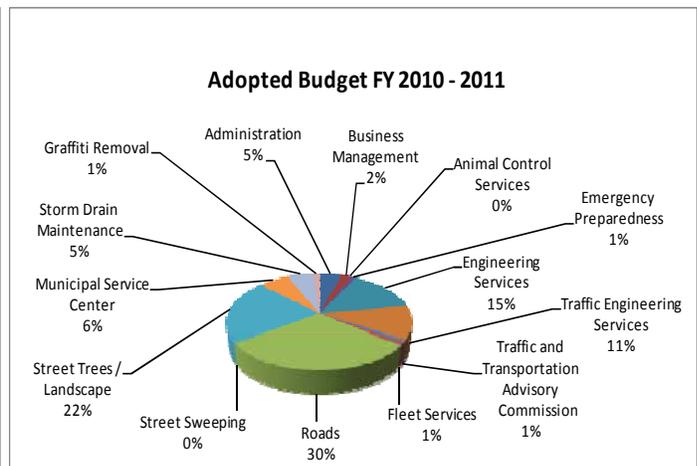
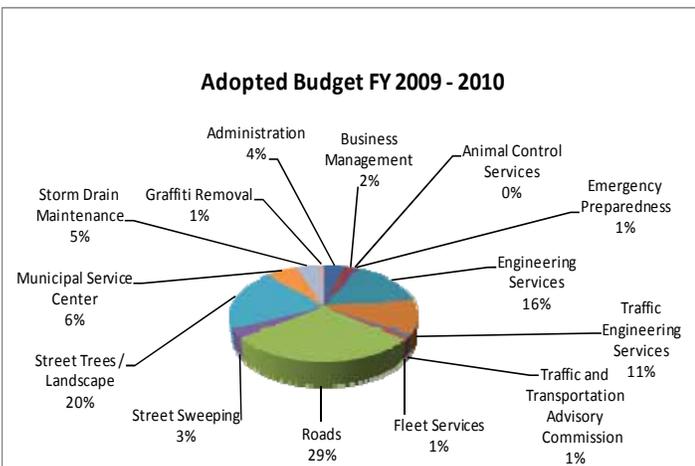
PUBLIC WORKS

GENERAL FUND PROGRAMS SUMMARY

Public Works Department Mission Statement

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

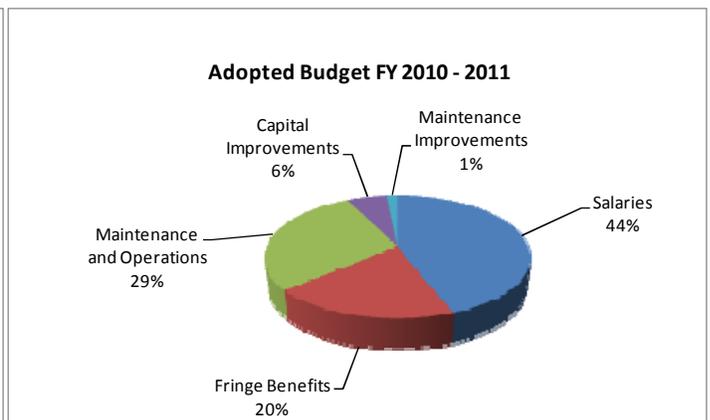
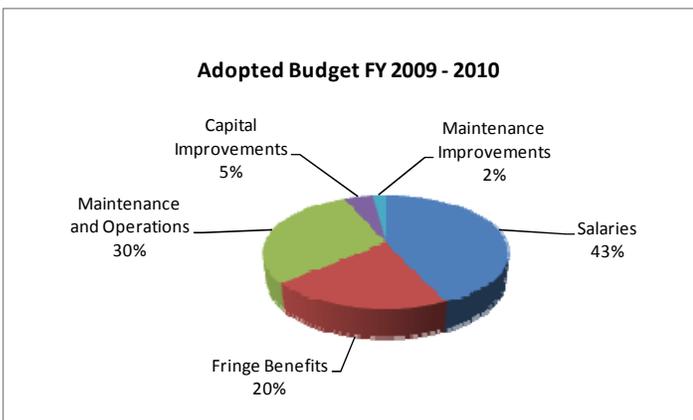
	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
Program Allocation Summary				
Administration	\$ 508,406	586,888	546,785	563,375
Business Management	259,900	308,004	246,419	254,283
Animal Control Services	157,131	289,351	-	-
Emergency Preparedness	213,229	272,017	124,228	128,880
Engineering Services	2,730,530	5,528,722	1,926,359	1,808,424
Traffic Engineering Services	1,286,332	1,431,075	1,399,795	1,399,635
Traffic and Transportation Advisory Commission	110,428	114,174	98,099	101,216
Fleet Services	399,196	353,326	116,000	122,000
Roads	3,338,672	3,474,433	3,573,996	3,717,911
Street Sweeping	587,632	666,070	379,332	-
Street Trees / Landscape	2,133,782	2,485,790	2,507,952	2,695,440
Municipal Service Center	852,436	1,344,224	799,023	773,551
Storm Drain Maintenance	189,195	205,577	552,751	669,213
Graffiti Removal	88,157	116,153	149,984	147,713
Total	\$ 12,855,026	17,175,804	12,420,723	12,381,641



PUBLIC WORKS

GENERAL FUND ALLOCATION SUMMARY

	Prior Year Actual 2007-2008	Revised Budget 2008-2009	Adopted Budget 2009-2010	Adopted Budget 2010-2011
<u>Program Allocations</u>				
Salaries	\$ 6,629,217	6,913,118	6,748,189	6,911,030
Fringe Benefits	3,488,978	3,538,211	3,230,006	3,045,887
Maintenance and Operations:				
Supplies and Equipment	610,490	636,862	630,600	630,300
Repairs and Maintenance	2,168,340	2,185,778	2,206,329	2,114,531
Professional/Contractual Services	735,497	2,345,565	866,000	871,800
Utilities	473,736	514,500	446,050	380,000
Equipment/Building Rental	23,101	27,419	56,000	56,500
Training and Memberships	54,167	47,850	60,950	61,950
Asset Replacement Funding	499,427	682,550	373,725	400,425
Total Maintenance and Operations	4,564,758	6,440,524	4,639,654	4,515,506
Charge Backs	(2,720,362)	(2,761,000)	(3,235,126)	(3,242,982)
Capital Outlay:				
Capital Outlay	314,711	427,536	870,100	234,800
Use of Asset Replacement	(314,711)	(427,536)	(870,100)	(234,800)
Total Capital Outlay	-	-	-	-
Capital Improvements	892,435	3,044,951	733,000	932,200
Maintenance Improvements	-	-	305,000	220,000
Total Program Allocations	\$ 12,855,026	17,175,804	12,420,723	12,381,641



PUBLIC WORKS

GENERAL FUND ADMINISTRATION

Program Description

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

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Salaries	\$ 320,869	366,104	353,351	364,719
Fringe Benefits	140,756	166,559	152,384	154,997
Maintenance and Operations:				
Supplies and Equipment	27,954	31,675	28,500	29,400
Repairs and Maintenance	5,074	6,500	6,550	7,359
Professional/Contractual Services	295	10,500	500	500
Utilities	1,019	1,300	1,000	1,200
Training and Memberships	12,439	4,250	4,500	5,200
Total Maintenance and Operations	46,781	54,225	41,050	43,659
Total Program Allocations	\$ 508,406	586,888	546,785	563,375

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 4.20; FY 2010-11 - 4.20

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

PUBLIC WORKS

GENERAL FUND ADMINISTRATION

OBJECTIVES & PERFORMANCE MEASURES

Mission

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

Goal(s)

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

Prior Budget Accomplishments

- Processed 190 departmental Council items (June 2008).
- Completed 116 departmental Customer Response Management System (CRMS) cases (June 2008).
- Legally destroyed 247 departmental files (June 2008).

Additional Accomplishments

- Supported eight Traffic Commission meetings (June 2008).

Objective(s)

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

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Process departmental CRMS cases in a timely manner(A)	99%	95%	97%	98%	99%

Performance Measure Notes

(A)CRMS cases assigned to appropriate staff and monitored.

PUBLIC WORKS

GENERAL FUND BUSINESS MANAGEMENT

Program Description

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

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Salaries	\$ 180,768	200,618	168,650	174,915
Fringe Benefits	78,324	106,086	74,769	76,268
Maintenance and Operations:				
Supplies and Equipment	111	100	500	500
Utilities	70	200	300	300
Training and Memberships	627	1,000	2,200	2,300
Total Maintenance and Operations	808	1,300	3,000	3,100
Total Program Allocations	\$ 259,900	308,004	246,419	254,283

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 2.40; FY 2010-11 - 2.40

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

PUBLIC WORKS

GENERAL FUND

BUSINESS MANAGEMENT

OBJECTIVES & PERFORMANCE MEASURES

Mission

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

Goal(s)

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

Prior Budget Accomplishments

- Completed budget preparation and User Fee revisions on schedule for Finance Department review (April 2009).
- Streamlined purchase requisition approval process by implementing automatic email notification for the Department (ongoing).

Objective(s)

- Coordinate budget preparation and User Fee revisions for FY 2009-10 and FY 2010-11. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Track and make recommendations on legislation affecting the Department's operations and management. **(Citywide Goal B: Fiscally/Managerially Responsible)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Indicator					
Process invoice payments on time	95% of approximately 10,950	95% of approximately 10,950	95% of approximately 10,950	95% of approximately 11,000	95% of approximately 11,000
Monthly reporting of General Fund Operating Budget and Capital Projects	100%	100%	100%	100%	100%

PUBLIC WORKS

GENERAL FUND EMERGENCY PREPAREDNESS

Program Description

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

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Salaries	\$ 103,757	115,927	36,411	37,386
Fringe Benefits	41,689	42,590	15,536	15,793
Maintenance and Operations:				
Supplies and Equipment	33,928	36,300	18,200	18,200
Repairs and Maintenance	2,206	3,300	3,181	3,601
Professional/Contractual Services	14,450	48,150	39,500	42,000
Utilities	7,579	9,000	2,800	3,300
Training and Memberships	2,059	3,150	4,100	4,100
Asset Replacement Funding	7,561	13,600	4,500	4,500
Total Maintenance and Operations	<u>67,783</u>	<u>113,500</u>	<u>72,281</u>	<u>75,701</u>
Total Program Allocations	<u>\$ 213,229</u>	<u>272,017</u>	<u>124,228</u>	<u>128,880</u>

Budget Variance: Reduction in Salaries and Benefits results from reduction in full-time equivalents.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 0.35; FY 2010-11 - 0.35

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

PUBLIC WORKS

GENERAL FUND

EMERGENCY PREPAREDNESS

OBJECTIVES & PERFORMANCE MEASURES

Mission

To prepare for emergencies in a coordinated effort with County Office of Emergency Services (OES), Police, and Ventura County Fire Protection District.

Goal(s)

- Continue to further expand capabilities and use of City Hall Emergency Operations Center (EOC).
- Continue to train City staff in emergency State Emergency Management System (SEMS) and National Incident Management System (NIMS) operations.
- Respond effectively to emergencies in coordination with County OES, Police, and Fire Protection District.

Prior Budget Accomplishments

- Completed improvements of City Hall EOC (October 2008).
- Utilized EOC training room for monthly American Red Cross CPR/First Aid Classes for general public (ongoing).
- Conducted State required SEMS/NIMS employee emergency response training (ongoing).
- Conducted annual table top emergency response exercise (ongoing).

Additional Accomplishments

- Completed several CERT classes in coordination with Ventura County Fire Department; graduated 350 residents (ongoing).
- Updated City Emergency Operations Plan (March 2009).
- Implemented T.O. City Alert, public notification system (February 2009).
- Installed Radio Communications Base Station in City Hall EOC (September 2008).

Objective(s)

- Complete EOC key staff and basic training for all City employees. **(Citywide Goal C: Public Safety)**
- Complete City EOC activation exercise and participate in County emergency exercise. **(Citywide Goal C: Public Safety)**
- Partner with County OES, Police, and Fire to increase use of EOC for classroom/emergency response training for CERT, Disaster Assistance Response Team (DART), Radio Amateur Civil Emergency Service (RACES), and American Red Cross. **(Citywide Goal C: Public Safety)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Provide refresher emergency response training for all City staff(A)	1	1	0	90% of full-time City staff	90% of full-time City staff
Conduct Emergency Response excercises for City Emergency Response Team	2	2	2	2	2
Coordinate City Disaster Task Force meetings	0	0	0	6	6

Performance Measure Notes

(A)Change method of measurement in FY 2009-10 and FY 2010-11.

PUBLIC WORKS

GENERAL FUND ENGINEERING SERVICES

Program Description

Engineering Services ensures compliance with City development regulations, proper construction of development projects, and permitted projects within City as well as planning, engineering, and construction of public improvement projects as described in Capital Improvement Program Budget.

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Salaries	\$ 1,153,266	1,253,840	1,164,951	1,181,949
Fringe Benefits	524,988	531,860	504,227	467,735
Maintenance and Operations:				
Supplies and Equipment	6,683	19,500	8,300	8,200
Repairs and Maintenance	37,497	29,900	27,281	28,940
Professional/Contractual Services	80,356	1,142,971	86,000	86,000
Utilities	4,273	7,000	4,100	4,100
Equipment/Building Rental	-	500	1,000	1,000
Training and Memberships	18,070	18,850	20,450	20,450
Asset Replacement Funding	16,921	14,450	10,050	10,050
Total Maintenance and Operations	<u>163,800</u>	<u>1,233,171</u>	<u>157,181</u>	<u>158,740</u>
Capital Improvements	888,476	2,509,851	-	-
Maintenance Improvements	-	-	100,000	-
Total Program Allocations	<u>\$ 2,730,530</u>	<u>5,528,722</u>	<u>1,926,359</u>	<u>1,808,424</u>

Budget Variance: Increase in FY 2009 primarily due to construction costs included in revised budget.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 13.00; FY 2010-11 - 12.50

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

PUBLIC WORKS

GENERAL FUND

ENGINEERING SERVICES

OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide efficient and safe design and construction of development and capital infrastructure.

Goal(s)

- Design and construct public infrastructure in compliance with City codes and standards.
- Administer Capital Improvement Program (CIP) to improve, expand, maintain, rehabilitate, and enhance existing City infrastructure assets.
- Continue safe and efficient use of City rights-of-way through planning and permitting.

Prior Budget Accomplishments

- Capital projects, as listed with corresponding funding sources in CIP budget, designed and constructed (ongoing).
- Development projects conditioned, plan checked, permitted, inspected, and accepted (ongoing).
- Rights-of-way efficiently managed, including abandonments, street name changes, and permits issued (ongoing).

Objective(s)

- Administer CIP efficiently; four engineering divisions work together to administer CIP and achieve all objectives. **(Citywide Goal E: Public Infrastructure)**
- Condition, plan check, and inspect development projects to meet City codes and standards. **(Citywide Goal E: Public Infrastructure)**
- Manage rights-of-way to protect City's interest and ensure public safety and convenience. **(Citywide Goal E: Public Infrastructure)**
- Geographic Information System atlas updated every six months. **(Citywide Goal E: Public Infrastructure)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Capital projects adhere to adopted CIP schedules(A)	70%	80%	85%	90%	90%
Development plan check turn-around within three weeks(A)	90%	90%	90%	90%	90%
Inspections performed within 24 hours of request(A)	90%	90%	90%	90%	90%

Performance Measure Notes

(A)All measures are applicable to multiple funds.

PUBLIC WORKS

GENERAL FUND

TRAFFIC ENGINEERING SERVICES

Program Description

This program responds to citizen traffic and transportation concerns. This program is also responsible for providing safe and convenient movement of traffic at the City's 135 signalized intersections, and providing cost effective, safe, and efficient roadway and traffic control systems.

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Salaries	\$ 877,015	806,894	870,673	894,414
Fringe Benefits	329,853	276,921	299,517	281,389
Maintenance and Operations:				
Supplies and Equipment	9,419	57,000	20,800	21,000
Repairs and Maintenance	13,431	14,300	17,005	18,007
Professional/Contractual Services	20,503	151,160	105,200	105,200
Utilities	25,271	25,100	26,700	17,100
Training and Memberships	6,881	7,100	9,900	9,900
Asset Replacement Funding	-	-	-	2,625
Total Maintenance and Operations	<u>75,505</u>	<u>254,660</u>	<u>179,605</u>	<u>173,832</u>
Capital Outlay:				
Capital Outlay	-	-	19,200	-
Use of Asset Replacement	-	-	(19,200)	-
Total Capital Outlay	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Capital Improvements	3,959	92,600	-	-
Maintenance Improvements	-	-	50,000	50,000
Total Program Allocations	<u>\$ 1,286,332</u>	<u>1,431,075</u>	<u>1,399,795</u>	<u>1,399,635</u>

<p>Budget Variance: Supplies increase primarily due to overhead street sign costs. Professional Services fees reduced in FY 2008, primarily due to a reduction in traffic study costs.</p>

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 7.95; FY 2010-11 - 6.95

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

PUBLIC WORKS

GENERAL FUND

TRAFFIC ENGINEERING SERVICES

OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide Traffic Engineering Services and recommendations for City transportation systems and roadways for the safe and convenient mobility of people, goods, and services.

Goal(s)

- Manage electronic traffic signals and traffic control devices to ensure maximum safety and convenience for the majority of road users including motorists, pedestrians, bicyclists, and equestrians.
- Conduct advanced traffic and transportation system review and planning to meet the mobility needs for current and future roadway conditions.
- Recommend and implement improvements for safety and congestion reduction in residential and school areas and major arterial roadways that connect to State freeways.

Prior Budget Accomplishments

- Completed plans to interconnect traffic signal coordination systems along major arterial routes (ongoing).
- Completed approved recommendations based on reasonable citizen requests for stop sign control, signal installations and modifications, striping changes, new traffic warning signs, bike route systems, and on-street parking provisions (ongoing).
- Completed analysis of new development traffic impacts on City circulation system and imposed requirements to mitigate adverse impacts to maintain and improve acceptable levels of service (ongoing).
- Completed traffic mitigation reports for Costco and Home Depot projects (ongoing).

Additional Accomplishments

- Completed construction of traffic signals at Old Conejo and Ruth Roads (September 2008).
- Completed traffic control for Lynn and Pederson Roads (October 2008).
- Received approval of grant for "Safe Routes to School" funding for lighted crosswalk and traffic calming for Acacia, Redwood and Aspen schools (November 2008).
- Completed intersection level of service reports for the Countywide Congestion Management Plan (ongoing).

Objective(s)

- Receive and respond to citizen traffic concerns promptly. **(Citywide Goal C: Public Safety)**
- Initiate five traffic impact studies and evaluations with mitigation. **(Citywide Goal E: Public Infrastructure)**
- Review school traffic issues at City's 35 schools. **(Citywide Goal C: Public Safety)**
- Install traffic signal at Westlake Blvd and Cloverleaf Street to mitigate safety concerns and improve mobility of traffic. **(Citywide Goal E: Public Infrastructure)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Research and respond to citizen traffic concerns within three weeks	90%	90%	95%	90%	90%
Install video detection at all City traffic signals	15 intersections	20 intersections	10 intersections	20 intersections	20 intersections
Install new traffic signals from Traffic Signal Master Plan	3 signals installed	2 signals installed	1 signal installed	Install 1 signal	Install 1 signal
Provide new miles of bike lanes	1/2 mile of bike lane striped	1/2 mile of bike lane striped	1/2 mile of bike lane striped	1 mile of bike lane striped	1 mile of bike lane striped

PUBLIC WORKS

GENERAL FUND

TRAFFIC AND TRANSPORTATION ADVISORY COMMISSION

Program Description

This program provides support for the Traffic and Transportation Advisory Commission which reviews engineering reports, receives public input, and makes recommendations to City Council regarding local and regional traffic and transportation needs of the community.

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Salaries	\$ 76,827	79,301	69,385	71,890
Fringe Benefits	31,814	32,723	27,114	27,626
Maintenance and Operations:				
Supplies and Equipment	1,787	1,900	1,500	1,600
Training and Memberships	-	250	100	100
Total Maintenance and Operations	1,787	2,150	1,600	1,700
Total Program Allocations	\$ 110,428	114,174	98,099	101,216

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 0.75; FY 2010-11 - 0.75

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

PUBLIC WORKS

GENERAL FUND

TRAFFIC AND TRANSPORTATION ADVISORY COMMISSION

OBJECTIVES & PERFORMANCE MEASURES

Mission

To support City Council and provide informed traffic and transportation recommendations to meet current and future mobility needs of the community improving movement of goods, people, and services on City roadways and City transportation.

Goal(s)

- Conduct regular community meetings to encourage public involvement in a friendly, helpful, and productive manner.
- Schedule Traffic and Transportation Advisory Commission recommendations for City Council consideration.
- Follow-up in a timely manner on the effectiveness of implemented traffic and transportation programs.

Prior Budget Accomplishments

- Completed Safety Team meeting regarding school traffic issues at several school sites (June 2008).
- Approved Commission recommendation to install speed humps on Upper Ranch Road (June 2008).
- Completed review of Crossing Guard report (April 2008).
- Reviewed Campus Drive traffic concerns (April 2008).

Additional Accomplishments

- Completed traffic control review at Westlake Blvd./Cloverleaf Street, Northpark Scenic Park Drive, and Pederson Road (January, March, and September 2008, respectively).
- Extended Preferential Parking District on Janss Road, east of Young Drive (ongoing).
- Reviewed traffic signal operations at several intersections (ongoing).
- Completed review of speed humps request for Silver Spring Drive (ongoing).

Objective(s)

- Review citizen petition requests for residential traffic control in a timely manner. **(Citywide Goal A: Government Leadership)**
- Make concise recommendations to City Council taking into consideration all the traffic and transportation needs of the community. **(Citywide Goal A: Government Leadership)**
- Review pedestrian safety enhancement concepts and make recommendations for Citywide high pedestrian locations. **(Citywide Goal C: Public Safety)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Conduct ten meetings per year	80%	50%	45%	40%	40%
Resolve traffic issues at meeting	N/A	20%	80%	80%	80%
Engineering reports provided	12 agenda items	8 agenda items	7 agenda items	4 agenda items	4 agenda items
Reduce number of items appealed	0 agenda items	0 agenda items	0 agenda items	1 agenda item	1 agenda item

PUBLIC WORKS

GENERAL FUND FLEET SERVICES

Program Description

This program is responsible for providing preventative maintenance and repair for the City's vehicles and equipment. As well as providing procurement, this program helps determine the best vehicle for the user's needs. This program also administers the car/van pool vehicles.

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Salaries	\$ 627,492	676,244	703,702	729,125
Fringe Benefits	378,300	373,776	390,949	349,182
Maintenance and Operations:				
Supplies and Equipment	13,624	17,800	15,200	15,200
Repairs and Maintenance	1,205,633	1,166,256	1,180,600	1,194,700
Professional/Contractual Services	15,263	22,700	19,700	19,800
Utilities	531	800	600	600
Equipment/Building Rental	7,505	4,100	7,000	7,500
Training and Memberships	3,409	3,400	5,400	5,400
Asset Replacement Funding	96,226	138,550	75,675	92,175
Total Maintenance and Operations	<u>1,342,191</u>	<u>1,353,606</u>	<u>1,304,175</u>	<u>1,335,375</u>
Charge Backs	(1,948,787)	(2,050,300)	(2,282,826)	(2,291,682)
Capital Outlay:				
Capital Outlay	25,975	125,500	132,000	117,200
Use of Asset Replacement	<u>(25,975)</u>	<u>(125,500)</u>	<u>(132,000)</u>	<u>(117,200)</u>
Total Capital Outlay	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Program Allocations	<u>\$ 399,196</u>	<u>353,326</u>	<u>116,000</u>	<u>122,000</u>

Budget Variance: Increase in fuel costs.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 11.50; FY 2010-11 - 11.50

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

PUBLIC WORKS

GENERAL FUND FLEET SERVICES

OBJECTIVES & PERFORMANCE MEASURES

Mission

To ensure City vehicles and equipment are maintained to operate reliably, efficiently, and safely.

Goal(s)

- Monitor and direct maintenance activities for Fleet Services Division.
- Provide and maintain a dependable and safe fleet according to good fleet management practices.
- Reduce fuel and maintenance costs by standardizing fleet and purchasing fuel-efficient vehicles and equipment.

Prior Budget Accomplishments

- Converted 33% of City fleet to alternative fueled vehicles (June 2008).
- Maintained 95% equipment availability throughout FY 2007-08 (June 2008).
- Obtained satisfactory California Highway Patrol (CHP) rating for Biannual Inspection of Terminal (BIT) (ongoing).

Objective(s)

- Reduce overall operations and maintenance costs. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Perform preventive maintenance in accordance with maintenance practices to extend useful life of vehicles and equipment. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Conduct annual CHP inspections ensuring compliance with State regulations by ensuring proper safety equipment is available and serviceable, performing and recording vehicle emissions tests, and maintaining accurate vehicle maintenance and operator inspection records. **(Citywide Goal B: Fiscally/Managerially Responsible)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Perform preventive maintenance within 10% of the due date/miles/hours	72%	77%	78%	85%	95%
Benchmark similar-sized cities vehicle maintenance costs	Annual	Annual	Annual	Annual	Annual
Fleet alternative fuel vehicles	30%	33%	36.7%	50%	50%
Annual CHP/BIT satisfactory rating	Received	Received	Received	Receive	Receive

PUBLIC WORKS

GENERAL FUND ROADS

Program Description

This program is responsible for maintaining City's streets and sidewalks.

	Prior Year Actual 2007-2008	Revised Budget 2008-2009	Adopted Budget 2009-2010	Adopted Budget 2010-2011
<u>Program Allocations</u>				
Salaries	\$ 1,518,178	1,515,687	1,724,472	1,817,506
Fringe Benefits	926,403	903,886	881,675	898,535
Maintenance and Operations:				
Supplies and Equipment	395,677	398,126	404,300	404,300
Repairs and Maintenance	300,138	317,200	381,674	407,720
Professional/Contractual Services	30,442	118,034	52,200	52,200
Utilities	28,878	31,000	30,000	30,500
Equipment/Building Rental	4,610	6,000	5,000	5,000
Training and Memberships	3,129	3,000	5,200	5,400
Asset Replacement Funding	161,975	229,500	104,475	111,750
Total Maintenance and Operations	<u>924,849</u>	<u>1,102,860</u>	<u>982,849</u>	<u>1,016,870</u>
Charge Backs	(30,758)	(48,000)	(15,000)	(15,000)
Capital Outlay:				
Capital Outlay	17,525	197,236	378,000	50,000
Use of Asset Replacement	<u>(17,525)</u>	<u>(197,236)</u>	<u>(378,000)</u>	<u>(50,000)</u>
Total Capital Outlay	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Program Allocations	<u>\$ 3,338,672</u>	<u>3,474,433</u>	<u>3,573,996</u>	<u>3,717,911</u>

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 31.33; FY 2010-11 - 31.65

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

PUBLIC WORKS

GENERAL FUND

ROADS

OBJECTIVES & PERFORMANCE MEASURES

Mission

To repair and maintain the City's asphalt streets and concrete sidewalks to City road standards.

Goal(s)

- Schedule and complete asphalt paving and sealing of City streets prior to annual capital improvement projects.
- Reduce incidents related sidewalk defects through in-house repairs and contracted services.
- Maintain regulatory, warning, and construction traffic signs to Manual Uniform Traffic Control Device (MUTCD) standards.

Prior Budget Accomplishments

- Provided remedial street repairs of 91,921 sq. ft. of asphalt patch paving and 1,386,000 sq. ft. of crack sealing prior to annual Capital Improvement Program (ongoing).
- Completed 25,291 sq. ft. of remedial concrete sidewalk repairs prior to annual Maintenance Improvement Program (ongoing).
- Completed concrete surface grinding of sidewalks at 2,711 locations (ongoing).

Objective(s)

- Monitor and coordinate field activities to ensure completion of scheduled maintenance. **(Citywide Goal E: Public Infrastructure)**
- Complete annual sidewalk inventory and establish priority listing for grinding. **(Citywide Goal E: Public Infrastructure)**
- Ensure traffic signs conform to industry standards. **(Citywide Goal E: Public Infrastructure)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Asphalt repairs	70,613 sq. ft.	91,921 sq. ft.	83,380sq. ft.	101,000 sq. ft.	101,000 sq. ft.
Percent of streets inspected and cracks sealed	13%	13%	13%	14%	14%
Concrete sidewalks removed/repaired	23,282 sq. ft.	25,291 sq. ft.	42,803sq. ft.	26,000 sq. ft.	27,000 sq. ft.
Percent of sidewalks inspected	25%	25%	25%	25%	25%
Upgrade traffic signs	1,362	1,455	1,950	1,600	1,650

PUBLIC WORKS

GENERAL FUND STREET SWEEPING

Program Description

This program is responsible for sweeping 783 curb miles of residential streets and 265 curb miles of arterial/commercial areas.

	Prior Year Actual 2007-2008	Revised Budget 2008-2009	Adopted Budget 2009-2010	Adopted Budget 2010-2011
Program Allocations				
Salaries	\$ 61,318	93,618	71,235	-
Fringe Benefits	36,828	57,152	35,143	-
Maintenance and Operations:				
Supplies and Equipment	2,660	3,100	1,700	-
Repairs and Maintenance	253,500	265,000	160,254	-
Professional/Contractual Services	1,955	-	-	-
Utilities	152,115	162,500	81,250	-
Asset Replacement Funding	82,155	86,700	30,750	-
Total Maintenance and Operations	492,385	517,300	273,954	-
Charge Backs	(2,899)	(2,000)	(1,000)	-
Capital Outlay:				
Capital Outlay	228,765	-	-	-
Use of Asset Replacement	(228,765)	-	-	-
Total Capital Outlay	-	-	-	-
Total Program Allocations	\$ 587,632	666,070	379,332	-

Budget Variance: During FY 2011, street sweeping services will be provided by the City's contracted waste haulers.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 1.33; FY 2010-11 - 0.00

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

PUBLIC WORKS

GENERAL FUND STREET SWEEPING

OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide street sweeping to reduce trash and debris and enhance the City's appearance.

Goal(s)

- Sweep residential streets monthly and arterial/commercial streets bi-monthly (approximately 18,100 curb miles).
- Comply with National Pollutant Discharge Elimination System (NPDES) guidelines.

Prior Budget Accomplishments

- Completed 18,025 curb miles of street sweeping for arterial/commercial and residential streets (ongoing).
- Swept all residential streets at least once monthly (ongoing).

Objective(s)

- Ensure residential streets are swept monthly. **(Citywide Goal E: Public Infrastructure)**
- Ensure commercial streets are swept bi-monthly. **(Citywide Goal E: Public Infrastructure)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Street sweeping curb miles	18,025	18,025	18,100	18,200	18,300
Sweep all residential streets once monthly	100%	100%	100%	100%	100%
Sweep all commercial streets once every two weeks	100%	100%	100%	100%	100%
Percent of streets swept on posted schedule	100%	100%	100%	100%	100%

PUBLIC WORKS

GENERAL FUND STREET TREES / LANDSCAPE

Program Description

This program provides landscape and tree maintenance to City facilities, center medians, parkways, and landscaped slopes throughout the City.

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Salaries	\$ 1,067,422	1,165,205	1,079,401	1,118,323
Fringe Benefits	670,003	692,193	561,336	540,731
Maintenance and Operations:				
Supplies and Equipment	79,229	17,861	88,200	88,700
Repairs and Maintenance	277,630	276,200	333,965	354,986
Professional/Contractual Services	417,001	584,906	506,500	506,500
Utilities	201,563	209,000	237,000	258,900
Equipment/Building Rental	1,177	1,500	1,000	1,000
Training and Memberships	2,157	2,650	4,300	4,300
Asset Replacement Funding	113,866	154,275	131,850	158,400
Total Maintenance and Operations	<u>1,092,623</u>	<u>1,246,392</u>	<u>1,302,815</u>	<u>1,372,786</u>
Charge Backs	(696,266)	(618,000)	(893,600)	(893,600)
Capital Outlay:				
Capital Outlay	24,921	96,700	231,400	59,500
Use of Asset Replacement	<u>(24,921)</u>	<u>(96,700)</u>	<u>(231,400)</u>	<u>(59,500)</u>
Total Capital Outlay	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Capital Improvements	<u>-</u>	<u>-</u>	458,000	557,200
Total Program Allocations	<u>\$ 2,133,782</u>	<u>2,485,790</u>	<u>2,507,952</u>	<u>2,695,440</u>

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 19.60; FY 2010-11 - 19.60

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

PUBLIC WORKS

GENERAL FUND

STREET TREES/LANDSCAPE

OBJECTIVES & PERFORMANCE MEASURES

Mission

To enhance the quality of life by providing quality landscape improvements and tree services within the City of Thousand Oaks.

Goal(s)

- Provide high level of landscape maintenance and services exceeding residents' expectations.
- Maintain a healthy, safe, and sustainable urban forest.
- Perform phased tree removals along the same street to retain an acceptable level of canopy cover.

Prior Budget Accomplishments

- Trimmed 2,632 City trees (ongoing).
- Completed weed abatement of 197 acres of open space (ongoing).
- Removed and replaced 115 street trees (ongoing).

Additional Accomplishments

- Enhanced Civic Arts Plaza landscape (ongoing).

Objective(s)

- Provide maintenance to City's 518 acres of greenbelts, medians, and parkways. **(Citywide Goal E: Public Infrastructure)**
- Enhance City's tree program by planting a minimum of 1,000 trees per year. **(Citywide Goal E: Public Infrastructure)**
- Implement water conservation measures by installing more efficient watering systems. **(Citywide Goal B: Fiscally/Managerially Responsible)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Number of irrigation backflow devices tested and serviced	390	390	410	410	410
Expand inventory by adding new trees/year	76	107	548	1,419	1,000
Perform weed abatement by June 1 of each year	197 acres	197 acres	200 acres	200 acres	200 acres
Trim trees(A)	2,335	2,632	2,414	2,615	2,500
Remove and replace aging trees(A)	224	115	252	321	140

Performance Measure Notes

(A) Utilizing additional contract services

PUBLIC WORKS

GENERAL FUND MUNICIPAL SERVICE CENTER

Program Description

This Program is responsible for customer service, office administration, dispatch, accounts payable, purchasing, inventory management, and facilities maintenance. This program is also responsible for the School Crossing Guard program to assist elementary and middle school students crossing streets at busy or uncontrolled intersections.

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Salaries	\$ 452,736	432,660	392,800	404,477
Fringe Benefits	223,303	227,588	230,056	182,397
Maintenance and Operations:				
Supplies and Equipment	30,906	36,300	28,400	28,200
Repairs and Maintenance	47,372	81,522	64,992	65,777
Professional/Contractual Services	54,478	47,300	34,900	38,100
Utilities	52,437	67,300	62,300	64,000
Equipment/Building Rental	9,809	15,319	12,000	12,000
Training and Memberships	5,246	4,050	4,500	4,500
Asset Replacement Funding	17,801	32,385	11,775	16,800
Total Maintenance and Operations	<u>218,049</u>	<u>284,176</u>	<u>218,867</u>	<u>229,377</u>
Charge Backs	(41,652)	(42,700)	(42,700)	(42,700)
Capital Outlay:				
Capital Outlay	-	8,100	81,200	8,100
Use of Asset Replacement	-	(8,100)	(81,200)	(8,100)
Total Capital Outlay	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Capital Improvements	-	442,500	-	-
Total Program Allocations	<u>\$ 852,436</u>	<u>1,344,224</u>	<u>799,023</u>	<u>773,551</u>

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 6.13; FY 2010-11 - 6.13

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

PUBLIC WORKS

GENERAL FUND

MUNICIPAL SERVICE CENTER

OBJECTIVES & PERFORMANCE MEASURES

Mission

To support Municipal Service Center (MSC) divisions with facility and administrative services.

Goal(s)

- Manage and coordinate maintenance and operation division activities.
- Provide administrative and purchasing services to support maintenance and operation divisions.
- Provide exceptional customer service to staff and residents.

Prior Budget Accomplishments

- Inventory discrepancy of under one percent (ongoing).
- Completed slurry seal of MSC parking areas (July 2007).
- Documented scheduled and unscheduled work activities using computerized maintenance management system (ongoing).
- Responded to more than 5,000 departmental customer service calls annually (ongoing).

Additional Accomplishments

- Responded to all customer service requests within 24 hours; Customer Response Management System requests within four working days (ongoing).

Objective(s)

- Maintain annual inventory loss of less than 3%. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Keep accurate records of maintenance activities to City's infrastructure. **(Citywide Goal E: Public Infrastructure)**
- Provide exceptional customer service responding to resident concerns within 24 hours. **(Citywide Goal A: Government Leadership)**
- Upgrade City's two-way radio communication equipment from analog to digital. **(Citywide Goal B: Fiscally/Managerially Responsible)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Inventory loss	.001%	.001%	.004%	1%	1%
Work orders generated for all maintenance activities(A)	1,250	10,585	15,000	15,000	15,000

Performance Measure Notes

(A)Applies to all MSC operations.

PUBLIC WORKS

GENERAL FUND STORM DRAIN MAINTENANCE

Program Description

This program supports maintenance activities required as part of the City's Stormwater Quality Management Program and National Pollutant Discharge Elimination System permit issued by the Regional Water Quality Control Board.

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Salaries	\$ 111,724	114,814	39,048	40,145
Fringe Benefits	66,730	68,748	17,037	17,355
Maintenance and Operations:				
Supplies and Equipment	1,527	9,900	6,700	6,700
Repairs and Maintenance	5,914	5,000	6,116	6,688
Professional/Contractual Services	228	3,300	21,500	21,500
Utilities	-	1,300	-	-
Equipment/Building Rental	-	-	30,000	30,000
Training and Memberships	150	50	100	100
Asset Replacement Funding	2,922	2,465	2,250	1,725
Total Maintenance and Operations	<u>10,741</u>	<u>22,015</u>	<u>66,666</u>	<u>66,713</u>
Capital Improvements	-	-	275,000	375,000
Maintenance Improvements	-	-	155,000	170,000
Total Program Allocations	<u>\$ 189,195</u>	<u>205,577</u>	<u>552,751</u>	<u>669,213</u>

<p>Budget Variance: Professional/Contractual Services and Equipment/Building Rental increases due to increase in stormdrain repairs and maintenance.</p>

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 0.55; FY 2010-11 - 0.55

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

PUBLIC WORKS

GENERAL FUND

STORM DRAIN MAINTENANCE

OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide inspection and maintenance to the storm drain infrastructure prior to seasonal rain events.

Goal(s)

- Inventory, inspect, and clean catch basin inlets, channels, ditches, and detention basins prior to annual wet season.
- Respond to and report illegal discharge issues.

Prior Budget Accomplishments

- Completed inventory and inspection of 3,050 catch basins (June 2008).
- Completed removal of silt/debris of four retention basins (September 2007 and 2008).
- Installed 800 storm drain placards (September 2007 and 2008).

Objective(s)

- Inspect each catch basin inlet annually. **(Citywide Goal E: Public Infrastructure)**
- Clear deposits of silt/debris from basin annually per California Regional Water Quality Control Board permit. **(Citywide Goal E: Public Infrastructure)**
- Assist in responding to illicit discharges in roadways. **(Citywide Goal E: Public Infrastructure)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Indicator					
Percent of storm drain catch basins inspected and cleaned	100% (3,050)	100% (3,050)	100% (3,050)	100% (3,050)	100% (3,050)
Percent of debris basins inspected and cleaned	100% (4)	100% (4)	100% (4)	100% (4)	100% (4)
Storm drain placards installed	N/A	800	1350	550	550

PUBLIC WORKS

GENERAL FUND GRAFFITI REMOVAL

Program Description

This program provides a high level of customer service for timely graffiti removal from public and private property.

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Salaries	\$ 37,535	50,431	74,110	76,181
Fringe Benefits	24,591	27,797	40,263	33,879
Maintenance and Operations:				
Supplies and Equipment	6,086	6,600	8,300	8,300
Repairs and Maintenance	19,945	20,600	24,711	26,753
Training and Memberships	-	100	200	200
Asset Replacement Funding	-	10,625	2,400	2,400
Total Maintenance and Operations	<u>26,031</u>	<u>37,925</u>	<u>35,611</u>	<u>37,653</u>
Capital Outlay:				
Capital Outlay	17,525	-	28,300	-
Use of Asset Replacement	<u>(17,525)</u>	<u>-</u>	<u>(28,300)</u>	<u>-</u>
Total Capital Outlay	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Program Allocations	<u>\$ 88,157</u>	<u>116,153</u>	<u>149,984</u>	<u>147,713</u>

Budget Variance: Increase primarily due to fleet maintenance costs.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 1.20; FY 2010-11 - 1.20

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

PUBLIC WORKS

GENERAL FUND GRAFFITI REMOVAL

OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide prompt removal of graffiti from public and private property within the City of Thousand Oaks.

Goal(s)

- Respond and provide the public a graffiti-free environment.
- Remove reported graffiti from public property within 24 hours.

Prior Budget Accomplishments

- Documented graffiti incidents (ongoing).
- Removed graffiti incidents within 24 hours during working hours (ongoing)
- Provided graffiti records to Sheriff's Department for restitution (ongoing).

Objective(s)

- Remove graffiti within 24 hours of notification Monday through Thursday. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Continue to maintain detailed records of field graffiti and provide reports to the Sheriff's Department for restitution. **(Citywide Goal B: Fiscally/Managerially Responsible)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Remove reported graffiti on public and private property within 24 hours (after release of liability from property owner)	100%	100%	100%	100%	100%
Number of graffiti calls handled	734 (100%)	1,021 (100%)	887 (100%)	1,300 (100%)	1,500 (100%)



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ENTERPRISE FUNDS

Water
Wastewater
Solid Waste
Transportation
Theatres
Los Robles Greens Golf Course

WATER FUND

PUBLIC WORKS

WATER FUND OPERATIONS SUMMARY

	Prior Year Actual 2007-2008	Revised Budget 2008-2009	Adopted Budget 2009-2010	Adopted Budget 2010-2011
<u>Amount Available for Allocation</u>				
Estimated Revenues:				
Base Charges	\$ 2,615,965	2,448,648	3,269,200	3,961,500
Metered Water Sales	11,593,422	13,532,076	16,329,760	19,267,380
Lift Charges	671,908	669,885	794,000	928,000
Construction Water	128	-	-	-
Stand-By (Fire Detectors)	45,381	40,000	44,200	44,200
Backflow Prevention	17,355	10,000	30,000	30,000
Plan Checking/Filing Fee	7,230	21,000	-	-
Inspection Fees	8,395	22,000	-	-
Rental of City Facilities	24,000	24,000	24,000	24,000
Interest Income	230,199	150,000	163,100	167,200
Miscellaneous Revenue	174,657	38,000	60,700	58,900
Total Estimated Revenues	<u>15,388,640</u>	<u>16,955,609</u>	<u>20,714,960</u>	<u>24,481,180</u>
Reserve Accounts	<u>328,829</u>	<u>628,614</u>	<u>-</u>	<u>-</u>
Total Available for Allocation	<u>\$ 15,717,469</u>	<u>17,584,223</u>	<u>20,714,960</u>	<u>24,481,180</u>
<u>Estimated Requirements</u>				
Operating Expenses:				
Salaries	\$ 1,907,154	2,094,383	2,144,351	2,213,692
Fringe Benefits	972,240	1,077,187	1,035,027	956,541
Maintenance and Operations	12,863,066	14,433,453	17,499,382	21,330,747
Charge Backs	(24,991)	(20,800)	30,200	(19,800)
Capital Outlay	-	-	6,000	-
Total Operating Expenses	<u>15,717,469</u>	<u>17,584,223</u>	<u>20,714,960</u>	<u>24,481,180</u>
Total Estimated Requirements	<u>\$ 15,717,469</u>	<u>17,584,223</u>	<u>20,714,960</u>	<u>24,481,180</u>

PUBLIC WORKS

WATER CAPITAL PROGRAM FUNDS

CAPITAL SUMMARY

	Prior Year Actual 2007-2008	Revised Budget 2008-2009	Adopted Budget 2009-2010	Adopted Budget 2010-2011
<u>Amount Available for Allocation</u>				
Estimated Revenues:				
Plant Investment Fees	\$ 222,968	375,000	24,200	25,200
Metered Water Sales	985,146	2,750,000	1,610,000	1,880,000
Fire Flow Surcharge	23,515	20,000	200	200
Special Facilities Surcharge	46,472	50,000	3,000	3,000
Installation - Meter	97,857	30,000	71,300	71,300
Installation - Main Line Hydrant	10,931	30,000	12,000	12,000
Interest Income	401,189	280,000	307,200	308,800
Miscellaneous Revenue	3,454	-	21,900	21,900
Total Estimated Revenues	<u>1,791,532</u>	<u>3,535,000</u>	<u>2,049,800</u>	<u>2,322,400</u>
Reserve Accounts	<u>328,625</u>	<u>3,630,322</u>	<u>10,977,000</u>	<u>3,775,000</u>
Total Available for Allocation	<u>\$ 2,120,157</u>	<u>7,165,322</u>	<u>13,026,800</u>	<u>6,097,400</u>
<u>Estimated Requirements</u>				
Operating Expenses:				
Maintenance and Operations	\$ 690,192	691,018	66,500	67,400
Capital Outlay	83,886	454,296	-	-
Total Operating Expenses	<u>774,078</u>	<u>1,145,314</u>	<u>66,500</u>	<u>67,400</u>
Capital Improvements	1,346,079	6,020,008	12,020,300	5,030,000
Maintenance Improvements	-	-	940,000	1,000,000
Total Estimated Requirements	<u>\$ 2,120,157</u>	<u>7,165,322</u>	<u>13,026,800</u>	<u>6,097,400</u>

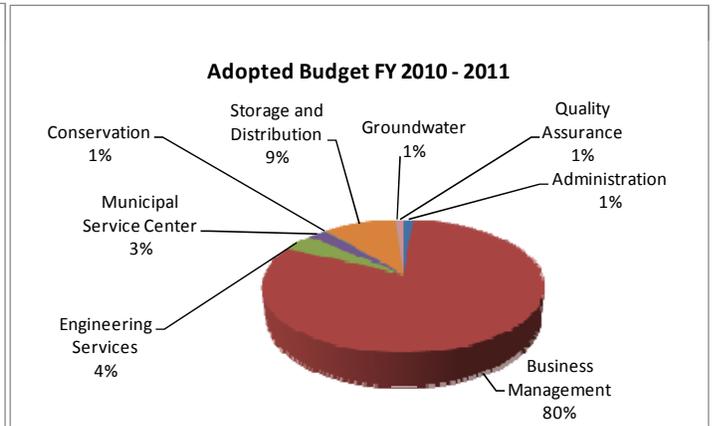
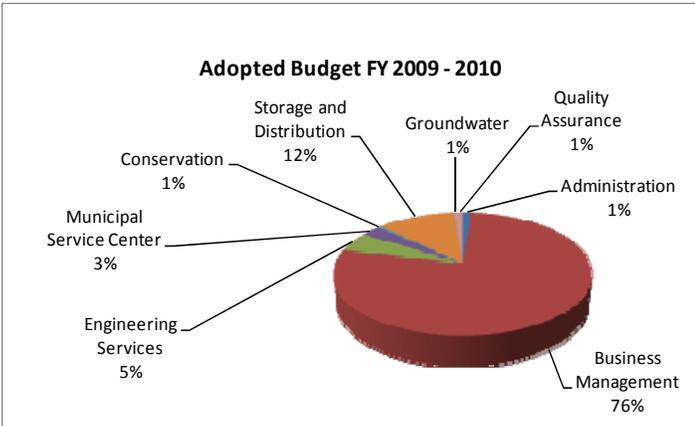


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PUBLIC WORKS

WATER FUND PROGRAMS SUMMARY

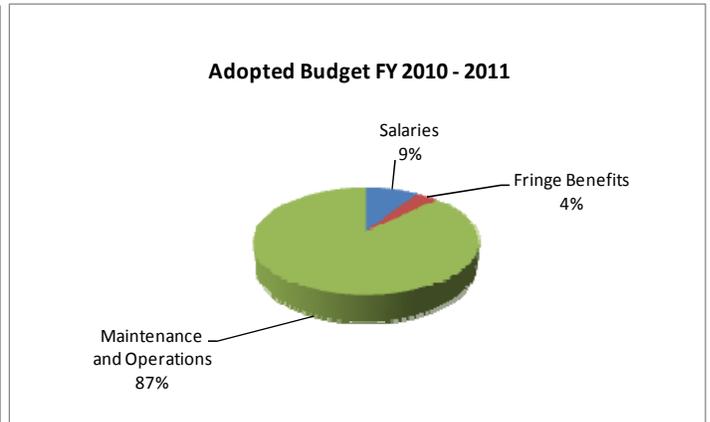
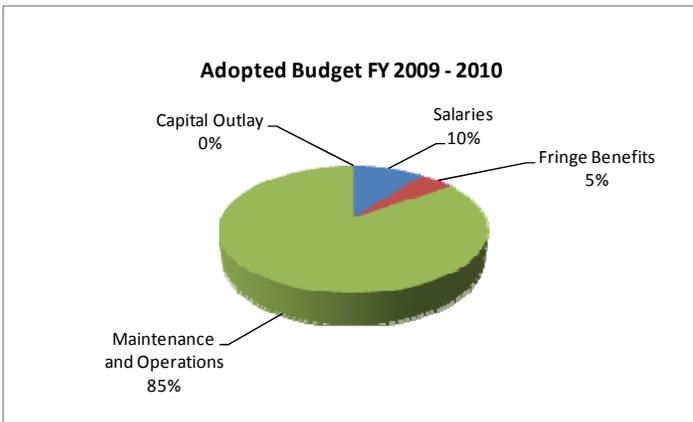
	Prior Year Actual 2007-2008	Revised Budget 2008-2009	Adopted Budget 2009-2010	Adopted Budget 2010-2011
<u>Program Allocation Summary</u>				
Administration	\$ 246,289	320,788	268,411	362,577
Business Management	11,600,612	12,997,708	16,014,889	19,706,114
Engineering Services	906,470	1,020,368	1,040,076	1,043,982
Municipal Service Center	551,244	649,136	597,026	616,749
Conservation	38,398	46,765	90,359	40,806
Storage and Distribution	2,162,108	2,323,261	2,477,875	2,478,174
Groundwater	34,569	36,642	36,650	34,475
Quality Assurance	177,779	189,555	189,674	198,303
Total	\$ 15,717,469	17,584,223	20,714,960	24,481,180



PUBLIC WORKS

WATER FUND ALLOCATION SUMMARY

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Salaries	\$ 1,907,154	2,094,383	2,144,351	2,213,692
Fringe Benefits	972,240	1,077,187	1,035,027	956,541
Maintenance and Operations:				
Supplies and Equipment	268,200	275,180	302,750	306,250
Repairs and Maintenance	182,206	177,480	209,432	225,197
Professional/Contractual Services	1,522,871	1,701,243	1,838,700	1,923,300
Utilities	10,703,633	12,004,250	14,898,500	18,493,200
Insurance and Claims	61,137	75,000	81,500	180,500
Equipment/Building Rental	2,543	9,500	9,000	9,000
Training and Memberships	39,693	62,000	56,000	56,400
Asset Replacement Funding	82,783	128,800	103,500	136,900
Total Maintenance and Operations	<u>12,863,066</u>	<u>14,433,453</u>	<u>17,499,382</u>	<u>21,330,747</u>
Charge Backs	(24,991)	(20,800)	30,200	(19,800)
Capital Outlay:				
Capital Outlay	222,831	77,532	40,600	-
Use of Asset Replacement	(222,831)	(77,532)	(34,600)	-
Total Capital Outlay	<u>-</u>	<u>-</u>	<u>6,000</u>	<u>-</u>
Total Program Allocations	<u>\$ 15,717,469</u>	<u>17,584,223</u>	<u>20,714,960</u>	<u>24,481,180</u>



PUBLIC WORKS

WATER FUND ADMINISTRATION

Program Description

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

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Salaries	\$ 158,641	192,587	173,551	179,073
Fringe Benefits	69,956	94,771	72,647	73,925
Maintenance and Operations:				
Supplies and Equipment	10,572	18,430	14,250	15,350
Repairs and Maintenance	1,988	2,800	2,663	3,229
Professional/Contractual Services	-	5,300	-	-
Utilities	395	500	500	400
Insurance and Claims	-	-	-	85,000
Training and Memberships	4,737	6,400	4,800	5,600
Total Maintenance and Operations	17,692	33,430	22,213	109,579
Total Program Allocations	\$ 246,289	320,788	268,411	362,577

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 2.60; FY 2010-11 - 2.60

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

PUBLIC WORKS

WATER FUND ADMINISTRATION

OBJECTIVES & PERFORMANCE MEASURES

Mission

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

Goal(s)

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

Prior Budget Accomplishments

- Processed 190 departmental Council items, covering several funds (June 2008).
- Completed 116 departmental Customer Response Management System (CRMS) cases, covering several funds (June 2008).
- Legally destroyed 247 departmental files, covering several funds (June 2008).

Objective(s)

- Provide administrative support for Water City Council agenda items. **(Citywide Goal A: Government Leadership)**
- Provide excellent front counter customer service. **(Citywide Goal A: Government Leadership)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Process departmental CRMS cases with timely resolution(A)	95%	98%	99%	100%	100%

Performance Measure Notes

(A)CRMS cases assigned to appropriate staff and monitored.

PUBLIC WORKS

WATER FUND BUSINESS MANAGEMENT

Program Description

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

	Prior Year Actual 2007-2008	Revised Budget 2008-2009	Adopted Budget 2009-2010	Adopted Budget 2010-2011
Program Allocations				
Salaries	\$ 66,803	79,756	81,198	84,421
Fringe Benefits	28,992	37,334	35,491	36,293
Maintenance and Operations:				
Supplies and Equipment	3,110	700	5,000	5,000
Professional/Contractual Services	1,285,519	1,303,018	1,432,700	1,512,700
Utilities	10,154,617	11,501,000	14,376,300	17,970,300
Insurance and Claims	61,137	75,000	81,500	95,500
Training and Memberships	434	900	2,700	1,900
Total Maintenance and Operations	11,504,817	12,880,618	15,898,200	19,585,400
Total Program Allocations	\$ 11,600,612	12,997,708	16,014,889	19,706,114

Budget Variance: Variance primarily due to increase in cost of water.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 1.05; FY 2010-11 - 1.05

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

PUBLIC WORKS

WATER FUND

BUSINESS MANAGEMENT

OBJECTIVES & PERFORMANCE MEASURES

Mission

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

Goal(s)

- Develop service charges and connection fees that are sufficient to meet the cost of providing water service.
- Process invoices received for payment prior to due dates ensuring eligibility for prompt payment discounts and avoiding late charges.
- Monitor legislation on routine basis and prepare position reports for City Manager's review.

Prior Budget Accomplishments

- Completed budget preparation and User Fee revisions on schedule for Finance Department review (April 2009).
- Completed mid-cycle Water Financial Plan Update (November 2008).

Objective(s)

- Review water service charges annually. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Review and adjust water connection fees annually. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Update Water Financial Plan biennially. **(Citywide Goal B: Fiscally/Managerially Responsible)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Water service charges reviewed annually	Rates reviewed concurrent with budget process	Rates reviewed December 2007	Review rates concurrent with budget process	Review rates Fall 2009	Review rates concurrent with budget process
Water connection fees adjusted annually	Fees adjusted effective December 2006	Fees adjusted effective December 2007	Fees adjusted effective December 2008	Fees adjustment effective December 2009	Fees adjustment effective December 2010
Water Financial Plan updated biennially	Updated plan April 2007	N/A	Plan updated July 22, 2009	N/A	Update Plan July, 2011

PUBLIC WORKS

WATER FUND ENGINEERING SERVICES

Program Description

Engineering Services ensures compliance with City development regulations, proper construction of development projects, and permitted projects within City as well as planning, engineering, and construction of public improvement projects as described in Capital Improvement Program Budget.

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Salaries	\$ 590,846	645,757	674,652	691,022
Fringe Benefits	270,704	280,211	291,477	279,088
Maintenance and Operations:				
Supplies and Equipment	3,989	13,850	11,000	11,000
Repairs and Maintenance	2,515	2,800	3,047	3,172
Professional/Contractual Services	12,020	40,000	28,500	28,500
Utilities	2,136	4,150	3,400	3,200
Training and Memberships	16,125	23,500	19,800	19,800
Asset Replacement Funding	8,135	10,100	8,200	8,200
Total Maintenance and Operations	44,920	94,400	73,947	73,872
Total Program Allocations	\$ 906,470	1,020,368	1,040,076	1,043,982

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 7.95; FY 2010-11 - 7.75

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

PUBLIC WORKS

WATER FUND

ENGINEERING SERVICES

OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide efficient and safe design and construction of development and capital water system infrastructure.

Goal(s)

- Design and construct water system infrastructure in compliance with City codes and standards.
- Administer Capital Improvement Program (CIP) to improve, expand, maintain, rehabilitate, and enhance existing water system infrastructure assets.
- Continue safe and efficient operation of City water system through planning and engineering.

Prior Budget Accomplishments

- Water system capital projects, as listed with corresponding funding sources in CIP budget, designed and constructed (ongoing).
- Water improvements by development projects conditioned, plan checked, permitted, inspected, and accepted (ongoing).
- Water Geographic Information System (GIS) atlas completed (ongoing).

Objective(s)

- Administer water system Capital Improvement Program efficiently. Four engineering divisions work in conjunction to administer CIP and achieve all objectives. **(Citywide Goal E: Public Infrastructure)**
- Condition, plan check, and inspect development projects to meet applicable water system codes and standards. **(Citywide Goal E: Public Infrastructure)**
- Water GIS atlas updated every six months. **(Citywide Goal E: Public Infrastructure)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Water system projects adhere to adopted CIP schedules	90%	90%	90%	90%	90%
Development plan check turnaround within three weeks	90%	90%	90%	90%	90%
Water system inspections performed within 24 hours of request	90%	90%	90%	90%	90%

Performance Measure Notes

All measures are applicable to multiple funds.

PUBLIC WORKS

WATER FUND MUNICIPAL SERVICE CENTER

Program Description

This program is responsible for customer service, office administration, dispatch, accounts payable, purchasing, inventory management, and facilities maintenance.

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Salaries	\$ 311,755	328,268	308,832	317,935
Fringe Benefits	170,521	190,688	172,808	147,006
Maintenance and Operations:				
Supplies and Equipment	19,950	15,700	13,000	13,200
Repairs and Maintenance	22,958	52,880	48,686	50,808
Professional/Contractual Services	5,510	17,600	17,900	19,500
Utilities	24,973	34,600	31,800	32,800
Equipment/Building Rental	2,465	6,000	5,500	5,500
Training and Memberships	2,460	4,100	3,900	4,100
Asset Replacement Funding	15,643	20,100	14,400	45,700
Total Maintenance and Operations	93,959	150,980	135,186	171,608
Charge Backs	(24,991)	(20,800)	(19,800)	(19,800)
Total Program Allocations	\$ <u>551,244</u>	<u>649,136</u>	<u>597,026</u>	<u>616,749</u>

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 4.86; FY 2010-11 - 4.86

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

PUBLIC WORKS

WATER FUND

MUNICIPAL SERVICE CENTER

OBJECTIVES & PERFORMANCE MEASURES

Mission

To support Municipal Service Center (MSC) divisions with facility and administrative services.

Goal(s)

- Manage and coordinate maintenance and operation division activities.
- Provide administrative and purchasing services to support maintenance and operation divisions.
- Provide exceptional customer service to staff and residents.

Prior Budget Accomplishments

- Inventory discrepancy of under one percent (ongoing).
- Completed slurry seal of MSC parking areas (July 2007).
- Responded to over 5,000 departmental customer service calls annually (ongoing).
- Documented scheduled and unscheduled work activities using computerized maintenance management system (ongoing).

Additional Accomplishments

- Responded to all customer service requests within 24 hours and Customer Response Management System (CRMS) referrals within four work days (ongoing).

Objective(s)

- Maintain annual water inventory loss of less than three percent. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Keep accurate records of maintenance activities to City's water infrastructure. **(Citywide Goal E: Public Infrastructure)**
- Provide exceptional customer service responding to resident water concerns within 24 hours. **(Citywide Goal A: Government Leadership)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Inventory loss	.001%	.001%	0%	1%	1%
Work orders generated for all division maintenance activities(A)	1,250	10,585	15,000	15,000	15,000
Response time for water turn-ons/turn-offs	2 hours	2 hours	2 hours	3 hours	3 hours

Performance Measure Notes

(A)Applies to all MSC operations.

PUBLIC WORKS

WATER FUND CONSERVATION

Program Description

This program is responsible for implementing water conservation measures and promoting water conservation programs to City residential, commercial, and industrial customers.

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Salaries	\$ 12,237	13,795	9,920	10,288
Fringe Benefits	4,887	6,970	4,839	4,918
Maintenance and Operations:				
Supplies and Equipment	5,391	1,400	13,200	13,200
Professional/Contractual Services	13,495	21,000	8,000	8,000
Training and Memberships	2,388	3,600	4,400	4,400
Total Maintenance and Operations	<u>21,274</u>	<u>26,000</u>	<u>25,600</u>	<u>25,600</u>
Charge Backs	-	-	50,000	-
Total Program Allocations	\$ <u>38,398</u>	<u>46,765</u>	<u>90,359</u>	<u>40,806</u>

Budget Variance: Charge Backs due to water audits conducted by Building Division.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 0.10; FY 2010-11 - 0.10

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

PUBLIC WORKS

WATER FUND CONSERVATION

OBJECTIVES & PERFORMANCE MEASURES

Mission

To encourage and enable customers to utilize the water supply in an environmentally-responsible manner.

Goal(s)

- Provide City water customers with educational material that encourages water conservation.
- Prepare the biennial report to the California Urban Water Conservation Council (CUWCC) describing the City's water conservation accomplishments.

Prior Budget Accomplishments

- Provided rebates to customers that replaced high water use toilets with ultra low-flush toilets and customers that purchased high-efficiency washing machines (ongoing).
- Distributed water conservation literature and educational material to City water customers (ongoing).
- Updated and improved water conservation section of City's website (ongoing).

Additional Accomplishments

- Established conservation awareness throughout all City-owned facilities (ongoing).
- Initiated outreach campaign to residences, businesses, and schools (ongoing).
- Drafted policy for bottled water usage (April 2009).

Objective(s)

- Provide outreach to City water customers. **(Citywide Goal A: Government Leadership)**
- Prepare the biennial report to the CUWCC describing the conservation measures implemented by the City. **(Citywide Goal E: Public Infrastructure)**
- Revise Water Conservation Ordinance. **(Citywide Goal J: Succession Planning)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Number of rebates issued(A)	64	69	N/A	N/A	N/A
CUWCC report prepared by due date	Yes	N/A	Yes	N/A	Yes
Acre feet purchased by City	14,756	14,565	13,740 (6% less)	13,560 (5% less)	12,847 (5% less)

Performance Measure Notes

(A)As of July 1, 2008, all rebates are handled directly with Metropolitan Water District.

PUBLIC WORKS

WATER FUND STORAGE AND DISTRIBUTION

Program Description

This program is responsible for the operation and maintenance of City water storage, distribution, and pumping infrastructure.

	Prior Year Actual 2007-2008	Revised Budget 2008-2009	Adopted Budget 2009-2010	Adopted Budget 2010-2011
<u>Program Allocations</u>				
Salaries	\$ 665,776	735,874	789,540	820,384
Fringe Benefits	378,599	420,872	410,157	369,417
Maintenance and Operations:				
Supplies and Equipment	204,052	203,400	221,900	223,100
Repairs and Maintenance	153,444	114,900	150,978	163,773
Professional/Contractual Services	177,159	280,915	328,500	328,500
Utilities	517,880	453,200	477,500	477,500
Equipment/Building Rental	78	3,000	3,000	3,000
Training and Memberships	6,115	12,500	9,400	9,500
Asset Replacement Funding	59,005	98,600	80,900	83,000
Total Maintenance and Operations	<u>1,117,733</u>	<u>1,166,515</u>	<u>1,272,178</u>	<u>1,288,373</u>
Capital Outlay:				
Capital Outlay	222,831	77,532	40,600	-
Use of Asset Replacement	(222,831)	(77,532)	(34,600)	-
Total Capital Outlay	<u>-</u>	<u>-</u>	<u>6,000</u>	<u>-</u>
Total Program Allocations	<u>\$ 2,162,108</u>	<u>2,323,261</u>	<u>2,477,875</u>	<u>2,478,174</u>

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 11.75; FY 2010-11 - 11.75

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

PUBLIC WORKS

WATER FUND

STORAGE AND DISTRIBUTION

OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide a safe, healthy, and reliable water supply to City water consumers in a fiscally-responsible manner.

Goal(s)

- Plan and coordinate a maintenance and construction upgrade program for water distribution system.
- Coordinate pump station and reservoir cla-valve maintenance programs.
- Continue 15-year old meters upgrade program.

Prior Budget Accomplishments

- Completed cleaning and inspection of Tara, Sunset #2, and Sunset #3 reservoirs (March 2008).
- Completed fire hydrant upgrades converting seven dry barreled hydrants into wet barreled hydrants (July 2007).
- Provided support to computer maintenance management system (ongoing).
- Completed seismic valve installation and poly service replacement (December 2008).

Additional Accomplishments

- Conducted system leak detection survey of Newbury Park service areas with required system repairs (October 2008).
- Enhanced security by replacing facility fencing at Kelly and Wilder reservoirs (April 2008).
- Installed new radio communication system for Freeway Reservoir level (February 2009).

Objective(s)

- Oversee and coordinate Water Division operations and maintenance activities. **(Citywide Goal E: Public Infrastructure)**
- Provide a safe and reliable water supply to City consumers. **(Citywide Goal E: Public Infrastructure)**
- Ensure staff meets State certification requirements. **(Citywide Goal A: Government Leadership)**
- Implement Automated Meter Reading pilot program and complete Supervisory Control and Data Acquisition upgrade. **(Citywide Goal E: Public Infrastructure)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Indicator					
Conduct valve exercise program	20% of approx. 6,000 valves	35% of approx. 6,000 valves	10% of approx. 6,000 valves	35% of approx. 6,000 valves	35% of approx. 6,000 valves
Cla-valves serviced/rebuilt	31 valves	36 valves	49 valves completed	45 valves	45 valves
Meter upgrade program	663 of approx. 16,500 meters	521 of approx. 16,500 meters	806 of approx. 16,500 meters	600 of approx. 16,500 meters	600 of approx. 16,500 meters
Pump station electrical maintenance(A)	Annual	Annual	Annual?Completed	Annual	Annual
Conduct large meter testing	25	25	28/Completed	30	30

Performance Measure Notes

(A)Pump station electrical maintenance is scheduled through Ventura Regional Sanitation District.

PUBLIC WORKS

WATER FUND GROUNDWATER

Program Description

This program is responsible for the operation and maintenance of two groundwater facilities.

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Salaries	\$ 10,292	10,637	11,648	11,971
Fringe Benefits	5,587	5,905	7,802	5,304
Maintenance and Operations:				
Supplies and Equipment	7,700	2,700	2,300	2,300
Repairs and Maintenance	-	1,000	1,000	1,000
Professional/Contractual Services	8,500	5,600	5,100	5,100
Utilities	2,490	10,000	8,000	8,000
Equipment/Building Rental	-	500	500	500
Training and Memberships	-	300	300	300
Total Maintenance and Operations	18,690	20,100	17,200	17,200
Total Program Allocations	\$ 34,569	36,642	36,650	34,475

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 1.25; FY 2010-11 - 1.25

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

PUBLIC WORKS

WATER FUND GROUNDWATER

OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide an essential and efficient groundwater supply for irrigation service at a reduced water rate.

Goal(s)

- Maintain groundwater electrical and mechanical infrastructure through scheduled preventive maintenance.
- Conduct weekly operational inspections and respond to system malfunctions.
- Conduct pump efficiency testing biennially and coordinate annual well water sampling.

Prior Budget Accomplishments

- Provided semi-annual electrical preventive maintenance meeting scheduled due dates (December 2007).
- Prepared weekly reports of groundwater activity and usage for Engineering Design Division (ongoing).
- Replaced pump, motor, and column galvanized piping with new PVC piping at Hillcrest Well (December 2008).
- Replaced damaged electrical control cabinet of Los Robles Well due to 101 Freeway accident (October 2007).

Additional Accomplishments

- Replaced six-inch flow meter at Los Robles Well (January 2009).
- Abandoned Old Cameron Center Groundwater Well due to cost-effectiveness (August 2008).

Objective(s)

- Conduct annual electrical preventive maintenance to Motor Control Cabinet panels. **(Citywide Goal E: Public Infrastructure)**
- Perform Edison pump efficiency testing. **(Citywide Goal E: Public Infrastructure)**
- Abandon booster pump portion of Los Robles Well. **(Citywide Goal E: Public Infrastructure)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Electrical maintenance schedule	Annual	Annual	Annual/Completed	Annual	Annual
Weekly inspections/reports	52	52	52/Completed	52	52
Pump efficiency testing	N/A	N/A	N/A	N/A	Schedule testing

PUBLIC WORKS

WATER FUND QUALITY ASSURANCE

Program Description

The purpose of this program is to protect the public health by ensuring the quality of the water supply, storage and distribution system through a monitoring, sampling, testing, reporting, and education program in accordance with State regulations.

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Salaries	\$ 90,804	87,709	95,010	98,598
Fringe Benefits	42,994	40,436	39,806	40,590
Maintenance and Operations:				
Supplies and Equipment	13,436	19,000	22,100	23,100
Repairs and Maintenance	1,301	3,100	3,058	3,215
Professional/Contractual Services	20,668	27,810	18,000	21,000
Utilities	1,142	800	1,000	1,000
Training and Memberships	7,434	10,700	10,700	10,800
Total Maintenance and Operations	43,981	61,410	54,858	59,115
Total Program Allocations	\$ 177,779	189,555	189,674	198,303

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 1.00; FY 2010-11 - 1.00

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

PUBLIC WORKS

WATER FUND

QUALITY ASSURANCE

OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide high quality water that meets or exceeds all Federal and State water quality standards.

Goal(s)

- Maintain compliance with all United States Environmental Protection Agency (EPA) and State Department of Health Services requirements, standards, and regulations for drinking water quality.

Prior Budget Accomplishments

- Consistently complied with all applicable EPA and State Department of Health Services requirements, standards, and regulations for drinking water quality (ongoing).
- Prepared and distributed the Annual Water Quality Report to each customer (ongoing annually).
- Provided reports to the State Department of Health Services demonstrating compliance with water quality standards on a monthly, quarterly, and annual basis (ongoing as required).

Objective(s)

- Maintain compliance with water quality standards, limits, and regulations. **(Citywide Goal E: Public Infrastructure)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Perform all required monitoring and reporting by mandated schedule	100%	100%	100%	100%	100%
Water quality meets all standards	100%	100%	100%	100%	100%



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WASTEWATER FUND

PUBLIC WORKS

WASTEWATER FUND OPERATIONS SUMMARY

	Prior Year Actual 2007-2008	Revised Budget 2008-2009	Adopted Budget 2009-2010	Adopted Budget 2010-2011
<u>Amount Available for Allocation</u>				
Estimated Revenues:				
Residential Service Charge	\$ 8,849,291	8,886,187	8,980,300	8,980,300
Commercial Service Charge	2,261,452	2,139,631	2,163,200	2,163,200
Industrial Service Charge	792,000	757,212	765,400	765,400
Inspection Fees	103,442	60,500	53,500	53,500
Plan Checking/Filing Fee	8,800	18,000	5,800	5,800
Interest Income	949,990	270,000	775,700	775,700
Miscellaneous Revenue	1,070,857	889,000	866,900	866,900
Total Estimated Revenues	<u>14,035,832</u>	<u>13,020,530</u>	<u>13,610,800</u>	<u>13,610,800</u>
Reserve Accounts	<u>-</u>	<u>960,160</u>	<u>100,257</u>	<u>348,095</u>
Total Available for Allocation	<u>\$ 14,035,832</u>	<u>13,980,690</u>	<u>13,711,057</u>	<u>13,958,895</u>
<u>Estimated Requirements</u>				
Operating Expenses:				
Salaries	\$ 3,617,222	4,015,729	4,542,245	4,675,028
Fringe Benefits	1,877,468	2,113,094	2,041,967	1,905,754
Maintenance and Operations	6,379,159	7,872,175	7,147,645	7,398,913
Charge Backs	(16,661)	(20,800)	(20,800)	(20,800)
Capital Outlay	-	492	-	-
Total Operating Expenses	<u>11,857,188</u>	<u>13,980,690</u>	<u>13,711,057</u>	<u>13,958,895</u>
Reserve Accounts	<u>2,178,644</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Estimated Requirements	<u>\$ 14,035,832</u>	<u>13,980,690</u>	<u>13,711,057</u>	<u>13,958,895</u>

PUBLIC WORKS

WASTEWATER CAPITAL PROGRAM FUNDS

CAPITAL SUMMARY

	Prior Year Actual 2007-2008	Revised Budget 2008-2009	Adopted Budget 2009-2010	Adopted Budget 2010-2011
<u>Amount Available for Allocation</u>				
Estimated Revenues:				
Residential Service Charge	\$ 3,967,391	4,239,063	3,956,000	3,956,000
Commercial Service Charge	905,410	919,560	957,600	957,600
Industrial Service Charge	315,774	325,431	343,700	343,700
Residential Connection Fees	504,452	1,901,250	168,000	168,700
Commercial Connection Fees	2,774,224	633,750	1,868,100	1,886,800
Interest Income	1,428,483	530,000	1,071,600	1,071,600
Miscellaneous Revenue	88,463	21,500	32,600	32,600
Total Estimated Revenues	<u>9,984,197</u>	<u>8,570,554</u>	<u>8,397,600</u>	<u>8,417,000</u>
Reserve Accounts	-	13,429,340	12,077,200	11,086,400
Total Available for Allocation	<u>\$ 9,984,197</u>	<u>21,999,894</u>	<u>20,474,800</u>	<u>19,503,400</u>
<u>Estimated Requirements</u>				
Operating Expenses:				
Maintenance and Operations	\$ 782,580	1,983,527	38,200	39,100
Capital Outlay	-	306,593	-	-
Total Operating Expenses	<u>782,580</u>	<u>2,290,120</u>	<u>38,200</u>	<u>39,100</u>
Capital Improvements	2,086,339	15,538,773	10,240,300	14,800,000
Maintenance Improvements	-	-	1,055,000	1,020,000
Debt Service	2,697,304	4,171,001	9,141,300	3,644,300
Reserve Accounts	4,417,974	-	-	-
Total Estimated Requirements	<u>\$ 9,984,197</u>	<u>21,999,894</u>	<u>20,474,800</u>	<u>19,503,400</u>

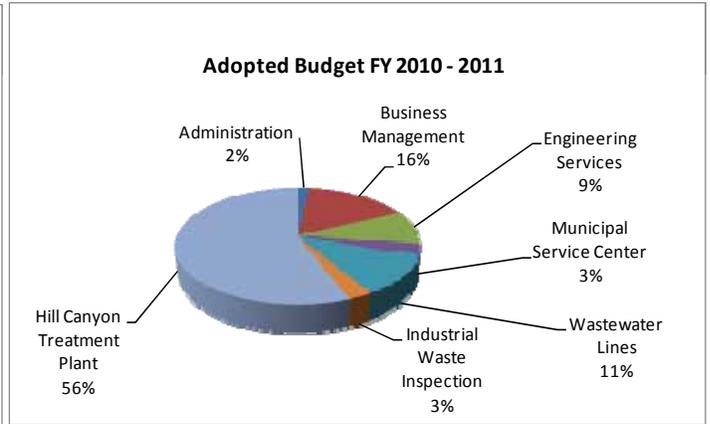
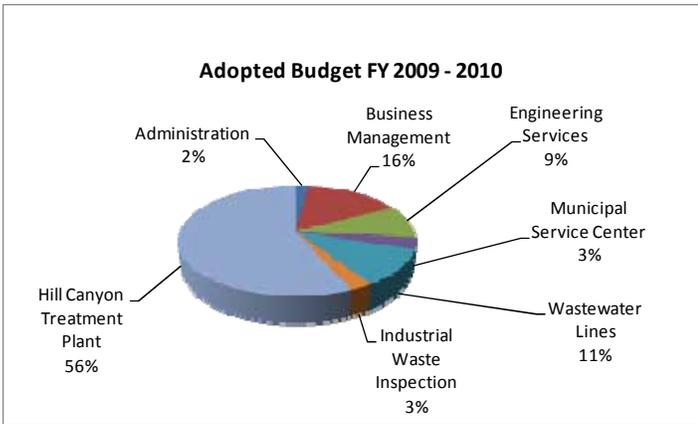


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PUBLIC WORKS

WASTEWATER FUND PROGRAMS SUMMARY

	Prior Year Actual 2007-2008	Revised Budget 2008-2009	Adopted Budget 2009-2010	Adopted Budget 2010-2011
<u>Program Allocation Summary</u>				
Administration	\$ 240,700	296,532	260,379	268,639
Business Management	1,908,811	2,091,580	2,144,160	2,259,883
Engineering Services	845,185	997,048	1,239,926	1,246,448
Municipal Service Center	393,116	453,401	464,357	451,759
Wastewater Lines	1,408,794	1,552,790	1,507,851	1,565,834
Industrial Waste Inspection	281,975	264,662	368,814	384,333
Hill Canyon Treatment Plant	<u>6,778,607</u>	<u>8,324,677</u>	<u>7,725,570</u>	<u>7,781,999</u>
Total	\$ <u>11,857,188</u>	<u>13,980,690</u>	<u>13,711,057</u>	<u>13,958,895</u>

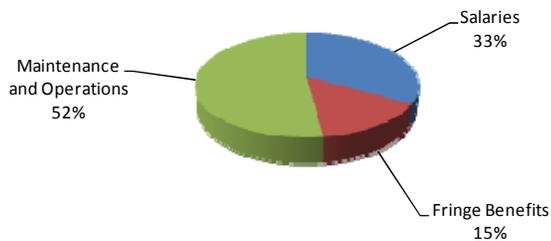


PUBLIC WORKS

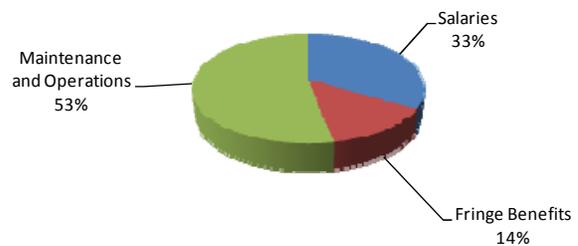
WASTEWATER FUND ALLOCATION SUMMARY

	Prior Year Actual 2007-2008	Revised Budget 2008-2009	Adopted Budget 2009-2010	Adopted Budget 2010-2011
<u>Program Allocations</u>				
Salaries	\$ 3,617,222	4,015,729	4,542,245	4,675,028
Fringe Benefits	1,877,468	2,113,094	2,041,967	1,905,754
Maintenance and Operations:				
Supplies and Equipment	1,237,278	1,568,945	1,384,700	1,421,700
Repairs and Maintenance	235,962	244,383	326,745	354,213
Professional/Contractual Services	3,300,935	4,169,511	3,685,800	3,753,300
Utilities	1,162,481	1,325,436	1,243,100	1,251,000
Insurance and Claims	183,411	204,000	222,500	265,500
Equipment/Building Rental	20,581	27,200	27,200	27,200
Training and Memberships	73,549	129,800	109,900	111,600
Asset Replacement Funding	164,962	202,900	147,700	214,400
Total Maintenance and Operations	<u>6,379,159</u>	<u>7,872,175</u>	<u>7,147,645</u>	<u>7,398,913</u>
Charge Backs	(16,661)	(20,800)	(20,800)	(20,800)
Capital Outlay:				
Capital Outlay	58,580	451,226	534,200	81,100
Use of Asset Replacement	(58,580)	(450,734)	(534,200)	(81,100)
Total Capital Outlay	<u>-</u>	<u>492</u>	<u>-</u>	<u>-</u>
Total Program Allocations	<u>\$ 11,857,188</u>	<u>13,980,690</u>	<u>13,711,057</u>	<u>13,958,895</u>

Adopted Budget FY 2009 - 2010



Adopted Budget FY 2010 - 2011



PUBLIC WORKS

WASTEWATER FUND ADMINISTRATION

Program Description

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

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Salaries	\$ 149,390	176,221	163,678	169,007
Fringe Benefits	64,090	82,373	67,126	68,331
Maintenance and Operations:				
Supplies and Equipment	12,909	16,838	13,200	13,500
Repairs and Maintenance	2,473	3,500	3,475	4,201
Professional/Contractual Services	54	5,100	100	100
Utilities	479	500	800	500
Training and Memberships	11,305	12,000	12,000	13,000
Total Maintenance and Operations	<u>27,220</u>	<u>37,938</u>	<u>29,575</u>	<u>31,301</u>
Total Program Allocations	\$ <u>240,700</u>	<u>296,532</u>	<u>260,379</u>	<u>268,639</u>

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 1.80; FY 2010-11 - 1.80

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

PUBLIC WORKS

WASTEWATER FUND ADMINISTRATION

OBJECTIVES & PERFORMANCE MEASURES

Mission

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

Goal(s)

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

Prior Budget Accomplishments

- Processed 185 departmental Council items, covering several funds (June 2009).
- Completed 116 departmental Customer Response Management System (CRMS) cases, covering several funds (June 2009).
- Legally destroyed departmental 247 files, covering several funds (June 2009).

Objective(s)

- Provide administrative support for Wastewater City Council agenda items. **(Citywide Goal A: Government Leadership)**
- Provide excellent front counter customer service. **(Citywide Goal A: Government Leadership)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Process departmental CRMS cases in a timely manner(A)	95%	98%	99%	100%	100%

Performance Measure Notes

(A)CRMS cases assigned to appropriate staff and monitored.

PUBLIC WORKS

WASTEWATER FUND BUSINESS MANAGEMENT

Program Description

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

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Salaries	\$ 93,592	111,390	114,308	118,666
Fringe Benefits	41,047	51,765	49,752	50,817
Maintenance and Operations:				
Supplies and Equipment	-	700	1,600	1,600
Professional/Contractual Services	1,590,422	1,722,325	1,754,000	1,821,300
Utilities	35	100	200	200
Insurance and Claims	183,411	204,000	222,500	265,500
Training and Memberships	304	1,300	1,800	1,800
Total Maintenance and Operations	<u>1,774,172</u>	<u>1,928,425</u>	<u>1,980,100</u>	<u>2,090,400</u>
Total Program Allocations	\$ <u>1,908,811</u>	<u>2,091,580</u>	<u>2,144,160</u>	<u>2,259,883</u>

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 1.50; FY 2010-11 - 1.50

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

PUBLIC WORKS

WASTEWATER FUND

BUSINESS MANAGEMENT

OBJECTIVES & PERFORMANCE MEASURES

Mission

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

Goal(s)

- Develop service charges and connection fees that are sufficient to meet the cost of providing wastewater service.
- Process wastewater invoices received for payment prior to their due dates to ensure eligibility for prompt payment discounts and avoid late charges.
- Monitor wastewater legislation on routine basis and prepare position reports for City Manager's review.

Prior Budget Accomplishments

- Completed budget preparation and User Fee revisions on schedule for Finance Department review (April 2009).

Objective(s)

- Review wastewater service charges annually. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Review and adjust wastewater connection fees annually. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Update Wastewater Financial Plan biennially. **(Citywide Goal B: Fiscally/Managerially Responsible)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Wastewater service charges reviewed biennially	Rates reviewed concurrent with budget process	Reviewed rates December 2007	Rates reviewed concurrent with budget process	N/A	Review rates concurrent with budget process
Wastewater connection fees adjusted annually	Fees adjusted effective December 2006	Fees adjusted effective December 2007	Fees adjusted effective December 2008	Fees adjustment effective December 2009	Fees adjustment effective December 2010
Wastewater Financial Plan updated biennially	Updated plan April 2007	N/A	Plan Updated July 22, 2009	Update Plan September 2009	Update Plan July 2011

PUBLIC WORKS

WASTEWATER FUND ENGINEERING SERVICES

Program Description

Engineering Services ensures compliance with City development regulations, proper construction of development projects, and permitted projects within City as well as planning, engineering, and construction of public improvement projects as described in Capital Improvement Program Budget.

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Salaries	\$ 558,023	636,368	838,367	856,887
Fringe Benefits	268,076	280,280	352,105	339,474
Maintenance and Operations:				
Supplies and Equipment	2,988	13,850	6,900	6,900
Repairs and Maintenance	1,841	6,700	5,454	6,287
Professional/Contractual Services	100	25,000	11,500	11,500
Utilities	2,136	4,150	3,400	3,200
Training and Memberships	7,255	24,000	17,400	17,400
Asset Replacement Funding	4,766	6,700	4,800	4,800
Total Maintenance and Operations	19,086	80,400	49,454	50,087
Total Program Allocations	\$ 845,185	997,048	1,239,926	1,246,448

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 10.45; FY 2010-11 - 10.15

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

PUBLIC WORKS

WASTEWATER FUND

ENGINEERING SERVICES

OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide efficient and safe design and construction of development and capital wastewater system infrastructure.

Goal(s)

- Design and construct wastewater infrastructure in compliance with City codes and standards.
- Administer Capital Improvement Program (CIP) to improve, expand, maintain, rehabilitate, and enhance existing wastewater system infrastructure assets.
- Continue safe and efficient operation of City wastewater system through planning and engineering.

Prior Budget Accomplishments

- Wastewater system capital projects, as listed with corresponding funding sources in CIP budget, designed and constructed (ongoing).
- Wastewater improvements by development projects conditioned, plan checked, permitted, inspected, and accepted (ongoing).

Objective(s)

- Administer wastewater system CIP efficiently. Four engineering divisions work in conjunction to administer CIP and achieve all objectives. **(Citywide Goal E: Public Infrastructure)**
- Condition, plan-check, and inspect development projects to meet applicable wastewater system codes and standards. **(Citywide Goal E: Public Infrastructure)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Indicator Wastewater system projects adhere to adopted CIP schedules(A)	90%	90%	90%	90%	90%
Development plan-check turnaround within three weeks(A)	90%	90%	90%	90%	90%
Wastewater system inspections performed within 24 hours of request(A)	90%	90%	90%	90%	90%

Performance Measure Notes

(A)All measures are applicable to multiple funds.

PUBLIC WORKS

WASTEWATER FUND MUNICIPAL SERVICE CENTER

Program Description

This program is responsible for customer service, office administration, dispatch, accounts payable, purchasing, inventory management, and facilities maintenance.

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Salaries	\$ 228,461	231,193	238,791	245,829
Fringe Benefits	115,924	129,728	137,328	110,986
Maintenance and Operations:				
Supplies and Equipment	13,523	15,700	13,000	14,000
Repairs and Maintenance	13,046	35,280	32,538	33,444
Professional/Contractual Services	9,840	17,600	22,500	24,700
Utilities	24,676	34,600	31,700	34,100
Equipment/Building Rental	2,465	6,000	6,000	6,000
Training and Memberships	1,842	4,100	3,300	3,500
Total Maintenance and Operations	65,392	113,280	109,038	115,744
Charge Backs	(16,661)	(20,800)	(20,800)	(20,800)
Total Program Allocations	\$ 393,116	453,401	464,357	451,759

Budget Variance: Repairs and Maintenance costs increases due to annual computer software maintenance agreement.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 3.61; FY 2010-11 - 3.61

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

PUBLIC WORKS

WASTEWATER FUND

MUNICIPAL SERVICE CENTER

OBJECTIVES & PERFORMANCE MEASURES

Mission

To support Municipal Service Center (MSC) divisions with facility and administrative services.

Goal(s)

- Manage and coordinate maintenance and operation division activities.
- Provide administrative and purchasing services to support maintenance and operation divisions.
- Provide exceptional customer service to staff and residents.

Prior Budget Accomplishments

- Maintained annual inventory loss of less than one percent (ongoing).
- Completed slurry seal of MSC parking areas (July 2007).
- Responded to over 5,000 departmental customer service calls annually (ongoing).
- Documented scheduled and unscheduled work activities using computerized maintenance management system (ongoing).

Additional Accomplishments

- Responded to all customer service requests within 24 hours; Customer Response Management System referrals within four work days (June 2009).

Objective(s)

- Maintain annual wastewater inventory loss of less than three percent. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Keep accurate records of maintenance activities to City's wastewater infrastructure. **(Citywide Goal E: Public Infrastructure)**
- Provide exceptional customer service responding to resident concerns within 24 hours. **(Citywide Goal A: Government Leadership)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Inventory loss	.001%	.001%	0%	2%	1%
Work orders generated for all division maintenance activities(A)	1,250	10,585	15,000	15,000	15,000

Performance Measure Notes

(A)Applies to all MSC operations.

PUBLIC WORKS

WASTEWATER FUND WASTEWATER LINES

Program Description

This program is responsible for maintaining 550 miles of wastewater lines and manholes within the City's wastewater collection system.

	Prior Year Actual 2007-2008	Revised Budget 2008-2009	Adopted Budget 2009-2010	Adopted Budget 2010-2011
Program Allocations				
Salaries	\$ 590,373	620,016	659,402	682,005
Fringe Benefits	349,700	369,347	300,934	307,055
Maintenance and Operations:				
Supplies and Equipment	64,014	98,900	79,500	79,500
Repairs and Maintenance	144,950	84,300	153,415	165,774
Professional/Contractual Services	153,673	221,327	195,500	195,500
Utilities	26,308	50,000	47,000	55,000
Equipment/Building Rental	2,540	1,200	1,200	1,200
Training and Memberships	7,326	9,400	7,400	7,400
Asset Replacement Funding	69,910	98,300	63,500	72,400
Total Maintenance and Operations	468,721	563,427	547,515	576,774
Capital Outlay:				
Capital Outlay	-	337,019	49,600	-
Use of Asset Replacement	-	(337,019)	(49,600)	-
Total Capital Outlay	-	-	-	-
Total Program Allocations	\$ 1,408,794	1,552,790	1,507,851	1,565,834

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 11.00; FY 2010-11 - 11.00

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

PUBLIC WORKS

WASTEWATER FUND

WASTEWATER LINES

OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide dependable, safe, and fiscally-responsible wastewater collection service to the City of Thousand Oaks.

Goal(s)

- Clean 250 miles of the City's wastewater collection system annually.
- Continue to incorporate technology in inspection of wastewater pipelines to ensure integrity of the collection system.
- Televisе approximately 38 miles of the City's wastewater collection system annually.

Prior Budget Accomplishments

- Isolated, cleaned, and inspected D Structure within Unit W (ongoing).
- Isolated, cleaned, and inspected W/F Structure within Unit W (ongoing).
- Televised over 40 miles of the City's wastewater collection system (ongoing).

Additional Accomplishments

- Cleaned over 382 miles of the City's wastewater collection system (ongoing).

Objective(s)

- Rehabilitate 32 manholes. **(Citywide Goal E: Public Infrastructure)**
- Remove and replace nine substandard manholes. **(Citywide Goal E: Public Infrastructure)**
- Continue 18-month wastewater pipeline cleaning schedule. **(Citywide Goal E: Public Infrastructure)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Miles of wastewater pipeline cleaned(A)	330 miles (multiple runs)	345 miles (multiple runs)	232 miles (single run)	250 miles (single run)	250 miles (single run)
Percentage of 550 miles of wastewater lines cleaned annually(B)	60%	63%	42%	45%	45%
Percentage of wastewater pipelines televised annually	6%	8.5%	7%	7%	7%
Percentage of manholes inspected using GPS hand unit	18% of approx. 8,500 manholes	36% of approx. 8,500 manholes	45% of approx. 8,500 manholes	36% of approx. 8,500 manholes	36% of approx. 8,500 manholes

Performance Measure Notes

(A)Newer technology and cleaning process enables single runs.

(B)Of the City's 550 miles of wastewater pipelines, 350 miles are on an 18-month cleaning schedule (approximately 250 are cleaned in 12 months), 150 miles - comprised of newer PVC - are on a ten-year cleaning schedule; the remaining 50 miles include major interceptors and trunk lines which are normally cleaned by contract.

PUBLIC WORKS

WASTEWATER FUND

INDUSTRIAL WASTE INSPECTION

Program Description

The purpose of this program is to implement the federally mandated pretreatment program, which protects the treatment plant, staff, and the receiving waters from pollutants generated at industrial facilities that are discharged to the wastewater system.

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Salaries	\$ 152,594	123,304	199,815	208,211
Fringe Benefits	77,706	58,658	85,822	87,888
Maintenance and Operations:				
Supplies and Equipment	10,175	6,900	7,500	8,200
Repairs and Maintenance	15,285	9,900	12,377	13,734
Professional/Contractual Services	19,998	48,000	45,000	48,000
Utilities	1,457	1,000	1,000	1,000
Training and Memberships	2,983	8,500	8,500	8,500
Asset Replacement Funding	1,777	8,400	8,800	8,800
Total Maintenance and Operations	51,675	82,700	83,177	88,234
Capital Outlay:				
Capital Outlay	34,186	15,000	-	-
Use of Asset Replacement	(34,186)	(15,000)	-	-
Total Capital Outlay	-	-	-	-
Total Program Allocations	\$ 281,975	264,662	368,814	384,333

Budget Variance: Salary increase due to 0.9 FTE increase from last two year budget.
--

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 2.50; FY 2010-11 - 2.50

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

PUBLIC WORKS

WASTEWATER FUND

INDUSTRIAL WASTE INSPECTION

OBJECTIVES & PERFORMANCE MEASURES

Mission

To implement the Federally-mandated industrial pre-treatment program requirements of the Clean Water Act.

Goal(s)

- Protect Hill Canyon Treatment Plant (HCTP), collection system, City staff, and receiving waters from pollutants generated at industrial facilities that may be discharged to the wastewater system.

Prior Budget Accomplishments

- Ensured continued compliance of permitted industrial dischargers to the wastewater system (ongoing).
- Inspected and performed compliance monitoring at nine permitted facilities at least biennially (ongoing).
- Maintained regulatory permit system for industrial dischargers (ongoing).
- Inspected commercial facilities with pre-treatment devices to ensure maintenance and compliance (ongoing).

Objective(s)

- Ensure industrial dischargers continued compliance with applicable limits and regulations through a program of permitting and monitoring. **(Citywide Goal E: Public Infrastructure)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
All mandated program requirements are met	100%	100%	100%	100%	100%
Pass-through or interference events at HCTP attributed to industrial dischargers	0	0	0	0	0
Any necessary enforcement actions are initiated promptly	100%	100%	100%	100%	100%
Average number of industrial and commercial inspections conducted	320	320	320	320	320

PUBLIC WORKS

WASTEWATER FUND

HILL CANYON TREATMENT PLANT

Program Description

The Hill Canyon Treatment Plant is an advanced tertiary wastewater treatment facility.

	Prior Year Actual 2007-2008	Revised Budget 2008-2009	Adopted Budget 2009-2010	Adopted Budget 2010-2011
<u>Program Allocations</u>				
Salaries	\$ 1,844,789	2,117,237	2,327,884	2,394,423
Fringe Benefits	960,925	1,140,943	1,048,900	941,203
Maintenance and Operations:				
Supplies and Equipment	1,133,669	1,416,057	1,263,000	1,298,000
Repairs and Maintenance	58,367	104,703	119,486	130,773
Professional/Contractual Services	1,526,848	2,130,159	1,657,200	1,652,200
Utilities	1,107,390	1,235,086	1,159,000	1,157,000
Equipment/Building Rental	15,576	20,000	20,000	20,000
Training and Memberships	42,534	70,500	59,500	60,000
Asset Replacement Funding	88,509	89,500	70,600	128,400
Total Maintenance and Operations	<u>3,972,893</u>	<u>5,066,005</u>	<u>4,348,786</u>	<u>4,446,373</u>
Capital Outlay:				
Capital Outlay	24,394	99,207	484,600	81,100
Use of Asset Replacement	<u>(24,394)</u>	<u>(98,715)</u>	<u>(484,600)</u>	<u>(81,100)</u>
Total Capital Outlay	<u>-</u>	<u>492</u>	<u>-</u>	<u>-</u>
Total Program Allocations	<u>\$ 6,778,607</u>	<u>8,324,677</u>	<u>7,725,570</u>	<u>7,781,999</u>

Budget Variance: Electricity costs increases are mitigated due to cogeneration and solar power.
--

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 27.25; FY 2010-11 - 27.25

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

PUBLIC WORKS

WASTEWATER FUND

HILL CANYON TREATMENT PLANT

OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide excellent wastewater treatment facility performance 24 hours a day, seven days a week, 365 days a year.

Goal(s)

- Achieve full compliance with State-issued National Pollution Discharge Elimination System (NPDES) discharge permit.
- Beneficially recycle biosolids.
- Preserve the infrastructure of the Hill Canyon Wastewater Treatment Plant and operate it efficiently and economically.

Prior Budget Accomplishments

- Completed two years of operating renewable energy projects providing annual savings of \$200,000 (June 2009).
- Optimized efforts in biosolids recycling cost reductions through onsite drying, side stream ammonia treatment, and improved facility energy management (ongoing).
- Signed a two-year contract for locally-generated restaurant grease to be deposited at facility to increase methane production and potentially reduce biosolids production (January 2009).
- Recognized nationally for energy management program and use of public agency power purchase agreements to generate renewable energy (ongoing).

Additional Accomplishments

- Awarded 2008 CAL-OSHA Golden Gate Partnership Recognition for overall safety excellence (December 2008).

Objective(s)

- Evaluate and potentially replace current disinfection system with ultraviolet system. **(Citywide Goal E: Public Infrastructure)**
- Modify anaerobic digester system to allow for creation of more methane, increasing facility's ability to create additional renewable energy. **(Citywide Goal E: Public Infrastructure)**
- Build an efficient grease receiving station. **(Citywide Goal E: Public Infrastructure)**
- Maintain \$24.45 monthly service charge to citizens. **(Citywide Goal B: Fiscally/Managerially Responsible)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
NPDES discharge violations(A)	1	2	3	0	0
Renewable energy generation/annual Kwh(B)	2.59 million	4.3 million	4.5 million	4.3 million	4.3 million

Performance Measure Notes

(A)Goal is always zero discharge violations and comprehensive operating permit(s) compliance.

(B)60% of all energy used at HCTP is created through cogeneration and solar facilities. 32% of all electricity used at City facilities is from renewable energy produced at HCTP.



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SOLID WASTE FUND

PUBLIC WORKS

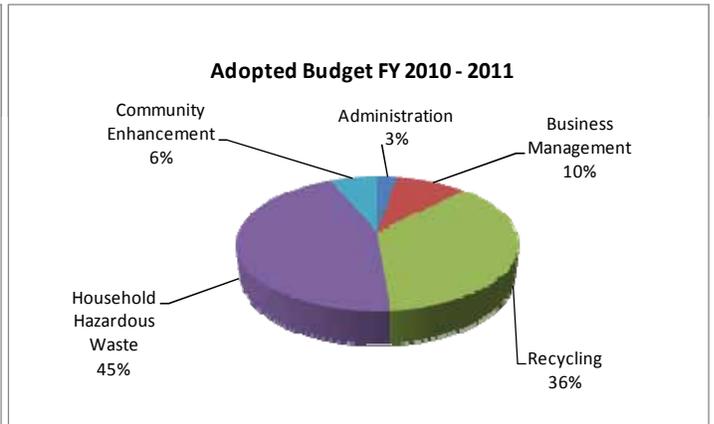
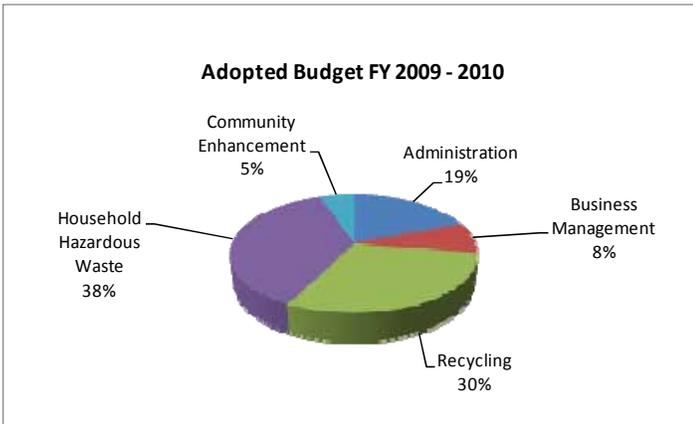
SOLID WASTE FUND OPERATIONS SUMMARY

	Prior Year Actual 2007-2008	Revised Budget 2008-2009	Adopted Budget 2009-2010	Adopted Budget 2010-2011
<u>Amount Available for Allocation</u>				
Estimated Revenues:				
Landfill Facility Fee	\$ 321,296	363,500	289,710	286,898
Residential Recycling	259,284	262,900	244,566	244,566
Commercial Recycling	511,717	448,800	486,594	486,594
Temporary Drop Box & Bin	147,901	150,000	162,284	163,907
Interest Income	316,226	160,000	210,394	216,706
Grants - Recycling and Hazardous Waste	38,586	65,900	46,000	46,000
Miscellaneous	81,704	33,000	72,600	72,204
Total Estimated Revenues	<u>1,676,714</u>	<u>1,484,100</u>	<u>1,512,148</u>	<u>1,516,875</u>
Reserve Accounts	-	1,809,834	662,984	324,967
Total Available for Allocation	<u>\$ 1,676,714</u>	<u>3,293,934</u>	<u>2,175,132</u>	<u>1,841,842</u>
<u>Estimated Requirements</u>				
Operating Expenses:				
Salaries	\$ 318,187	384,781	453,994	473,795
Fringe Benefits	124,087	137,792	163,702	166,739
Maintenance and Operations	798,530	1,635,361	1,187,036	1,201,308
Total Operating Expenses	<u>1,240,804</u>	<u>2,157,934</u>	<u>1,804,732</u>	<u>1,841,842</u>
Capital Improvements	-	1,136,000	370,400	-
Reserve Accounts	435,910	-	-	-
Total Estimated Requirements	<u>\$ 1,676,714</u>	<u>3,293,934</u>	<u>2,175,132</u>	<u>1,841,842</u>

PUBLIC WORKS

SOLID WASTE FUND PROGRAMS SUMMARY

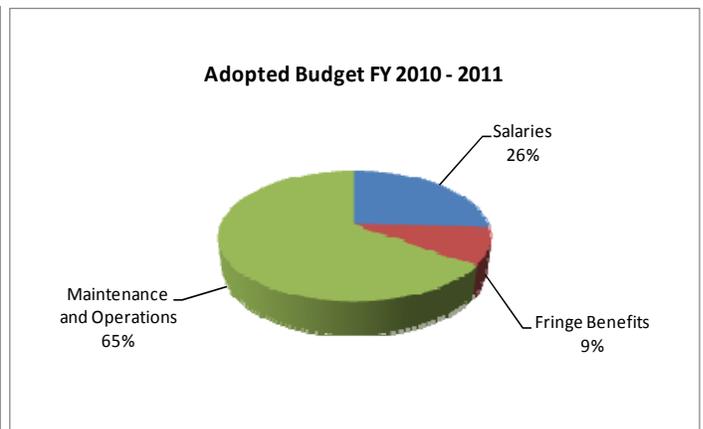
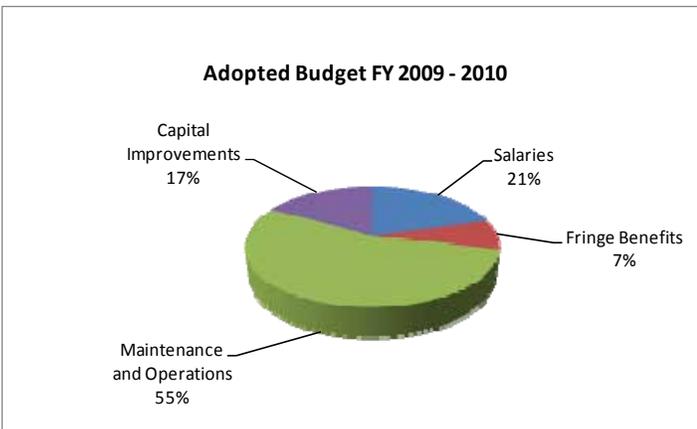
	Prior Year Actual 2007-2008	Revised Budget 2008-2009	Adopted Budget 2009-2010	Adopted Budget 2010-2011
<u>Program Allocation Summary</u>				
Administration	\$ 44,159	1,198,557	420,193	50,948
Business Management	157,007	167,030	173,872	180,397
Recycling	481,616	889,532	654,739	667,367
Household Hazardous Waste	515,947	973,265	812,228	822,130
Community Enhancement	42,075	65,550	114,100	121,000
Total	\$ 1,240,804	3,293,934	2,175,132	1,841,842



PUBLIC WORKS

SOLID WASTE FUND ALLOCATION SUMMARY

	Prior Year Actual 2007-2008	Revised Budget 2008-2009	Adopted Budget 2009-2010	Adopted Budget 2010-2011
<u>Program Allocations</u>				
Salaries	\$ 318,187	384,781	453,994	473,795
Fringe Benefits	124,087	137,792	163,702	166,739
Maintenance and Operations:				
Supplies and Equipment	135,378	327,140	189,600	190,700
Repairs and Maintenance	4,669	7,000	5,736	6,008
Professional/Contractual Services	572,769	1,119,921	876,600	889,400
Utilities	64,515	130,400	74,100	74,100
Insurance and Claims	-	10,000	-	-
Equipment/Building Rental	7,547	12,600	10,600	10,600
Training and Memberships	11,580	26,400	28,300	28,400
Asset Replacement Funding	2,072	1,900	2,100	2,100
Total Maintenance and Operations	798,530	1,635,361	1,187,036	1,201,308
Capital Improvements	-	1,136,000	370,400	-
Total Program Allocations	\$ 1,240,804	3,293,934	2,175,132	1,841,842



PUBLIC WORKS

SOLID WASTE FUND ADMINISTRATION

Program Description

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

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Salaries	\$ 27,365	34,124	30,255	31,239
Fringe Benefits	12,481	17,526	13,082	13,309
Maintenance and Operations:				
Supplies and Equipment	2,914	6,307	4,300	4,300
Repairs and Maintenance	444	900	1,056	1,100
Professional/Contractual Services	-	2,600	-	-
Utilities	97	200	200	100
Training and Memberships	858	900	900	900
Total Maintenance and Operations	<u>4,313</u>	<u>10,907</u>	<u>6,456</u>	<u>6,400</u>
Capital Improvements	-	1,136,000	370,400	-
Total Program Allocations	<u>\$ 44,159</u>	<u>1,198,557</u>	<u>420,193</u>	<u>50,948</u>

Budget Variance: FY 2009 Capital Improvements are primarily related to new MSC building improvements.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 0.40; FY 2010-11 - 0.40

FUNDING SOURCE: This program is funded 100% by Solid Waste Fund

PUBLIC WORKS

SOLID WASTE FUND ADMINISTRATION

OBJECTIVES & PERFORMANCE MEASURES

Mission

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

Goal(s)

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

Prior Budget Accomplishments

- Processed 190 departmental Council items, covering several funds (June 2008).
- Completed 116 departmental Customer Response Management System (CRMS) cases, covering several funds (June 2008).
- Legally destroyed 247 departmental files, covering several funds (June 2008).

Objective(s)

- Provide administrative support for Solid Waste City Council agenda items. **(Citywide Goal A: Government Leadership)**
- Provide excellent front counter customer service. **(Citywide Goal A: Government Leadership)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Process departmental CRMS cases within a timely manner(A)	95%	95%	98%	99%	100%

Performance Measure Notes

(A)CRMS cases assigned to appropriate staff and monitored.

PUBLIC WORKS

SOLID WASTE FUND BUSINESS MANAGEMENT

Program Description

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

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Salaries	\$ 16,108	17,112	17,893	18,416
Fringe Benefits	7,689	8,818	8,379	8,481
Maintenance and Operations:				
Supplies and Equipment	-	200	400	400
Professional/Contractual Services	133,176	140,400	145,500	151,400
Utilities	-	100	200	200
Training and Memberships	34	400	1,500	1,500
Total Maintenance and Operations	<u>133,210</u>	<u>141,100</u>	<u>147,600</u>	<u>153,500</u>
Total Program Allocations	\$ <u>157,007</u>	<u>167,030</u>	<u>173,872</u>	<u>180,397</u>

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 0.30; FY 2010-11 - 0.30

FUNDING SOURCE: This program is funded 100% by Solid Waste Fund

PUBLIC WORKS

SOLID WASTE FUND

BUSINESS MANAGEMENT

OBJECTIVES & PERFORMANCE MEASURES

Mission

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

Goal(s)

- Provide accurate annual rate review and adjustments consistent with the solid waste hauler franchise agreements.
- Process solid waste invoices received for payment prior to their due dates to ensure eligibility for prompt payment discounts and avoid late charges.
- Monitor solid waste legislation on routine basis and prepare position reports for City Manager's review.

Prior Budget Accomplishments

- Completed budget preparation and User Fee revisions on schedule for Finance Department review (April 2009).

Objective(s)

- Review and adjust solid waste rates annually. **(Citywide Goal B: Fiscally/Managerially Responsible)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Solid waste rates reviewed and adopted annually prior to effective date of January 1	Rates adopted November 2006	Rates adopted November 2007	Rates adopted November 2008	Adopt rates November 2009	Adopt rates November 2010
Process invoice payments on time(A)	95% of approx. 10,950	95% of approx. 10,950	95% of approx. 10,950	95% of approx. 11,000	95% of approx. 11,000

Performance Measure Notes

(A)Applies to several funds.

PUBLIC WORKS

SOLID WASTE FUND RECYCLING

Program Description

This program is responsible for promoting waste reduction activities throughout the City, managing contracts with private waste haulers and the Simi Valley Landfill, and developing medium and long-range plans to meet State mandates and local waste reduction and disposal needs.

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Salaries	\$ 174,769	210,237	277,748	288,544
Fringe Benefits	67,938	74,713	104,691	106,423
Maintenance and Operations:				
Supplies and Equipment	72,360	248,102	88,400	88,400
Professional/Contractual Services	92,482	190,880	87,000	87,000
Utilities	63,324	128,800	71,800	71,900
Insurance and Claims	-	10,000	-	-
Equipment/Building Rental	7,547	11,000	9,000	9,000
Training and Memberships	3,196	15,800	16,100	16,100
Total Maintenance and Operations	<u>238,909</u>	<u>604,582</u>	<u>272,300</u>	<u>272,400</u>
Total Program Allocations	<u>\$ 481,616</u>	<u>889,532</u>	<u>654,739</u>	<u>667,367</u>

Budget Variance: Supplies and Equipment increase for FY 2009 was primarily due to an increase in inside duplicating costs for brochures, hand-outs, inserts, and outreach materials.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 3.05; FY 2010-11 - 3.05

FUNDING SOURCE: This program is funded 100% by Solid Waste Fund

PUBLIC WORKS

SOLID WASTE FUND RECYCLING

OBJECTIVES & PERFORMANCE MEASURES

Mission

To enhance community beauty and environmental safety by providing high quality, customer friendly solid waste collection, recycling, waste reduction, and public outreach programs.

Goal(s)

- Promote residential and commercial waste reduction by providing numerous public outreach resources and activities.
- Implement new programs to help meet or exceed State mandates for local waste reduction.
- Manage contracts with private refuse and recycling collection companies.

Prior Budget Accomplishments

- Developed a system in which recycling of Construction and Demolition (C&D) debris is part of the construction permitting process (ongoing).
- Exceeded community solid waste standards for convenience and reliability, including weekly pick up of rubbish, recycling, and green waste (ongoing).
- Received an exemplary review from the California Integrated Waste Management Board for exceeding State-mandated goal of 50% diversion and for implementing successful programs (June 2008).
- Provided source reduction and recycling education via TOTV, brochures, newspaper ads, workshops, school presentations, business outreach, and telephone information line (ongoing).

Additional Accomplishments

- Provided residents with one free annual Community Clean-Up Day (May 2007 and 2008) and one free landfill day at the Simi Valley Landfill (September 2007 and 2008).
- Established uniform solid waste rates throughout the City (ongoing).

Objective(s)

- Increase diversion percentage approved by the State by one percent each year. **(Citywide Goal E: Public Infrastructure)**
- Adopt a C&D recycling ordinance to increase waste diversion. **(Citywide Goal E: Public Infrastructure)**
- Complete and submit annual Waste Diversion Reports to State by deadline. **(Citywide Goal E: Public Infrastructure)**
- Work with Conejo Recreation and Park District and Conejo Valley Unified School District to provide recycling receptacles in local parks and school campuses. **(Citywide Goal E: Public Infrastructure)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Waste diversion percentage as approved by State(A)	Over 50%	Over 50%	56%	56%	57%
Construction and demolition recycling ordinance adopted and implemented	N/A	N/A	Ordinance adoption delayed.	Continue implementation	Continue implementation
Annual diversion report submitted to State on time(B)	Yes	Yes	Yes	Yes	Yes

Performance Measure Notes

(A)State recycling percentages are available approximately 2.5 years after the close of the calendar year.

(B)Diversion figures approved by the State in FY 2006-07 were for diversion programs that occurred in 2005.

PUBLIC WORKS

SOLID WASTE FUND

HOUSEHOLD HAZARDOUS WASTE

Program Description

This program is responsible for providing cost-effective and safe disposal of residential and small business hazardous waste at the Municipal Service Center.

	Prior Year Actual 2007-2008	Revised Budget 2008-2009	Adopted Budget 2009-2010	Adopted Budget 2010-2011
Program Allocations				
Salaries	\$ 99,945	123,308	128,098	135,596
Fringe Benefits	35,979	36,735	37,550	38,526
Maintenance and Operations:				
Supplies and Equipment	60,104	72,531	96,500	97,600
Repairs and Maintenance	4,225	6,100	4,680	4,908
Professional/Contractual Services	305,036	720,491	530,000	530,000
Utilities	1,094	1,300	1,900	1,900
Equipment/Building Rental	-	1,600	1,600	1,600
Training and Memberships	7,492	9,300	9,800	9,900
Asset Replacement Funding	2,072	1,900	2,100	2,100
Total Maintenance and Operations	380,023	813,222	646,580	648,008
Total Program Allocations	\$ 515,947	973,265	812,228	822,130

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 1.05; FY 2010-11 - 1.05

FUNDING SOURCE: This program is funded 100% by Solid Waste Fund

PUBLIC WORKS

SOLID WASTE FUND

HOUSEHOLD HAZARDOUS WASTE

OBJECTIVES & PERFORMANCE MEASURES

Mission

To collect and handle Household Hazardous Waste (HHW) in a safe, reasonable manner exceeding environmental standards and protecting and preserving limited natural resources as outlined in the City's General Plan.

Goal(s)

- Identify new opportunities for programs and services that support environmental, sustainable, and economical growth and incorporate them into our HHW program.
- Provide hazardous waste collection services to residents and small businesses.
- Manage hazardous waste collection contract for residential and small business services.

Prior Budget Accomplishments

- Received California Environmental Protection Agency's Household Hazardous Waste/Used Oil Recycling 'Program Excellence' Award (2007 and 2008).
- Implemented electronic collection at monthly HHW collection program (ongoing).
- Collected 482,511 pounds of hazardous materials from 3,970 residents, while giving back to the community 9,751 pounds of reusable products at the Material Reuse Program (ongoing).
- Achieved "No Violations" from the County of Ventura Environmental Health Division inspection program (ongoing).

Additional Accomplishments

- Provided publicity and education for safe and economical hazardous waste disposal via television, newspaper, newsletters, bus placards, mall billboards, billing inserts, and direct mail (ongoing).
- Conducted media campaign for targeted audiences such as Spanish speaking public, small businesses, students, and auto enthusiasts (ongoing).
- Increased State-certified used oil collection centers from 11 to 14 (ongoing).
- Developed new battery recycling program brochure for Citywide promotion (March 2008).

Objective(s)

- Design brochure for "Less Toxic Methods to Control Household Pests". **(Citywide Goal E: Public Infrastructure)**
- Increase number of presentations to community, government, and business groups discussing the City's HHW and environmental programs. **(Citywide Goal E: Public Infrastructure)**
- Expand battery collection services. **(Citywide Goal E: Public Infrastructure)**
- Participate in planning, design, construction, and purchase of equipment for permanent HHW collection facility. **(Citywide Goal E: Public Infrastructure)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Number of HHW & CESQG collection events available to residents(A)	11	11	11	11	11
Violations issued at HHW collection events	0	0	0	0	0
Household battery collection sites	1	11	13	11	11
Public outreach presentations provided on HHW and other City environmental programs	4	4	8	8	10

Performance Measure Notes

(A)CESQG - Conditionally Exempt Small Quantity Generator

PUBLIC WORKS

SOLID WASTE FUND COMMUNITY ENHANCEMENT

Program Description

This program provides funding for three solid waste related community beautification programs: the Neighborhood Clean Up Program; the Adopt-a-Highway Program; and the Community Enhancement Grant Program.

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
Program Allocations				
Maintenance and Operations:				
Professional/Contractual Services	\$ <u>42,075</u>	<u>65,550</u>	<u>114,100</u>	<u>121,000</u>
Total Program Allocations	\$ <u><u>42,075</u></u>	<u><u>65,550</u></u>	<u><u>114,100</u></u>	<u><u>121,000</u></u>

Budget Variance: Community Enhancement Grant Programs.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 0.00; FY 2010-11 - 0.00

FUNDING SOURCE: This program is funded 100% by Solid Waste Fund

PUBLIC WORKS

SOLID WASTE FUND

COMMUNITY ENHANCEMENT

OBJECTIVES & PERFORMANCE MEASURES

Mission

To encourage and coordinate programs to enhance City neighborhoods and conserve natural resources.

Goal(s)

- Organize and manage the Neighborhood Clean-Up Program in a customer friendly and cost-effective manner.
- Manage 101/23 Freeway interchange and on/off ramp debris removal contract services in a cost-effective manner.
- Work with local non-profit groups to provide Community Enhancement Grants, and assist these groups in completing cost-effective clean-up and environmental projects.

Prior Budget Accomplishments

- Promoted Community Enhancement Grant availability via press releases, City's website, and notification to all Conejo Valley Unified School District schools (ongoing).
- Distributed information regarding Household Hazardous Waste and Bulky Item Pick-Up during Neighborhood Clean-Up public outreach (ongoing).
- Managed contract for 101/23 Freeway interchange and on/off ramp cleaning in a cost effective manner (ongoing).
- Coordinated with Community Enhancement Grant recipients ensuring that grant projects were environmental in nature (ongoing).

Objective(s)

- Increase the number of Neighborhood Clean-Up events by three percent annually and increase diversion of reusable materials to nonprofits and second hand stores. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Continue to provide monthly cleaning of the 101/23 Freeway interchange and freeway on/off ramps. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Assist Community Enhancement Grant recipients in completing their projects in a timely manner. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Investigate feasibility of outside additional funding source(s) for Community Enhancement Grant program by October 2009. **(Citywide Goal B: Fiscally/Managerially Responsible)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Annual number of Neighborhood Clean-Up events	60	67	58	72	74
Interchange and off ramp areas cleaned monthly	50	50	50	50	50
Percentage of grant recipients completing projects on time	92%	92%	84% (Grant year does not coincide with fiscal year)	95%	95%



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TRANSPORTATION FUND

PUBLIC WORKS

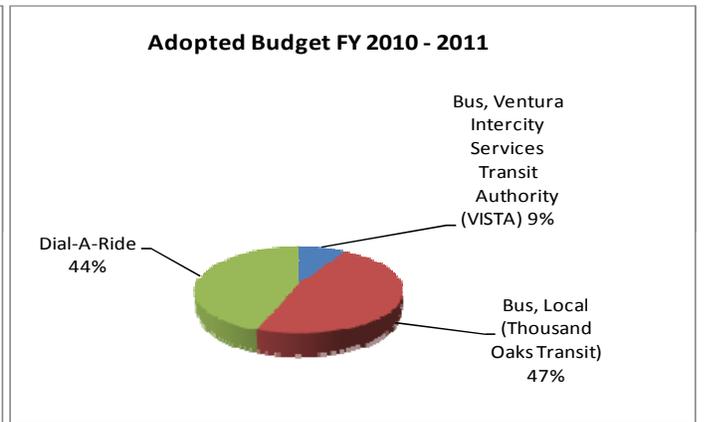
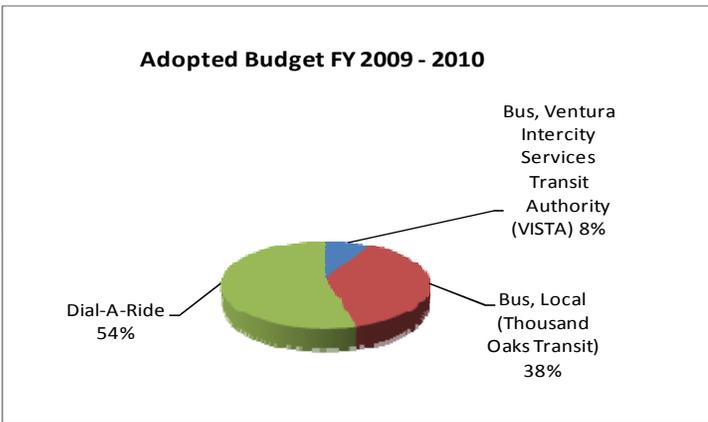
TRANSPORTATION FUND OPERATIONS SUMMARY

	Prior Year Actual 2007-2008	Revised Budget 2008-2009	Adopted Budget 2009-2010	Adopted Budget 2010-2011
<u>Amount Available for Allocation</u>				
Estimated Revenues:				
Sales Tax on Gasoline, SB325	\$ 1,371,210	2,339,310	1,780,000	1,760,000
Bus Fares	109,169	115,000	120,722	120,744
Dial-A-Ride	96,394	90,000	87,644	90,274
Interest Income	60,955	10,000	48,304	49,753
Federal and State Grants	1,840,528	346,832	324,450	334,184
Miscellaneous	-	10,600	10,600	10,600
Total Estimated Revenues	<u>3,478,256</u>	<u>2,911,742</u>	<u>2,371,720</u>	<u>2,365,555</u>
Transfers From Other Funds	688,470	211,310	1,143,534	1,097,879
Reserve Accounts	-	201,246	445,000	479,934
Total Available for Allocation	<u>\$ 4,166,726</u>	<u>3,324,298</u>	<u>3,960,254</u>	<u>3,943,368</u>
<u>Estimated Requirements</u>				
Operating Expenses:				
Salaries	\$ 64,499	67,461	90,162	80,203
Fringe Benefits	27,576	31,391	107,646	37,873
Maintenance and Operations	2,510,533	2,875,446	3,312,446	3,425,292
Capital Outlay	1,559,430	30,000	-	-
Total Operating Expenses	<u>4,162,038</u>	<u>3,004,298</u>	<u>3,510,254</u>	<u>3,543,368</u>
Capital Improvements	-	320,000	450,000	400,000
Reserve Accounts	4,688	-	-	-
Total Estimated Requirements	<u>\$ 4,166,726</u>	<u>3,324,298</u>	<u>3,960,254</u>	<u>3,943,368</u>

PUBLIC WORKS

TRANSPORTATION FUND PROGRAMS SUMMARY

	Prior Year Actual 2007-2008	Revised Budget 2008-2009	Adopted Budget 2009-2010	Adopted Budget 2010-2011
<u>Program Allocation Summary</u>				
Bus, Ventura Intercity Services Transit Authority (VISTA)	\$ 226,596	215,156	322,857	332,479
Bus, Local (Thousand Oaks Transit)	2,598,618	1,524,988	1,495,297	1,867,389
Dial-A-Ride	1,336,824	1,584,154	2,142,100	1,743,500
Total	\$ 4,162,038	3,324,298	3,960,254	3,943,368

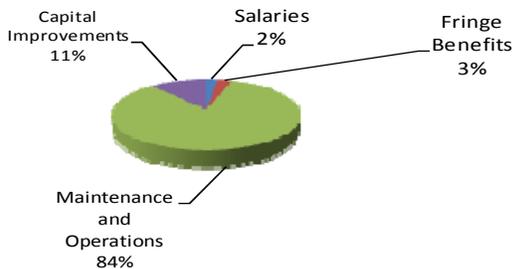


PUBLIC WORKS

TRANSPORTATION FUND ALLOCATION SUMMARY

	Prior Year Actual 2007-2008	Revised Budget 2008-2009	Adopted Budget 2009-2010	Adopted Budget 2010-2011
<u>Program Allocations</u>				
Salaries	\$ 64,499	67,461	90,162	80,203
Fringe Benefits	27,576	31,391	107,646	37,873
Maintenance and Operations:				
Supplies and Equipment	11,591	17,900	17,500	18,000
Repairs and Maintenance	385,469	357,000	630,446	678,992
Professional/Contractual Services	2,106,670	2,481,346	2,645,200	2,707,900
Utilities	4,082	6,100	6,100	6,600
Insurance and Claims	-	10,000	10,000	10,500
Training and Memberships	2,721	3,100	3,200	3,300
Total Maintenance and Operations	<u>2,510,533</u>	<u>2,875,446</u>	<u>3,312,446</u>	<u>3,425,292</u>
Capital Outlay:				
Capital Outlay	1,559,430	30,000	-	-
Capital Improvements	-	320,000	450,000	400,000
Total Program Allocations	<u>\$ 4,162,038</u>	<u>3,324,298</u>	<u>3,960,254</u>	<u>3,943,368</u>

Adopted Budget FY 2009 - 2010



Adopted Budget FY 2010 - 2011



PUBLIC WORKS

TRANSPORTATION FUND

BUS, VENTURA INTERCITY SERVICES TRANSIT AUTHORITY (VISTA)

Program Description

This program provides express regional transportation services for City residents traveling to destinations within and outside Ventura County.

	Prior Year Actual 2007-2008	Revised Budget 2008-2009	Adopted Budget 2009-2010	Adopted Budget 2010-2011
<u>Program Allocations</u>				
Salaries	\$ 8,062	8,395	8,704	7,381
Fringe Benefits	3,448	3,861	12,578	3,835
Maintenance and Operations:				
Repairs and Maintenance	-	-	68,475	72,363
Professional/Contractual Services	215,086	202,900	233,100	248,900
Total Maintenance and Operations	215,086	202,900	301,575	321,263
Total Program Allocations	\$ 226,596	215,156	322,857	332,479

Budget Variance: Repairs and Maintenance is primarily related to a chargeback for the new Transportation Center.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 0.10; FY 2010-11 - 0.10

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

PUBLIC WORKS

TRANSPORTATION FUND

BUS, VENTURA INTERCITY SERVICES TRANSIT AUTHORITY (VISTA)

OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide on-time, safe, and efficient transportation between, and connecting to, existing transit systems in Ventura County.

Goal(s)

- Increase ridership of all systems throughout the County with on-time connections.
- Reduce traffic congestion through a shared ride bus service.
- Provide a cost effective and efficient mass transit system.

Prior Budget Accomplishments

- Reduced City's cost due to Ventura County Transportation Commission's (VCTC) efforts to increase ridership and secure federal funding (ongoing).
- Ventura County Smart Card used on all transit systems as a common transit pass (ongoing).
- Increased VISTA ridership by more than 6% (ongoing).
- Developed a heavily-used VISTA route between Ventura and Santa Barbara with connections to Thousand Oaks (ongoing).

Objective(s)

- Increase ridership with on-time, helpful, and friendly service. **(Citywide Goal G: Multi-jurisdictional Opportunities)**
- Provide efficient connections with other transit systems. **(Citywide Goal G: Multi-jurisdictional Opportunities)**
- Continue cooperation between agencies to provide convenient intercity service. **(Citywide Goal G: Multi-jurisdictional Opportunities)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Farebox recovery ratio of 20%	29.5%	39.7%	43.1%	30%	30%
Increase ridership 5% annually(A)	5%	8.6%	14.8%	5%	3%

Performance Measure Notes

(A) Soaring gas prices significantly increased ridership; ridership likely to decrease as gas prices drop.

PUBLIC WORKS

TRANSPORTATION FUND

BUS, LOCAL (THOUSAND OAKS TRANSIT)

Program Description

This program provides low cost community bus service to residents and commuters while reducing automobile trips on local streets.

	Prior Year Actual 2007-2008	Revised Budget 2008-2009	Adopted Budget 2009-2010	Adopted Budget 2010-2011
Program Allocations				
Salaries	\$ 28,219	29,533	81,458	72,822
Fringe Benefits	12,064	13,765	95,068	34,038
Maintenance and Operations:				
Supplies and Equipment	9,662	16,200	15,700	16,200
Repairs and Maintenance	385,469	357,000	561,971	606,629
Professional/Contractual Services	596,971	739,290	721,800	717,300
Utilities	4,082	6,100	6,100	6,600
Insurance and Claims	-	10,000	10,000	10,500
Training and Memberships	2,721	3,100	3,200	3,300
Total Maintenance and Operations	998,905	1,131,690	1,318,771	1,360,529
Capital Outlay:				
Capital Outlay	1,559,430	30,000	-	-
Capital Improvements	-	320,000	-	400,000
Total Program Allocations	\$ 2,598,618	1,524,988	1,495,297	1,867,389

Budget Variance: Capital Outlay for FY 2008 is for buses purchased via Federal grants.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 0.95; FY 2010-11 - 0.95

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

PUBLIC WORKS

TRANSPORTATION FUND

BUS, LOCAL (THOUSAND OAKS TRANSIT)

OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide quality, affordable community bus service in an effort to reduce automobile trips on local streets.

Goal(s)

- Maximize ridership by providing service routes that enhance community availability and use.
- Maintain reasonable fares to attract and maintain ridership.
- Maintain on-time performance at scheduled stops.

Prior Budget Accomplishments

- Replaced four twelve year old, 40-ft. buses with 35 ft., low-floor compressed natural gas busses (April and May 2008).
- Applied for, and received, \$285,600 in federal funds for annual transportation center maintenance (June 2007 and 2008).
- Developed a bus placard program to promote City services (September 2007).
- Opened City's first Leadership in Energy and Environmental Design building for passengers at the Transportation Center (October 2008).

Objective(s)

- Review customer comment cards weekly. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Perform annual analysis of service routes. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Maintain 95% or greater on-time performance. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Perform annual Countywide fare comparison. **(Citywide Goal B: Fiscally/Managerially Responsible)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Ridership increase by 5% per year	9.5%	0.1%	4.2%	5.0%	5.0%
Farebox recovery	16.0%	16.0%	18.1%	20.0%	20.0%
Cost per passenger	\$5.00	\$5.10	\$4.05	\$4.00	\$3.75
Passengers per revenue hours	14	13.9	14.7	14.5	15
On-time performance	92.0%	90.0%	87.8%	95.0%	95.0%

PUBLIC WORKS

TRANSPORTATION FUND DIAL-A-RIDE

Program Description

This program provides door-to-door transportation for seniors and persons with disabilities.

	Prior Year Actual 2007-2008	Revised Budget 2008-2009	Adopted Budget 2009-2010	Adopted Budget 2010-2011
<u>Program Allocations</u>				
Salaries	\$ 28,218	29,533	-	-
Fringe Benefits	12,064	13,765	-	-
Maintenance and Operations:				
Supplies and Equipment	1,929	1,700	1,800	1,800
Professional/Contractual Services	1,294,613	1,539,156	1,690,300	1,741,700
Total Maintenance and Operations	1,296,542	1,540,856	1,692,100	1,743,500
Capital Improvements	-	-	450,000	-
Total Program Allocations	\$ 1,336,824	1,584,154	2,142,100	1,743,500

Budget Variance: Capital Improvements in FY 2010 due to anticipated purchase of five Dial-A-Ride vehicles, subsidized by grant funding.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 0.00; FY 2010-11 - 0.00

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

PUBLIC WORKS

TRANSPORTATION FUND

DIAL-A-RIDE

OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide transportation service for seniors and disabled residents unable to use fixed route transit.

Goal(s)

- Provide transportation service averaging 30 minutes from time of request.
- Provide transportation service within 15 minutes of the reservation time.
- Provide friendly and helpful service to our residents.

Prior Budget Accomplishments

- Completed annual Countywide paratransit program study to evaluate existing services (August 2008).
- Contracted with Dial-A-Ride services to provide new vehicles (March 2009).
- Installed global positioning system in vehicles (June 2008).
- Installed computer-based Trapeze System to improve dispatch service (February 2008).

Additional Accomplishments

- Executed new contract for Dial-A-Ride services that includes enhanced performance measures (March 2009).

Objective(s)

- Work with other agencies to provide a Countywide paratransit program. **(Citywide Goal G: Multi-jurisdictional Opportunities)**
- Provide on-time, reliable service to seniors and disabled passengers. **(Citywide Goal G: Multi-jurisdictional Opportunities)**
- Increase fare to \$1.75 as established by Consumer Price Index. **(Citywide Goal B: Fiscally/Managerially Responsible)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Average wait time for pick-up	27 minutes	28 minutes	Not Available	30 minutes	30 minutes
Farebox recovery	8.0%	8.9%	7.35%	10.0%	11.5%
Passengers per hour	2.5	2.3	2.7	2.5	2.5



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THEATRES FUND

COMMUNITY & CULTURAL SERVICES

THEATRES FUND OPERATIONS SUMMARY

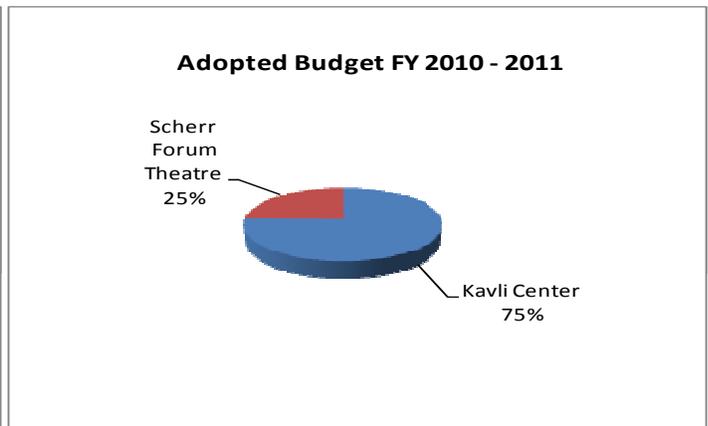
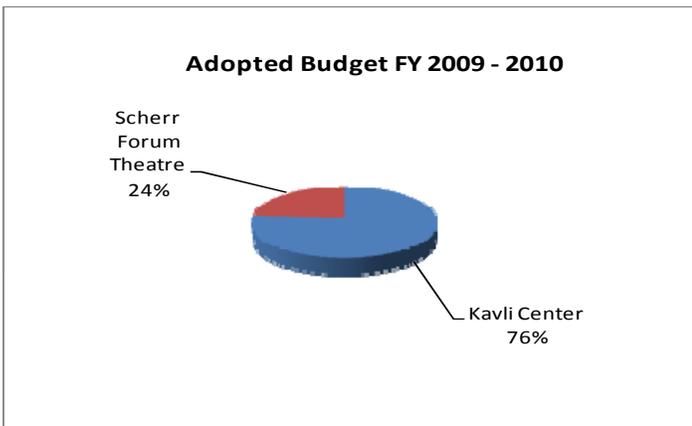
	Prior Year Actual 2007-2008	Revised Budget 2008-2009	Adopted Budget 2009-2010	Adopted Budget 2010-2011
<u>Amount Available for Allocation</u>				
Estimated Revenues:				
Box Office Charges	\$ 352,961	302,000	266,800	270,400
Charges for Services	630,970	711,805	550,500	561,400
Labor Sales	1,480,745	1,519,500	1,353,315	1,485,000
Performance Rehearsal Rents	600,545	632,500	572,870	585,500
Concession Rental	33,768	49,000	31,300	32,100
Parking	316,655	320,000	309,400	316,500
Alliance for the Arts	337,225	450,000	300,000	300,000
Advertising/Promotion/Lobby Sales	(2,466)	39,900	18,200	18,200
Cost Allocations	299,166	330,400	302,500	302,500
Interest Apportionment	277,010	135,000	150,000	150,000
Miscellaneous	11,068	5,000	2,100	2,100
Total Estimated Revenues	<u>4,337,647</u>	<u>4,495,105</u>	<u>3,856,985</u>	<u>4,023,700</u>
Reserve Accounts	-	641,271	286,094	203,966
Total Available for Allocation	<u>\$ 4,337,647</u>	<u>5,136,376</u>	<u>4,143,079</u>	<u>4,227,666</u>
<u>Estimated Requirements</u>				
Operating Expenses:				
Salaries	\$ 1,460,591	1,493,779	1,443,281	1,489,596
Fringe Benefits	546,506	571,026	487,483	496,578
Maintenance and Operations	1,967,913	2,705,305	2,212,315	2,241,492
Capital Outlay	-	32,000	-	-
Total Operating Expenses	<u>3,975,010</u>	<u>4,802,110</u>	<u>4,143,079</u>	<u>4,227,666</u>
Capital Improvements	173,599	334,266	-	-
Reserve Accounts*	189,038	-	-	-
Total Estimated Requirements	<u>\$ 4,337,647</u>	<u>5,136,376</u>	<u>4,143,079</u>	<u>4,227,666</u>

* Reserve account does not include approximately \$35,000 in depreciation, which is not budgeted during the two-year budget cycle. Additional reserves will be placed in fund balance for future capital projects.

COMMUNITY & CULTURAL SERVICES

THEATRES FUND PROGRAMS SUMMARY

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocation Summary</u>				
Kavli Center	\$ 3,094,838	3,817,893	3,145,700	3,186,795
Scherr Forum Theatre	1,053,771	1,318,483	997,379	1,040,871
Total	<u>\$ 4,148,609</u>	<u>5,136,376</u>	<u>4,143,079</u>	<u>4,227,666</u>

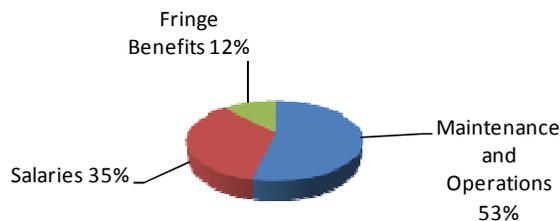


COMMUNITY & CULTURAL SERVICES

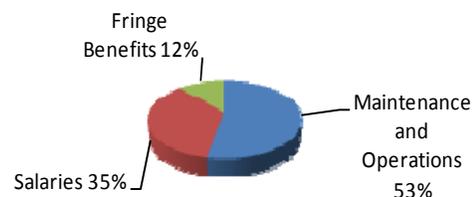
THEATRES FUND ALLOCATION SUMMARY

	Prior Year Actual 2007-2008	Revised Budget 2008-2009	Adopted Budget 2009-2010	Adopted Budget 2010-2011
<u>Program Allocations</u>				
Salaries	\$ 1,460,591	1,493,779	1,443,281	1,489,596
Fringe Benefits	546,506	571,026	487,483	496,578
Maintenance and Operations:				
Supplies and Equipment	94,485	139,450	108,150	109,350
Repairs and Maintenance	77,304	483,461	92,600	93,400
Professional/Contractual Services	1,333,817	1,497,154	1,520,315	1,544,292
Utilities	365,286	454,440	384,150	389,950
Equipment/Building Rental	20,665	30,100	22,800	24,000
Training and Memberships	9,194	34,600	14,000	14,000
Asset Replacement Funding	67,162	66,100	70,300	66,500
Total Maintenance and Operations	<u>1,967,913</u>	<u>2,705,305</u>	<u>2,212,315</u>	<u>2,241,492</u>
Capital Outlay:				
Capital Outlay	-	60,000	10,000	-
Use of Asset Replacement	-	(28,000)	(10,000)	-
Total Capital Outlay	<u>-</u>	<u>32,000</u>	<u>-</u>	<u>-</u>
Capital Improvements	<u>173,599</u>	<u>334,266</u>	<u>-</u>	<u>-</u>
Total Program Allocations	<u>\$ 4,148,609</u>	<u>5,136,376</u>	<u>4,143,079</u>	<u>4,227,666</u>

Adopted Budget FY 2009 - 2010



Adopted Budget FY 2010 - 2011



COMMUNITY & CULTURAL SERVICES

THEATRES FUND KAVLI CENTER

Program Description

Operates the Bank of America Performing Arts Center's Fred Kavli Theatre, an 1,800 seat performing arts venue.

	Prior Year Actual 2007-2008	Revised Budget 2008-2009	Adopted Budget 2009-2010	Adopted Budget 2010-2011
<u>Program Allocations</u>				
Salaries	\$ 1,020,323	1,067,205	1,030,034	1,054,657
Fringe Benefits	353,954	380,504	324,051	329,946
Maintenance and Operations:				
Supplies and Equipment	63,416	81,850	60,950	60,950
Repairs and Maintenance	63,416	427,261	63,400	63,400
Professional/Contractual Services	1,097,861	1,220,255	1,270,115	1,282,192
Utilities	295,870	367,100	319,150	318,950
Equipment/Building Rental	14,027	17,600	16,000	16,000
Training and Memberships	5,824	24,300	8,300	8,300
Asset Replacement Funding	50,628	49,600	53,700	52,400
Total Maintenance and Operations	<u>1,591,042</u>	<u>2,187,966</u>	<u>1,791,615</u>	<u>1,802,192</u>
Capital Outlay:				
Capital Outlay	-	60,000	-	-
Use of Asset Replacement	-	(28,000)	-	-
Total Capital Outlay	<u>-</u>	<u>32,000</u>	<u>-</u>	<u>-</u>
Capital Improvements	<u>129,519</u>	<u>150,218</u>	<u>-</u>	<u>-</u>
Total Program Allocations	<u>\$ 3,094,838</u>	<u>3,817,893</u>	<u>3,145,700</u>	<u>3,186,795</u>

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 10.60; FY 2010-11 - 10.60

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

COMMUNITY AND CULTURAL SERVICES

THEATRES FUND FRED KAVLI THEATRE OBJECTIVES & PERFORMANCE MEASURES

Mission

To enhance the quality of life for citizens through presentation of the finest performances.

Goal(s)

- Broaden the base of appreciation and support in the community through programs that are culturally diverse and meet the entertainment desires of the area.
- Maintain and operate the Fred Kavli Theatre, a multipurpose facility, in accordance with the highest performance standards.

Prior Budget Accomplishments

- Completed reupholstery of 1,800 seats within the theatre, and lobby furniture throughout the Fred Kavli Theatre (September 2007).
- Completed renovation of the star dressing room (November 2007).
- Completed upgrades to Kavli Green Room (November 2008).
- Completed enhancements to Founders Room (February 2009).

Objective(s)

- Increase revenues for the Theatre Fund through interaction with Alliance for the Arts and Friends of the Civic Arts Plaza. **(Citywide Goal F: Cultural Programs)**
- Replace existing marquee on Thousand Oaks Boulevard with multi-colored LED signage. **(Citywide Goal B: Fiscally/Managerially Responsible)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Number of rental performances	254	257	211	240	240
Number of Thousand Oaks Civic Arts Plaza Foundation presentations	22	26	18	17	17

COMMUNITY & CULTURAL SERVICES

THEATRES FUND SCHERR FORUM THEATRE

Program Description

Operates the Bank of America Performing Arts Center's Janet and Ray Scherr Forum Theatre, a 400-seat community theatre and meeting site.

	Prior Year Actual 2007-2008	Revised Budget 2008-2009	Adopted Budget 2009-2010	Adopted Budget 2010-2011
Program Allocations				
Salaries	\$ 440,268	426,574	413,247	434,939
Fringe Benefits	192,552	190,522	163,432	166,632
Maintenance and Operations:				
Supplies and Equipment	31,069	57,600	47,200	48,400
Repairs and Maintenance	13,888	56,200	29,200	30,000
Professional/Contractual Services	235,956	276,899	250,200	262,100
Utilities	69,416	87,340	65,000	71,000
Equipment/Building Rental	6,638	12,500	6,800	8,000
Training and Memberships	3,370	10,300	5,700	5,700
Asset Replacement Funding	16,534	16,500	16,600	14,100
Total Maintenance and Operations	376,871	517,339	420,700	439,300
Capital Outlay:				
Capital Outlay	-	-	10,000	-
Use of Asset Replacement	-	-	(10,000)	-
Total Capital Outlay	-	-	-	-
Capital Improvements	44,080	184,048	-	-
Total Program Allocations	\$ 1,053,771	1,318,483	997,379	1,040,871

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 4.90; FY 2010-11 - 4.90

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

COMMUNITY AND CULTURAL SERVICES

THEATRES FUND

JANET & RAY SCHERR FORUM THEATRE OBJECTIVES & PERFORMANCE MEASURES

Mission

To operate the Bank of America Performing Arts Center's Janet and Ray Scherr Forum Theatre, a 400-seat community theatre and meeting site.

Goal(s)

- Broaden the support base for community theatre and music presentations.
- Rent/schedule performances as available to community groups/organizations.
- Provide production planning and adequately trained professional stage crew for performances.

Prior Budget Accomplishments

- Installed new lighting console (June 2008).
- Completed enhancements to Green Room (June 2009).

Objective(s)

- Increase revenues for the Theatres Fund through interaction with Alliance for the Arts and Friends of the Civic Arts Plaza. **(Citywide Goal F: Cultural Programs)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Number of rental performances	194	172	211	100	115
Number of TOCAP Foundation presentations(A)	10	18	11	7	7

Performance Measure Notes

(A)TOCAP = Thousand Oaks Civic Arts Plaza



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LOS ROBLES GREENS GOLF COURSE FUND

FINANCE

LOS ROBLES GREENS GOLF COURSE FUND OPERATIONS SUMMARY

	Prior Year Actual 2007-2008	Revised Budget 2008-2009	Adopted Budget 2009-2010	Adopted Budget 2010-2011
<u>Amount Available for Allocation</u>				
Estimated Requirements:				
Golf Course Green Fees	\$ 2,000,416	2,054,850	2,000,000	2,060,000
Golf Course Cart Rentals	679,403	636,540	675,000	695,250
Golf Course Memberships	32,602	27,000	30,000	30,900
Driving Range Fees	93,072	149,206	90,000	92,700
Interest Income	143,621	47,278	100,000	100,000
Miscellaneous	<u>2,578,726</u>	<u>1,616,517</u>	<u>2,555,000</u>	<u>2,630,900</u>
Total Estimated Revenues	<u>5,527,840</u>	<u>4,531,391</u>	<u>5,450,000</u>	<u>5,609,750</u>
Reserve Accounts	-	-	162,560	-
Total Available for Allocation	<u>\$ 5,527,840</u>	<u>4,531,391</u>	<u>5,612,560</u>	<u>5,609,750</u>
<u>Estimated Requirements</u>				
Operating Expenses:				
Maintenance and Operations	\$ 4,545,628	3,917,382	4,856,550	4,998,095
Capital Outlay	<u>(7,387)</u>	-	-	-
Total Operating Expenses	<u>4,538,241</u>	<u>3,917,382</u>	<u>4,856,550</u>	<u>4,998,095</u>
Capital Improvements	-	10,000	500,000	100,000
Debt Service	165,113	111,795	156,010	152,405
Transfers to Other Funds	82,314	100,000	100,000	100,000
Reserve Accounts*	<u>742,172</u>	<u>392,214</u>	-	<u>259,250</u>
Total Estimated Requirements	<u>\$ 5,527,840</u>	<u>4,531,391</u>	<u>5,612,560</u>	<u>5,609,750</u>

Budget Variance: The City entered into a management agreement contract with Evergreen Alliance Golf Limited (EAGL) during FY 2007. Revenue and expenditure budgets have been grossed up to properly present the terms of the management agreement contract.

* Reserve account does not include approximately \$325,000 in depreciation, which is not budgeted during the two-year budget cycle. Additional reserves will be placed in fund balance for future capital projects.

FINANCE

LOS ROBLES GREENS GOLF COURSE FUND ALLOCATION SUMMARY

Program Description

Los Robles Greens Golf Course basks in the foothills of the Conejo Valley and was redesigned to a par 70 course (6,274 yards), known for the giant oak trees that line its fairways. The golf course is currently managed by Evergreen Alliance Golf Limited (EAGLE).

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
Program Allocations				
Maintenance and Operations:				
Supplies and Equipment	\$ 1,433	-	1,500	1,500
Repairs and Maintenance	217	106,000	123,750	126,100
Professional/Contractual Services	4,536,392	3,133,520	4,726,400	4,865,595
Utilities	-	470,496	-	-
Equipment/Building Rental	-	190,000	-	-
Training and Memberships	199	9,266	-	-
Asset Replacement Funding	7,387	8,100	4,900	4,900
Total Maintenance and Operations	<u>4,545,628</u>	<u>3,917,382</u>	<u>4,856,550</u>	<u>4,998,095</u>
Capital Outlay:				
Use of Asset Replacement	(7,387)	-	-	-
Capital Improvements	-	10,000	500,000	100,000
Debt Service	165,113	111,795	156,010	152,405
Transfers to Other Funds	82,314	100,000	100,000	100,000
Total Program Allocations	<u>\$ 4,785,668</u>	<u>4,139,177</u>	<u>5,612,560</u>	<u>5,350,500</u>

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 0.00; FY 2010-11 - 0.00

FUNDING SOURCE: This program is funded 100% by Los Robles Golf Course Fund

FINANCE

LOS ROBLES GREENS GOLF COURSE FUND ALL PROGRAMS OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide a quality public golf course and banquet facility through lease and management agreements.

Goal(s)

- Maintain and promote the golf course, banquet center, and associated amenities to ensure no operational funding from the City's General Fund.
- Allow golf course operator the flexibility to manage and operate the facility in a mutually beneficial manner.

Prior Budget Accomplishments

- Golf course operator, Evergreen Alliance Golf Limited (EAGLE), continued to provide improvements to the golf course (ongoing).
- Conducted bi-annual United States Golf Association (USGA) inspections and continually implemented recommendations (ongoing).
- Reviewed golf course fees as part of the User Fees study. EAGLE was given guidelines to determine reasonable golf fees (per management services agreement) (FY 2007-09).

Additional Accomplishments

- Completed successful first 12 months of transition to EAGLE (January 2008).

Objective(s)

- Maintain or increase number of golf rounds played. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Maintain or increase usage of the banquet center. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Complete construction of event area on vacant parcel. **(Citywide Goal B: Fiscally/Managerially Responsible)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Number of total rounds of golf played	79,045	85,431	85,428	85,130	85,130
Number of resident rounds played	37,888 (48%)	45,837 (54%)	47,559 (56%)	23,000 (27%)	23,000 (27%)
Amount of food and beverage sales	\$1,379,900	\$1,402,800	\$1,460,789	\$1,239,600	\$1,239,600



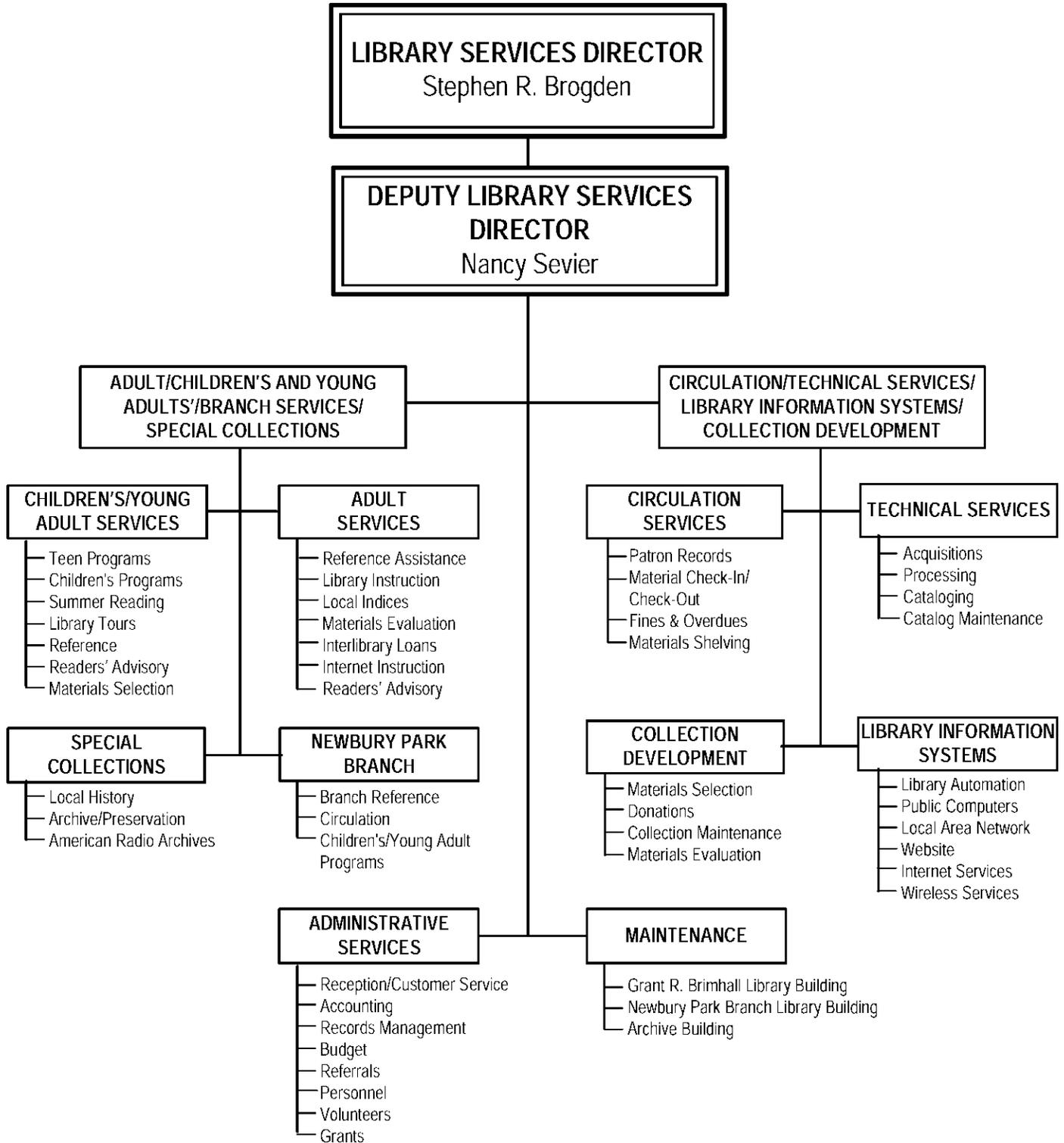
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SPECIAL REVENUE FUNDS

Library Fund

LIBRARY FUND

LIBRARY SERVICES



Total Employees:
 FY 09-10: 64
 FY 10-11: 60

LIBRARY

LIBRARY FUND

OPERATIONS SUMMARY

Library Mission Statement

To serve the diverse informational and leisure pursuits of the community by providing knowledgeable, courteous, and effective assistance, materials, and resources for research and life-long learning in a variety of print and electronic formats, a variety of cultural and informative programs, and pleasant and safe library facilities for the enjoyment of users of all ages and interests.

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Amount Available for Allocation</u>				
Estimated Revenues:				
Property Tax - Library District	\$ 5,093,271	5,079,500	6,155,000	6,285,000
Property Tax Pass Thru Agreement	329,417	275,000	300,000	300,000
Library Fines and Fees	205,565	193,000	178,700	178,700
Interest Income	42,499	20,000	35,000	35,000
State Participation	49,232	50,000	45,000	40,000
County Participation	159,623	130,000	190,000	195,000
Miscellaneous	37,887	-	15,000	15,000
Total Estimated Revenues	<u>5,917,494</u>	<u>5,747,500</u>	<u>6,918,700</u>	<u>7,048,700</u>
Transfers From Other Funds	2,722,202	3,965,614	2,549,861	1,991,598
Reserve Accounts	140,216	54,756	-	-
Total Available for Allocation	<u>\$ 8,779,912</u>	<u>9,767,870</u>	<u>9,468,561</u>	<u>9,040,298</u>
<u>Estimated Requirements</u>				
Operating Expenses:				
Salaries	\$ 4,119,389	4,617,947	4,432,458	4,461,177
Fringe Benefits	1,767,533	1,867,629	1,841,736	1,702,536
Maintenance and Operations	2,764,799	2,983,141	2,419,367	2,451,585
Total Operating Expenses	<u>8,651,721</u>	<u>9,468,717</u>	<u>8,693,561</u>	<u>8,615,298</u>
Capital Improvements	128,191	299,153	775,000	425,000
Total Estimated Requirements	<u>\$ 8,779,912</u>	<u>9,767,870</u>	<u>9,468,561</u>	<u>9,040,298</u>

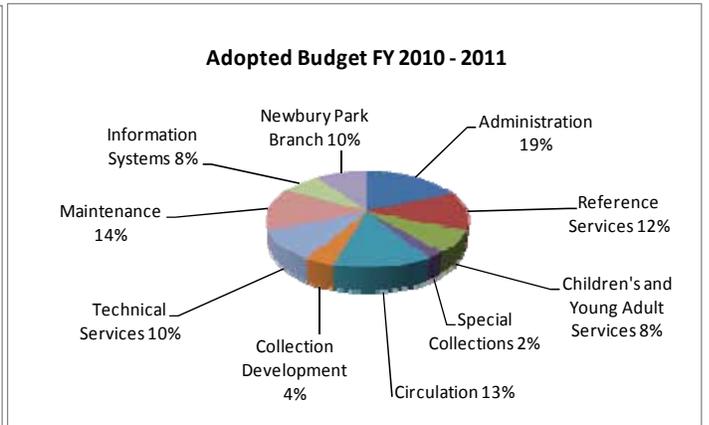
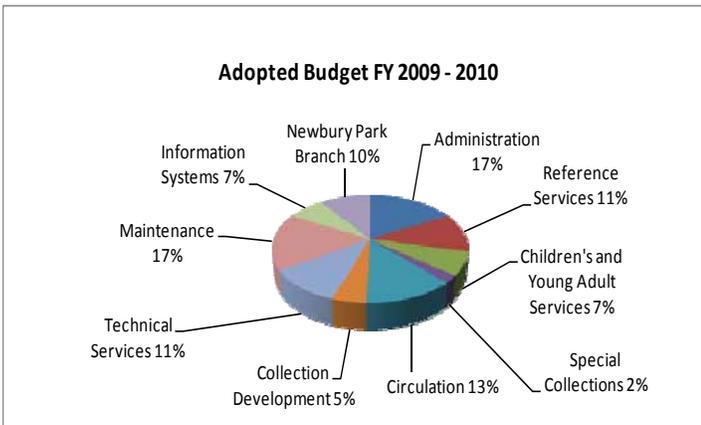


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LIBRARY

LIBRARY FUND PROGRAMS SUMMARY

	Prior Year Actual 2007-2008	Revised Budget 2008-2009	Adopted Budget 2009-2010	Adopted Budget 2010-2011
<u>Program Allocation Summary</u>				
Administration	\$ 1,668,515	1,849,184	1,620,516	1,684,749
Reference Services	1,162,003	1,119,697	1,082,576	1,127,931
Children's and Young Adult Services	745,380	744,134	667,132	685,847
Special Collections	196,453	207,819	213,698	220,661
Circulation	1,164,442	1,277,337	1,185,916	1,205,334
Collection Development	494,324	484,628	451,816	368,298
Technical Services	1,047,285	1,148,493	1,018,888	922,295
Maintenance	833,047	889,403	1,611,191	1,257,117
Information Systems	603,613	646,377	679,750	678,918
Newbury Park Branch	864,850	1,400,798	937,078	889,148
Total	\$ 8,779,912	9,767,870	9,468,561	9,040,298

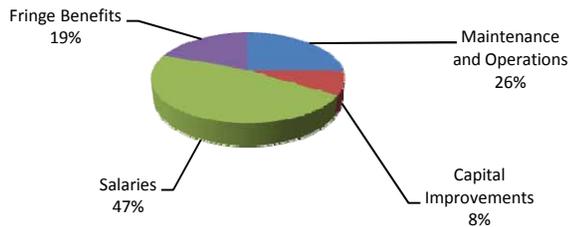


LIBRARY

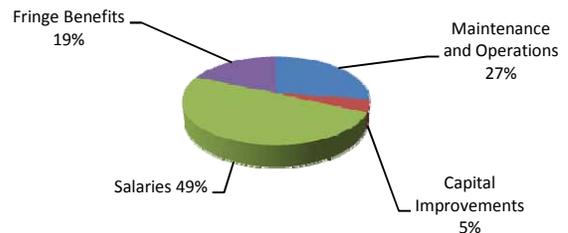
LIBRARY FUND ALLOCATION SUMMARY

	Prior Year Actual 2007-2008	Revised Budget 2008-2009	Adopted Budget 2009-2010	Adopted Budget 2010-2011
<u>Program Allocations</u>				
Salaries	\$ 4,119,389	4,617,947	4,432,458	4,461,177
Fringe Benefits	1,767,533	1,867,629	1,841,736	1,702,536
Maintenance and Operations:				
Supplies and Equipment	1,163,618	1,317,723	890,360	911,110
Repairs and Maintenance	401,172	677,842	349,907	355,075
Professional/Contractual Services	564,149	460,783	672,000	656,600
Utilities	393,622	408,700	410,600	399,600
Equipment/Building Rental	66,043	25,358	25,800	23,800
Training and Memberships	45,568	37,400	35,150	34,450
Asset Replacement Funding	130,627	55,335	35,550	70,950
Total Maintenance and Operations	<u>2,764,799</u>	<u>2,983,141</u>	<u>2,419,367</u>	<u>2,451,585</u>
Capital Outlay:				
Capital Outlay	-	134,301	184,000	50,000
Use of Asset Replacement	-	(134,301)	(184,000)	(50,000)
Total Capital Outlay	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Capital Improvements	<u>128,191</u>	<u>299,153</u>	<u>775,000</u>	<u>425,000</u>
Total Program Allocations	<u>\$ 8,779,912</u>	<u>9,767,870</u>	<u>9,468,561</u>	<u>9,040,298</u>

Adopted Budget FY 2009 - 2010



Adopted Budget FY 2010 - 2011



LIBRARY

LIBRARY FUND ADMINISTRATION

Program Description

This program provides for administration of City's library system by identifying community information needs and setting and maintaining standards for providing excellent customer service. Administrative staff coordinates the selection of new personnel, administers the budget, and ensures that the Library operates within goals of the City of Thousand Oaks.

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Salaries	\$ 703,800	794,466	881,229	909,807
Fringe Benefits	278,388	326,156	358,630	365,117
Maintenance and Operations:				
Supplies and Equipment	77,068	389,363	33,800	33,900
Repairs and Maintenance	29,736	6,800	7,707	8,875
Professional/Contractual Services	250,183	89,003	264,500	264,500
Equipment/Building Rental	64,638	22,758	23,800	23,800
Training and Memberships	16,515	16,150	15,300	15,300
Asset Replacement Funding	122,340	55,335	35,550	63,450
Total Maintenance and Operations	560,480	579,409	380,657	409,825
Capital Outlay:				
Capital Outlay	-	114,951	144,000	50,000
Use of Asset Replacement	-	(114,951)	(144,000)	(50,000)
Total Capital Outlay	-	-	-	-
Capital Improvements	125,847	149,153	-	-
Total Program Allocations	\$ 1,668,515	1,849,184	1,620,516	1,684,749

Budget Variance: Salary increase related to transfer of Associate Analyst position to Library Administration. Supplies and Equipment in FY 2009 related to library furniture replacement and increase in FY 2010 and FY 2011 Contractual Services primarily due to increase in Property Tax Administrative Charges.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 11.20; FY 2010-11 - 11.20

FUNDING SOURCE: This program is funded 50% by General Fund and 50% by Library Fund

LIBRARY

LIBRARY FUND ADMINISTRATION

OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide general administrative direction to the Library Department and ensure Library operates within City of Thousand Oaks goals.

Goal(s)

- To ensure the efficient operation of the Grant R. Brimhall Library and the Newbury Park Branch Library.
- To increase user's knowledge of library resources and services and to ensure users receive excellent library service in person, by telephone, and via the Internet.
- To increase access to local history, broadcasting history, and book arts resources for all users.

Prior Budget Accomplishments

- Implemented digital signage featuring library programs and resources at both libraries (December 2008).
- Maintained library operations within budget constraints including frozen positions and decreased materials budget (ongoing).
- Coordinated and presented radio program featuring a script by Norman Corwin and actors Carl Reiner, Samantha Eggar, Norman Lloyd, Gil Stratton, Marvin Kaplan, Nanette Fabray, Linda Henning, Janet Waldo, Shay Duffin, Peter Dennis, and John Harlan (November 2008).
- Two successful community-wide cultural "One City, One Book" reading events (October 2007 and October 2008).

Additional Accomplishments

- Improved customer service by completing Grant R. Brimhall Reference Lighting and Shelving Project (November 2008).
- Cooperated with Conejo Valley Unified School District (CVUSD) in providing library field trips for first grade classes (ongoing).
- Cooperated with Friends of the Thousand Oaks Library to increase library cultural programming, including evening concerts in the courtyard (August 2007 and August 2008).

Objective(s)

- Maintain high standard of quality in services, facilities, financial support, and usage, within the parameters of the FY 2009-2011 Library Operating Budget. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Establish Community Photo Project in cooperation with Thousand Oaks Library Foundation, Conejo Recreation and Park District, California Lutheran University, Conejo Valley Historical Society, Chamber of Commerce, and other organizations. **(Citywide Goal F: Cultural Programs)**
- Publicize and present library resources by issuing press releases, publishing bi-monthly newsletter, installing and programming electronic bulletin board system, and presenting innovative programming. **(Citywide Goal F: Cultural Programs)**
- Apply for grants to provide additional funds for library projects. **(Citywide Goal B: Fiscally/Managerially Responsible)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Number of issues of Oakleaf	6/Year	6/Year	6/Year	6/Year	6/Year
Total attendance at Library programs(A)	18,715	19,166	20,403	19,000	19,000
Total attendance in Library(A)	544,982	562,508	656,000	600,000	600,000
Number of grant applications submitted/received (B)	N/A	NA	5/4	4/4	4/4
Number of photographs acquired	N/A	N/A	N/A	50	100

Performance Measure Notes

(A)Total attendance is affected by increasing collection of library resources and services available via the Internet that do not require a visit to the library. This number does not include persons visiting the meeting rooms.

(B)Number of grant applications submitted depends upon opportunities available.

LIBRARY

LIBRARY FUND

REFERENCE SERVICES

Program Description

This program provides professional public assistance in accessing and utilizing library and informational resources. This program assists in selection of library materials and provides services that support life-long learning and cultural pursuits.

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Salaries	\$ 555,857	565,705	579,923	600,065
Fringe Benefits	214,502	203,742	209,153	214,366
Maintenance and Operations:				
Supplies and Equipment	387,641	348,200	291,500	311,500
Professional/Contractual Services	407	300	300	300
Training and Memberships	3,596	1,750	1,700	1,700
Total Maintenance and Operations	391,644	350,250	293,500	313,500
Total Program Allocations	\$ 1,162,003	1,119,697	1,082,576	1,127,931

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 6.65; FY 2010-11 - 6.65

FUNDING SOURCE: This program is funded 50% by General Fund and 50% by Library Fund

LIBRARY

LIBRARY FUND

REFERENCE SERVICES

OBJECTIVES & PERFORMANCE MEASURES

Mission

Guarantee an informed, empowered and enriched citizenry by maintaining a current, relevant library collection; assisting and instructing patrons in meeting their information needs, offering informative, innovative programs for adults.

Goal(s)

- Ensure that the library's collection has adequate supply of high-demand materials that support the interests and diversity of library users.
- Provide instructional and cultural programming that promotes the use of library resources and services, offers entertaining and stimulating exchange, and raises awareness of the library as a community gathering place.
- Provide professional, authoritative reference service utilizing print and electronic resources coupled with technologies that serve patrons at their point of need.

Prior Budget Accomplishments

- Second "One City, One Book" Thousand Oaks reading program (October 2008).
- Planned and presented programs for adults including, 22 cultural programs, 17 "One City, One Book" programs, 42 library resources and Internet programs, one genealogy program, and six English as a Second Language (ESL) library learning programs (ongoing).
- Provided monthly displays of items on "hot topics" or seasonal interest (ongoing).
- Staffed in person, telephone, email, and 24/7 reference points with professional staff at all times (ongoing).

Objective(s)

- Select and evaluate, on an on-going basis, print and electronic library materials to ensure an up-to-date, relevant collection. **(Citywide Goal F: Cultural Programs)**
- Provide training and instruction for access and use of library resources, computer skills, and responsible use of the Internet. **(Citywide Goal F: Cultural Programs)**
- Offer a variety of public programs that inform, entertain, and encourage meaningful dialog and support life-long learning, including planning and implementing third community-wide "One City, One Book" series of programs and events. **(Citywide Goal F: Cultural Programs)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Number of requests and responses for information assistance(A)	149,418	146,525	168,500	146,500	146,500
Newspapers indexed(B)	T.O. Star, Los Angeles Times Ventura County Edition; Daily News	T.O. Star; Los Angeles Times Ventura County Edition; Daily News	T.O. Star, Los Angeles Times Ventura County Edition, Thousand Oaks Acorn	T.O. Star, L.A. Times Ventura County Edition, Thousand Oaks Acorn	T.O. Star, Los Angeles Times Ventura County Edition, Thousand Oaks Acorn
"One City, One Book" reading program statistics(A)	N/A	10 community book discussion programs	21 programs	17 programs	17 programs
Number of adult library orientation and literature-based programs offered(C)	65	88	108	65	65

Performance Measure Notes

(A) Statistics are kept on programs offered and reference/research assistance inquiries answered per year.

(B) In FY 2008-09, Library began indexing T.O. Acorn and ceased indexing Daily News.

(C) Number of programs presented is influenced by vacant positions in the department (currently, two full-time Librarian positions are frozen in Reference Services).

LIBRARY

LIBRARY FUND

CHILDREN'S AND YOUNG ADULT SERVICES

Program Description

This program provides reference and reader's advisory service to juvenile patrons, parents and teachers and plans and delivers programming designed to encourage and support reading.

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Salaries	\$ 422,759	446,829	396,145	411,067
Fringe Benefits	185,503	200,405	168,187	172,180
Maintenance and Operations:				
Supplies and Equipment	132,232	94,200	100,200	100,000
Professional/Contractual Services	1,000	-	-	-
Training and Memberships	3,886	2,700	2,600	2,600
Total Maintenance and Operations	137,118	96,900	102,800	102,600
Total Program Allocations	\$ 745,380	744,134	667,132	685,847

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 6.30; FY 2010-11 - 6.30

FUNDING SOURCE: This program is funded 50% by General Fund and 50% by Library Fund

LIBRARY

LIBRARY FUND

CHILDREN'S AND YOUNG ADULT SERVICES

OBJECTIVES & PERFORMANCE MEASURES

Mission

To enrich, inform, and inspire children, teens and adults through access to high quality library materials, resources, services, and free programs designed to promote and encourage a love of reading, discovering, learning, and lifelong library use as well as to establish and maintain cooperative relationships with community agencies, associations, and local schools.

Goal(s)

- Ensure that the Library provides timely and accurate reference service to help individuals successfully complete school assignments, develop and improve their literacy and academic abilities, become well-informed, cultivate their imagination and creativity, and use Library materials for pleasure, aesthetic appreciation, personal and cognitive development, and independent learning.
- Develop youth collections that have an array of up-to-date, beneficial, and desirable resources, thereby continuing to school-readiness, emotional development, and academic achievement.
- Provide opportunities for teen volunteers and enlarge the Young Adult collection to meet the needs of teen patrons.

Prior Budget Accomplishments

- Children's information specialists regularly staff the Children's Help Desk (ongoing).
- Thousand Oaks Teen Advisory League held eight meetings and more than 40 teen volunteers worked over 1,000 hours (June through August 2008).
- Hosted 45 first grade classes (1,068 students) from the Conejo Valley Unified School District (CVUSD) in library field trips (Winter 2008 through Spring 2009).
- Planned and Developed "Next Chapter Book Club" for teens with cognitive disabilities (ongoing).

Additional Accomplishments

- Cooperated with CVUSD in "Read Across America" reading initiative (April 2009)
- Applied for and received California State Library grant to fund online live homework help through aquisition of an online database (May 2008).

Objective(s)

- Schedule children's information specialists at the reference desks to provide optimum customer service. **(Citywide Goal F: Cultural Programs)**
- Regularly select new materials for teens and children. **(Citywide Goal F: Cultural Programs)**
- Provide programs, including summer reading programs, for children and teens. **(Citywide Goal F: Cultural Programs)**
- Train and supervise teen volunteers to assist in implementing summer reading and solicit input from teens on library resources and services. **(Citywide Goal F: Cultural Programs)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Number of reference questions answered	32,896	26,949	42,565	27,000	27,000
Summer Reading Club registered attendance(A)	2,594	2,809	2,599	3,000	3,000
Number of teen volunteers(B)	55	78	76	70	70
Children's program attendance(C)	17,517	16,016	15,668	18,000	18,000

Performance Measure Notes

(A) Tours and programs are planned and scheduled in advance and attendance is counted.

(B) Teen volunteers assist in the summer with summer reading programs and the Library's Teen Advisory League meets monthly.

(C) Attendance at Children's programs depends on number of programs which is influenced by staff availability and funds provided by Friends of the Library for professional programs. In 2008, one full-time Librarian vacancy was frozen in this cost center.

LIBRARY

LIBRARY FUND

SPECIAL COLLECTIONS

Program Description

This program acquires and preserves primary and secondary research materials detailing the history of the Conejo Valley and City of Thousand Oaks, as well as materials on the history of radio and early television. This program also provides public assistance in accessing and using the Library's special collections.

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Salaries	\$ 126,047	132,519	135,690	140,869
Fringe Benefits	56,323	60,250	61,208	62,492
Maintenance and Operations:				
Supplies and Equipment	9,902	9,200	12,600	13,100
Repairs and Maintenance	-	600	-	-
Professional/Contractual Services	590	3,000	2,000	2,000
Training and Memberships	3,591	2,250	2,200	2,200
Total Maintenance and Operations	14,083	15,050	16,800	17,300
Total Program Allocations	\$ 196,453	207,819	213,698	220,661

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 2.00; FY 2010-11 - 2.00

FUNDING SOURCE: This program is funded 50% by General Fund and 50% by Library Fund

LIBRARY

LIBRARY FUND

SPECIAL COLLECTIONS

OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide users with three valuable resources: Local History of the Conejo Valley and the City of Thousand Oaks; American Radio Archives, documenting the history of radio and early television; and Book Arts, documenting book manufacture, printing, and book collecting.

Goal(s)

- Acquire, maintain, and describe materials related to local history, American radio, and book arts.
- Provide access to the Library's special collections through regular hours of service, providing reference services, publications, and outreach activities.
- Continue development of digital access for historical photographs and other materials in the Library's special collections.

Prior Budget Accomplishments

- Five collections received in 2008.
- Reading Room was open and professionally staffed Tuesdays & Wednesdays, 1:00 p.m. - 5:00 p.m., and Thursday, 5:00 p.m. - 9:00 p.m. (ongoing).
- Over 250 photographs of local historical interest were digitized and made available on the Library web page (ongoing).

Additional Accomplishments

- Completed book for publication entitled "Television Series and Special Scripts, 1946-1992; A Catalog of the American Radio Archives Collection" (expected publication August 2009).

Objective(s)

- Acquire available historic and modern titles, historic material, and ephemera related to the collections through purchase and donations. **(Citywide Goal F: Cultural Programs)**
- Ensure the Special Collections Reading Room is open to the public a minimum of 12 regularly scheduled hours per week, and email and telephone reference service are provided to the public. **(Citywide Goal F: Cultural Programs)**
- Update web pages to make materials more visible and more accessible, and create informational exhibits and displays of materials from the Library's special collections. **(Citywide Goal F: Cultural Programs)**
- Add digital images to the Library's online catalog for viewing by the public. **(Citywide Goal F: Cultural Programs)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Reference questions answered	629	788	965	800	800
Number of page views on Special Collections web pages(A)	7,500	7,500	18,848	9,000	9,000
Number of digital images added	119	95	49	120	120

Performance Measure Notes

(A)Number of hits on Special Collections web pages will be kept as part of Library statistics.

LIBRARY

LIBRARY FUND CIRCULATION

Program Description

This program is responsible for the registration of new users, maintenance of patron records, checking materials in and out to and from users, notification of overdue materials, and receipt of fines and payments for lost or damaged items.

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Salaries	\$ 791,004	945,617	874,201	891,032
Fringe Benefits	340,619	309,420	287,065	291,652
Maintenance and Operations:				
Supplies and Equipment	28,703	16,600	17,600	17,600
Repairs and Maintenance	-	-	3,200	3,200
Equipment/Building Rental	1,405	2,000	2,000	-
Training and Memberships	2,711	3,700	1,850	1,850
Total Maintenance and Operations	32,819	22,300	24,650	22,650
Total Program Allocations	\$ 1,164,442	1,277,337	1,185,916	1,205,334

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 12.22; FY 2010-11 - 12.22

FUNDING SOURCE: This program is funded 50% by General Fund and 50% by Library Fund

LIBRARY

LIBRARY FUND CIRCULATION

OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide courteous, prompt, and reliable service at the public Circulation Desks, make items available in a timely manner after they are returned, and maintain accurate circulation records.

Goal(s)

- Ensure that staff is well-trained in circulation policies and procedures and customer service skills.
- Assist in maintaining the accuracy and currency of circulation and catalog information and to maintain the library collections in a neat and orderly fashion, making them accessible to users.
- Save users time by offering self-service check-out and other self-service opportunities.

Prior Budget Accomplishments

- Staff trained on new upgraded equipment and procedures in the library projection room and meeting room for set up and operation of equipment for staff and public use (ongoing).
- New CD/DVD disc buffer machine extends life of library materials and improves customer service by maintaining DVD's, CD's in the library collection (July 2008).
- Replaced aged library card-making equipment to improve efficiency and service (December 2008).

Additional Accomplishments

- Increased self-service opportunities by introducing online payment of fines and fees option for library customers (October 2007).
- Introduction of self-service holds operation to Grant R. Brimhall Library implemented (May 2009).

Objective(s)

- Efficiently and accurately register new library patrons. **(Citywide Goal F: Cultural Programs)**
- Provide check-out and check-in of library materials at service desks. **(Citywide Goal F: Cultural Programs)**
- Ensure returned materials are back on the shelves in a neat and orderly fashion within 72 hours of check-in. **(Citywide Goal F: Cultural Programs)**
- Encourage and assist patrons in using self-service options for check-out (self-check out machines), online fee payment, self-service pickup of materials on hold, and other self-service options. **(Citywide Goal F: Cultural Programs)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Total annual circulation	1,503,649	1,503,902	1,559,385	1,509,000	1,509,000
Total annual new registrations	7,398	6,872	7,135	7,200	7,200
Percentage of total items circulated that are checked out on the self-check machines(A)	10.39%	12.90%	13.3%	13.50%	13.50%

Performance Measure Notes

(A) Increased efforts to promote self-check and other self-service options may result in higher actuals in FY 2009-10 and 2010-11.

LIBRARY

LIBRARY FUND

COLLECTION DEVELOPMENT

Program Description

This program oversees and coordinates the selection, ordering, and maintenance of all library materials.

	Prior Year Actual 2007-2008	Revised Budget 2008-2009	Adopted Budget 2009-2010	Adopted Budget 2010-2011
<u>Program Allocations</u>				
Salaries	\$ 142,823	168,549	133,430	102,948
Fringe Benefits	63,127	70,429	90,426	33,690
Maintenance and Operations:				
Supplies and Equipment	286,110	244,400	226,460	230,460
Training and Memberships	2,264	1,250	1,500	1,200
Total Maintenance and Operations	288,374	245,650	227,960	231,660
Total Program Allocations	\$ 494,324	484,628	451,816	368,298

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 2.87; FY 2010-11 - 1.87

FUNDING SOURCE: This program is funded 50% by General Fund and 50% by Library Fund

LIBRARY

LIBRARY FUND

COLLECTION DEVELOPMENT

OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide relevant, reliable, and timely library materials which inform, educate, entertain, and enrich persons as individuals and as members of society.

Goal(s)

- Ensure the Library provides a collection of materials that supports the informational and recreational reading, viewing, and listening needs of the community.
- Oversee and coordinate the selection, ordering, and maintenance of all library materials in a timely and efficient manner.
- Give prompt attention to users' concerns, suggestions, or complaints regarding resources and materials.

Prior Budget Accomplishments

- Several areas of the Collection Development Manual were updated (ongoing).
- Patron purchase suggestions continue to increase, indicating strong interest in the library collection by the public (ongoing).
- Increased efficiency and reduced use of paper by utilizing online vendor selections tools in preparing and approving orders (ongoing).
- Re-evaluated online databases in the collection for relevance and usage. Added Morningstar Investment service online and discontinued ValueLine Investment service (June 2008).

Additional Accomplishments

- Introduction of new format of recorded books, Playaway, which improves service for patrons who have difficulty using traditional formats of cassette tapes or CDs. Book is recorded directly on an easy-to-use device which is then checked out to patrons (July 2008).

Objective(s)

- Review all selections submitted by Library staff and the public to ensure recommendations are guided by the Collection Management Policy, and to ensure that the Collection Development Policy Manual is updated to reflect current collection policies and practices. **(Citywide Goal F: Cultural Programs)**
- Ensure that rush materials including users' purchase suggestions and titles on best seller lists are addressed within three days of receipt, and an additional copy is purchased for every title on which five reserves have been placed. **(Citywide Goal F: Cultural Programs)**
- Continue to investigate the cost savings and customer service improvements related to the acquisition of online resources. **(Citywide Goal F: Cultural Programs)**
- Ensure that library materials are continually reviewed for currency and relevance and outdated and worn materials are removed; perform regular searches for missing materials and perform inventory to ensure the library catalog accurately reflects the Library's holdings. **(Citywide Goal F: Cultural Programs)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Number of patron suggestions for purchase(A)	2,100	1,772	2,370	2,200	2,400
Number of items added(B)	47,600	48,610	35,631	52,000	52,000
Number of proprietary databases available for public use(C)	40	43	45	45	45
Number of items held in system	434,800	430,985	450,537	429,000	429,000

Performance Measure Notes

(A)Patron suggestions for purchase are made via online catalog, by email, and in person.

(B)Number of items added fluctuates, depending on materials budget. Cost of periodical subscriptions and electronic databases increases each year affecting the overall buying power of the budget. In addition, there is an increasing trend for reference materials to be published online, increasing electronic costs and reducing number of volumes in the collection.

(C)Reductions in the materials budget will reduce the number of online databases, periodicals, and materials added to the collection.

LIBRARY

LIBRARY FUND

TECHNICAL SERVICES

Program Description

This program coordinates the purchasing, cataloging, and processing of all library materials.

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Salaries	\$ 644,274	715,721	615,632	589,307
Fringe Benefits	308,153	350,572	321,106	250,838
Maintenance and Operations:				
Supplies and Equipment	46,161	39,600	39,600	39,600
Professional/Contractual Services	-	300	4,300	4,300
Utilities	45,359	40,300	36,300	36,300
Training and Memberships	3,338	2,000	1,950	1,950
Total Maintenance and Operations	<u>94,858</u>	<u>82,200</u>	<u>82,150</u>	<u>82,150</u>
Total Program Allocations	<u>\$ 1,047,285</u>	<u>1,148,493</u>	<u>1,018,888</u>	<u>922,295</u>

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 11.97; FY 2010-11 - 10.23

FUNDING SOURCE: This program is funded 50% by General Fund and 50% by Library Fund

LIBRARY

LIBRARY FUND

TECHNICAL SERVICES

OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide library materials and resources to the public by purchasing, cataloging, and processing them in an efficient, timely and cost-effective manner.

Goal(s)

- Purchase selected materials in an efficient manner and ensure all related records are accurately maintained, and to improve accounting, cataloging, and processing of these new materials by utilizing new technologies.
- Perform accurate and complete descriptive cataloging of materials to ensure ease of access by the public and staff through the library catalog.
- Process materials quickly and correctly according to established standards.

Prior Budget Accomplishments

- Implemented extensive cross-training program for all Technical Services staff (April 2008).
- Implemented Phase Three Serials (continuations and periodicals) project to automate all manual records (January 2008). Phases One and Two completed (December 2008); Phase Three implemented (February 2009).
- Acquired, cataloged, and processed new material format, Playaway digital audio players, to collection to meet customer demand for Spoken Word materials and alternatives (July 2008).
- Improved customer service by improving accuracy and ease of access to library catalog by removing obsolete records and re-cataloging popular new format, Graphic Novels (August 2008).

Additional Accomplishments

- Assisted other departments by helping staff the circulation and reference desks, and rotating into evening and weekend supervisory duties (ongoing).

Objective(s)

- Add new catalog records for all new materials to provide patrons access to materials. **(Citywide Goal F: Cultural Programs)**
- Improve the efficiency of the ordering process utilizing new automation software. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Process new library materials for public use. **(Citywide Goal F: Cultural Programs)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Number of new order records added(A)	23,400	23,349	14,164	28,000	28,000
Number of catalog records edited(A)	54,173	26,979	27,425	27,000	27,000
Number of new items processed(A)	47,600	59,724	45,107	57,000	57,000

Performance Measure Notes

(A)Annual statistics are kept on these items. Number of new order and catalog records edited fluctuate depending on special projects. Staff vacancies and budgetary constraints may result in a decline in new materials added, which will influence these numbers.

LIBRARY

LIBRARY FUND MAINTENANCE

Program Description

This program oversees and supervises custodial service, utilities, and physical plan repair/development. This program is also responsible for daily courier service between the libraries.

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Salaries	\$ 122,584	124,655	118,916	122,409
Fringe Benefits	67,859	69,226	58,275	59,408
Maintenance and Operations:				
Supplies and Equipment	24,457	23,200	25,100	25,100
Repairs and Maintenance	122,054	102,069	71,500	71,500
Professional/Contractual Services	254,917	308,603	298,400	299,900
Utilities	238,832	260,700	264,000	253,800
Equipment/Building Rental	-	600	-	-
Training and Memberships	-	350	-	-
Total Maintenance and Operations	640,260	695,522	659,000	650,300
Capital Improvements	2,344	-	775,000	425,000
Total Program Allocations	\$ 833,047	889,403	1,611,191	1,257,117

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 2.00; FY 2010-11 - 2.00

FUNDING SOURCE: This program is funded 50% by General Fund and 50% by Library Fund

LIBRARY

LIBRARY FUND MAINTENANCE

OBJECTIVES & PERFORMANCE MEASURES

Mission

To ensure that the Grant R. Brimhall Library and the Newbury Park Branch Library buildings are clean and comfortable environments for users and staff.

Goal(s)

- Ensure that all mechanical equipment operates effectively and efficiently, and that any repairs to buildings and equipment are performed promptly.
- Assure that library materials are transported between facilities to support excellent customer service.
- Ensure that all the facilities are clean.

Prior Budget Accomplishments

- The aquarium re-facing project was completed and new signage was designed and installed (January 2009).
- Siemens contract to service and maintain mechanical, fire suppression, and security equipment and monitoring was completed (December 2008).
- Improvements to stack lighting in the reference collection area were completed (November 2008).

Additional Accomplishments

- Improvements in staff work area in the Newbury Park Branch Library were completed (March 2009).

Objective(s)

- Schedule and oversee regular maintenance of all mechanical equipment. **(Citywide Goal E: Public Infrastructure)**
- Provide for repair of damaged equipment in a timely manner including replacement of aged, outdated, damaged Halon system in the storage building. **(Citywide Goal E: Public Infrastructure)**
- Oversee custodial services. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Provide daily delivery service between the Thousand Oaks and Newbury Park Branch Libraries. **(Citywide Goal F: Cultural Programs)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Regular maintenance schedule observed	Yes	Yes	Yes	Yes	Yes
Damaged equipment repaired	Yes	Yes	Yes	Yes	Yes
Courier service between libraries	Twice Daily				

LIBRARY

LIBRARY FUND

LIBRARY INFORMATION SYSTEMS

Program Description

This program purchases, maintains, and oversees computer hardware and software systems and maintains the Library website. This program is responsible for ensuring effective and efficient data communications for library patrons and staff.

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Program Allocations</u>				
Salaries	\$ 221,283	226,700	238,775	246,866
Fringe Benefits	95,411	104,977	101,275	103,352
Maintenance and Operations:				
Supplies and Equipment	32,529	40,000	35,400	37,400
Repairs and Maintenance	202,111	233,600	240,000	244,000
Professional/Contractual Services	9,559	7,000	27,000	10,000
Utilities	34,431	28,900	32,000	32,000
Training and Memberships	8,289	5,200	5,300	5,300
Total Maintenance and Operations	<u>286,919</u>	<u>314,700</u>	<u>339,700</u>	<u>328,700</u>
Total Program Allocations	<u>\$ 603,613</u>	<u>646,377</u>	<u>679,750</u>	<u>678,918</u>

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 2.23; FY 2010-11 - 2.23

FUNDING SOURCE: This program is funded 50% by General Fund and 50% by Library Fund

LIBRARY

LIBRARY FUND

LIBRARY INFORMATION SYSTEMS

OBJECTIVES & PERFORMANCE MEASURES

Mission

To maintain and support Library's computer systems and ancillary resources to provide effective, efficient communication, and services to both staff and public.

Goal(s)

- Maintain and enhance the integrated library system to support Library operations and services.
- Maintain and enhance the Library's web site to support Library operations and services.

Prior Budget Accomplishments

- Introduced capability for library customers to pay library fines and fees online (October 2007).
- Completed upgrade of Millennium to WebPac Pro (March 2008).
- Added Price-Ir, Gale Biography Reference Center (June 2008).
- Upgraded Library's internet access speed to 20 MB fiber optic line (November 2008).

Additional Accomplishments

- Improved customer service by updating and replacing old projection and sound system in the Grant R. Brimhall Library Community Room (September 2008).
- Implemented anti-spam filter (February 2009).

Objective(s)

- Continue to maintain and enhance integrated library system to support Library operations and services. **(Citywide Goal F: Cultural Programs)**
- Maintain PCs to provide efficient, timely access to online resources for public and staff. **(Citywide Goal F: Cultural Programs)**
- Maintain network to support online services for public, including the online catalog, internet access, and research database access. **(Citywide Goal F: Cultural Programs)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Indicator					
New/on-line services offered(A)	Courtesy Notices activated	e-commerce activated	Upgraded Library internet access	Encore Discovery	Research Pro
Number of public PCs	54	66	85	73	73
Number of servers/platforms in service	12 servers/3 platforms	11 servers/3 platforms	14 servers/3 platforms	15 servers/4 platforms	15 servers/4 platforms
Number of staff, public desk, and computer support PCs	129	134	115	128	128

Performance Measure Notes

(A)New services are reported in monthly Departmental Reports.

LIBRARY

LIBRARY FUND

NEWBURY PARK BRANCH

Program Description

This program provides high quality community based Library services.

	Prior Year Actual 2007-2008	Revised Budget 2008-2009	Adopted Budget 2009-2010	Adopted Budget 2010-2011
<u>Program Allocations</u>				
Salaries	\$ 388,958	497,186	458,517	446,807
Fringe Benefits	157,648	172,452	186,411	149,441
Maintenance and Operations:				
Supplies and Equipment	138,815	112,960	108,100	102,450
Repairs and Maintenance	47,271	334,773	27,500	27,500
Professional/Contractual Services	47,493	52,577	75,500	75,600
Utilities	75,000	78,800	78,300	77,500
Training and Memberships	1,378	2,050	2,750	2,350
Asset Replacement Funding	8,287	-	-	7,500
Total Maintenance and Operations	318,244	581,160	292,150	292,900
Capital Outlay:				
Capital Outlay	-	19,350	40,000	-
Use of Asset Replacement	-	(19,350)	(40,000)	-
Total Capital Outlay	-	-	-	-
Capital Improvements	-	150,000	-	-
Total Program Allocations	\$ 864,850	1,400,798	937,078	889,148

Budget Variance: Repairs and Maintenance budget in FY 2009 related to library parking lot project.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 6.55; FY 2010-11 - 5.30

FUNDING SOURCE: This program is funded 50% by General Fund and 50% by Library Fund

LIBRARY

LIBRARY FUND

NEWBURY PARK BRANCH

OBJECTIVES & PERFORMANCE MEASURES

Mission

To serve the diverse informational, educational, cultural, and recreational needs of the community through excellent customer service, high interest materials in a variety of print and electronic formats, and cultural and informative library programming, in a convenient neighborhood setting.

Goal(s)

- Prepare and present innovative and interesting intergenerational programs for the Newbury Park community.
- Update and evaluate the Branch Library collections to meet the ever changing needs of the community.
- To provide excellent customer service and assistance in using the library resources and services.

Prior Budget Accomplishments

- Successfully implemented and introduced self-service holds pick-up and self check-out for patrons (December 2007).
- Evaluated, updated, and expanded library collection to better meet customer demand (ongoing).

Additional Accomplishments

- Hired and trained new Children's Librarian (June 2008).
- Selected and trained new Senior Library Assistant through promotional recruitment (November 2007).
- Selected and trained new Library Services Supervisor through promotional recruitment (February 2008).
- Re-introduced library monitor service during busiest hours (May 2008).

Objective(s)

- Schedule regular story times for children throughout the year and provide Summer Reading Club and Teen Reading Club every summer. **(Citywide Goal F: Cultural Programs)**
- Regularly select new library materials in response to patron demand with special attention to expanding the collection of "new" materials and enriching the "J" non-fiction collections in support of school assignments. **(Citywide Goal F: Cultural Programs)**
- Ensure that staff are well-trained, friendly, and customer service-oriented, and provide opportunities for staff to cross-train in other library departments. **(Citywide Goal J: Succession Planning)**
- Offer public catalog and computer training classes. **(Citywide Goal F: Cultural Programs)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Number of story times and other children's programs presented(A)	140	138	145	170	170
Number of items circulated(B)	251,164	260,117	273,815	260,000	260,000
Number of children and teens registered in branch library summer reading programs	514	634	703	750	750
Number of staff members cross-trained in other library duties, enrolled, or attending City succession planning programs(C)	2	2	3	3	3
Number of cultural and informative library programs presented	N/A	N/A	8	6	6

Performance Measure Notes

(A)Includes programs for teens.

(B)This performance measure was re-defined to reflect number of items circulated from Newbury Park Branch rather than number of items in the collection as previously reported.

(C)Includes number of staff working in other library departments as well as those enrolled in formal succession planning programs.



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OTHER SPECIAL REVENUE FUNDS

Lighting & Landscaping
Stormwater
Street Improvement
Community Development Block Grant
Child Care Center



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PUBLIC WORKS

LIGHTING AND LANDSCAPING ASSESSMENT DISTRICT FUND OPERATIONS SUMMARY

Program Description

This program provides landscape maintenance of public facilities, center medians, parkways, and street lights throughout the City within the Lighting and Landscape Assessment District established by voters.

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Amount Available for Allocation</u>				
Estimated Revenues:				
Special Assessments - Lighting	\$ 249,037	250,000	250,000	260,000
Special Assessments - Landscaping	2,743,149	2,500,000	2,750,000	2,800,000
City - Lighting Property Tax	1,045,376	959,500	957,000	1,142,000
City - Landscaping Property Tax	570,589	577,000	594,700	608,200
Interest Income	318,017	200,000	172,500	202,500
Miscellaneous Income	12,969	5,000	10,000	10,000
Total Estimated Revenues	<u>4,939,137</u>	<u>4,491,500</u>	<u>4,734,200</u>	<u>5,022,700</u>
Transfers From Other Funds	233,537	200,000	250,000	260,000
Reserve Accounts	-	3,027,489	1,859,136	1,671,961
Total Amount Available for Allocation	<u>\$ 5,172,674</u>	<u>7,718,989</u>	<u>6,843,336</u>	<u>6,954,661</u>
<u>Estimated Requirements</u>				
Operating Expenses:				
Salaries	\$ 546,620	600,676	751,346	779,114
Fringe Benefits	320,392	366,324	383,530	359,659
Maintenance and Operations	3,178,348	3,414,777	3,516,760	3,517,288
Charge Backs	893,255	831,200	918,700	930,800
Total Operating Expenses	<u>4,938,615</u>	<u>5,212,977</u>	<u>5,570,336</u>	<u>5,586,861</u>
Capital Improvements	204,700	2,506,012	973,000	1,067,800
Miscellaneous Improvements	-	-	300,000	300,000
Reserve Accounts	29,359	-	-	-
Total Estimated Requirements	<u>\$ 5,172,674</u>	<u>7,718,989</u>	<u>6,843,336</u>	<u>6,954,661</u>

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 11.85; FY 2010-11 - 11.85

FUNDING SOURCE: This program is funded 100% by Lighting and Landscaping Assessment District Fund.

PUBLIC WORKS

LIGHTING AND LANDSCAPING ASSESSMENT DISTRICT FUNDS ALL PROGRAMS OBJECTIVES & PERFORMANCE MEASURES

Mission

To provide scheduled routine tree trimming services, open space weed abatement, landscape maintenance, and street lighting within the lighting and landscape districts.

Goal(s)

- Provide scheduled routine landscape maintenance in each district throughout the City.
- Perform tree maintenance with City staff or contract services to maintain safe and healthy trees.
- Provide timely response and service to resident requests.

Prior Budget Accomplishments

- Purchased and installed central irrigation controller systems (ongoing).
- Executed contract for tree trimming services (ongoing).
- Continued to remove aging street trees and planted replacements (ongoing).

Objective(s)

- Purchase and install additional central irrigation controllers. **(Citywide Goal E: Public Infrastructure)**
- Remove and replace aging street trees. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Perform on-going landscape enhancements to existing areas. **(Citywide Goal B: Fiscally/Managerially Responsible)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Indicator					
Monitor contractor's service	Daily/weekly inspections				
New tree plantings(A)	507	42	190	500	250
Central controller installations	2	1	10 - 15	2	30
Trees trimmed	1,080	1,691	1,180	2,000	2,000
Remove and replace aging trees	100	105	124	100	100

Performance Measure Notes

(A) Tree grant not received.

PUBLIC WORKS

STORMWATER/FLOOD CONTROL ASSESSMENT FUNDS OPERATIONS SUMMARY

Program Description

The purpose of this program is to comply with the federally mandated Stormwater Quality Management Program, which will reduce pollution in stormwater runoff.

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Amount Available for Allocation</u>				
Estimated Revenues:				
County Flood Control Zone 3	\$ 240,633	168,000	349,700	349,700
Transfers From Other Funds	134,500	196,000	152,233	153,285
Reserve Accounts	<u>172,951</u>	<u>255,646</u>	<u>-</u>	<u>-</u>
Total Available for Allocation	<u>\$ 548,084</u>	<u>619,646</u>	<u>501,933</u>	<u>502,985</u>
<u>Estimated Requirements</u>				
Operating Expenses:				
Salaries	\$ 201,197	203,401	206,197	213,301
Fringe Benefits	93,395	101,972	98,419	87,258
Maintenance and Operations	207,526	266,873	147,117	150,126
Charge Backs	<u>45,966</u>	<u>47,400</u>	<u>50,200</u>	<u>52,300</u>
Total Operating Expenses	<u>548,084</u>	<u>619,646</u>	<u>501,933</u>	<u>502,985</u>
Total Estimated Requirements	<u>\$ 548,084</u>	<u>619,646</u>	<u>501,933</u>	<u>502,985</u>

Budget Variance: Reduction in County Assessments will result in funding from other areas for the continuance of this Program.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 2.85; FY 2010-11 - 2.85

FUNDING SOURCE: This program is funded 100% by Stormwater/Flood Control Assessment Fund.

PUBLIC WORKS

STORMWATER/FLOOD CONTROL ASSESSMENT FUNDS

ALL PROGRAMS

OBJECTIVES & PERFORMANCE MEASURES

Mission

To improve the quality of water in our local streams and, ultimately, the ocean.

Goal(s)

- Comply with Ventura Countywide Municipal Stormwater National Pollutant Discharge Elimination System (NPDES) permit requirements in the areas of public education and outreach, illicit discharge response and abatement, public infrastructure maintenance, new development discharge controls, and construction site pollution controls.
- Comply with Total Maximum Daily Load (TMDL) pollution reduction requirements issued by the State Regional Water Quality Control Board.

Prior Budget Accomplishments

- Continued to successfully implement and comply with the requirements of the Countywide Stormwater Permit (ongoing).
- Ensured development projects implemented Best Management Practices during construction (ongoing).
- Ensured new development projects installed and maintained runoff discharge controls upon completion (ongoing).
- Responded to all complaints of illicit discharges to the storm drain system (ongoing).

Additional Accomplishments

- Inspected all auto repair and food service facilities in the City (ongoing).
- Endeavored to educate the public regarding harmful effects of stormwater pollution (ongoing).

Objective(s)

- Achieve compliance with all permit requirements and conditions. **(Citywide Goal B: Fiscally/Managerially Responsible)**
- Conduct program activities and stormwater quality monitoring in compliance with adopted TMDLs. **(Citywide Goal E: Public Infrastructure)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Inspect construction projects for pollution control compliance	45 (100%)	33 (100%)	28 (100%)	35 (100%)	35 (100%)
Inspect food service facilities biennially for compliance	400 (100%)	N/A	415 (100%)	N/A	400 (100%)
Inspect auto service facilities biennially for compliance	N/A	200 (100%)	N/A	200 (100%)	N/A
Respond to illicit discharge complaints	100%	100%	95 (100%)	100%	100%

PUBLIC WORKS

STREET IMPROVEMENT FUNDS

OPERATIONS SUMMARY

Program Description

The purpose of these funds is to provide for the maintenance of City streets.

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Amount Available for Allocation</u>				
Estimated Revenues:				
Gasoline Tax 2107 and 2107.5	\$ 1,026,803	1,105,000	1,006,700	1,006,700
Traffic Safety	830,099	705,000	705,000	705,000
Gasoline Tax 2105	862,510	820,000	886,000	886,000
Gasoline Tax 2106	524,480	535,000	526,800	526,800
Gasoline Tax SB325	3,474,743	2,580,000	2,881,900	2,881,900
Bicycle Pedestrian Safety	67,617	114,000	65,900	65,900
Federal Highway Admin. Grant	836,631	62,500	4,039,312	2,077,800
Streets Maint. AB2928	3,039	1,300,000	3,100	1,219,900
Total Estimated Revenues	<u>7,625,922</u>	<u>7,221,500</u>	<u>10,114,712</u>	<u>9,370,000</u>
Reserve Account	<u>-</u>	<u>15,561,378</u>	<u>15,340,288</u>	<u>11,204,553</u>
Total Available for Allocation	<u>\$ 7,625,922</u>	<u>22,782,878</u>	<u>25,455,000</u>	<u>20,574,553</u>
<u>Estimated Requirements</u>				
Operating Expenses:				
Maintenance and Operations	\$ 997,921	2,411,513	122,500	60,000
Capital Outlay	-	102,550	-	-
Total Operating Expenses	<u>997,921</u>	<u>2,514,063</u>	<u>122,500</u>	<u>60,000</u>
Capital Improvements	4,008,473	18,493,815	22,677,500	17,359,553
Maintenance Improvements	-	-	900,000	1,400,000
Transfers to Other Funds	2,491,818	1,775,000	1,755,000	1,755,000
Reserve Account	<u>127,710</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Estimated Requirements	<u>\$ 7,625,922</u>	<u>22,782,878</u>	<u>25,455,000</u>	<u>20,574,553</u>

Budget Variance: Grant fund revenues and expenditures are appropriated by City Council when received from Federal agencies.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 0.00; FY 2010-11 - 0.00

FUNDING SOURCE: This program is funded 100% by Street Improvement Funds.

COMMUNITY DEVELOPMENT

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) PROGRAM OPERATIONS SUMMARY

Program Description

This program administers the City's annual Community Development Block Grant (CDBG) entitlement from the U.S. Department of Housing and Urban Development (HUD). Grant funds are used for community projects and social services that predominantly benefit lower-income residents.

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Amount Available for Allocation</u>				
Estimated Revenues:				
Federal Contributions	\$ 742,222	884,281	677,100	677,100
Reserve Account	-	1,008,914	-	-
Total Available for Allocation	<u>\$ 742,222</u>	<u>1,893,195</u>	<u>677,100</u>	<u>677,100</u>
<u>Estimated Requirements</u>				
Operating Expenses:				
Social Service Grants	\$ 601,930	1,583,033	253,542	253,542
Administrative Costs	<u>140,292</u>	<u>140,300</u>	<u>135,458</u>	<u>135,458</u>
Total Operating Expenses	<u>742,222</u>	<u>1,723,333</u>	<u>389,000</u>	<u>389,000</u>
Capital Improvements	<u>-</u>	<u>169,862</u>	<u>288,100</u>	<u>288,100</u>
Total Estimated Requirements	<u>\$ 742,222</u>	<u>1,893,195</u>	<u>677,100</u>	<u>677,100</u>

Budget Variance: No material budget variances.

COMMUNITY DEVELOPMENT

CHILD CARE CENTER FUND OPERATIONS SUMMARY

Program Description

The Child Care Center, which opened March 15, 1999, was built on land owned by the City. Construction funding was obtained from a combination of a Federal Community Development Block Grant and Redevelopment funds. The City contracts with Conejo Valley Unified School District (CVUSD) through the Conejo Valley Neighborhood for Learning (CVNFL), to operate the facility. At least 51 percent of the students must be from low-to-moderate income households. State grants subsidize operating costs for low-to-moderate income students. The remaining 49 percent of students pay full market rates.

	Prior Year Actual 2007-2008	Revised Budget 2008-2009	Adopted Budget 2009-2010	Adopted Budget 2010-2011
<u>Amount Available for Allocation</u>				
Estimated Revenues:				
State Grants	\$ 626,555	596,700	616,136	616,136
Transfers From Other Funds	<u>123,829</u>	<u>339,931</u>	<u>220,288</u>	<u>121,768</u>
Total Available for Allocation	<u>\$ 750,384</u>	<u>936,631</u>	<u>836,424</u>	<u>737,904</u>
<u>Estimated Requirements</u>				
Operating Expenses:				
Administrative Costs	\$ 741,344	936,631	836,424	737,904
Reserve Accounts	<u>9,040</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Estimated Requirements	<u>\$ 750,384</u>	<u>936,631</u>	<u>836,424</u>	<u>737,904</u>

Budget Variance: No material budget variances.

COMMUNITY DEVELOPMENT

CALIFORNIA DEPARTMENT OF EDUCATION GRANT FUNDS

HOUSING / REDEVELOPMENT

OBJECTIVES & PERFORMANCE MEASURES

Mission

Partner with California Department of Education to subsidize high-quality pre-school for lower-income households.

Goal(s)

- Subsidize high-quality pre-school services for 153 lower-income households (ongoing).
- Provide in-kind support and fiscal management for California Department of Education pre-school and child care grants (ongoing).

Prior Budget Accomplishments

- \$552,285 for subsidized half-day pre-school services for 143 lower-income households at City's Thousand Oaks Child Care Center and at Roots and Wings Center (July 2008).
- \$59,175 for subsidized full-day pre-school services for 10 lower-income households at Roots and Wings Center (July 2008).

Objective(s)

- Continue subsidized full-day pre-school. **(Citywide Goal G: Multi-jurisdictional Opportunities)**
- Continue subsidized pre-school at City's Center. **(Citywide Goal G: Multi-jurisdictional Opportunities)**
- Continue subsidized instructional materials for pre-school sites. **(Citywide Goal G: Multi-jurisdictional Opportunities)**
- Continue subsidized pre-K resources for pre-school sites. **(Citywide Goal G: Multi-jurisdictional Opportunities)**

Performance Measures	Prior Year Actuals			Future Estimates	
Indicator	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Subsidized households, City Site	53	56	56	56	56
Subsidized households, Site 2	50	52	59	N/A*	N/A*

Performance Measure Notes

*New contractor at City Site only.



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CAPITAL PROJECTS AND DEBT SERVICE FUNDS

Capital Projects
Debt Service

PUBLIC WORKS

CAPITAL PROJECTS FUNDS OPERATIONS SUMMARY

Program Description

This program accounts for capital projects funded via special funds. Examples include developer fees collected for road improvements, bridge improvements and undergrounding of utilities; capital facilities fees restricted for public facilities such as the East Valley Sheriff Station, fire stations, and the Library, as well as the Community Recreation and Open Space Endowment Fund.

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Amount Available for Allocation</u>				
Estimated Revenues:				
Developer Fees	\$ 4,664,356	2,348,500	357,000	335,000
Bedroom Tax	18,900	50,000	50,000	50,000
Private Capital Contribution	1,000	-	-	-
Interest Apportionment	1,430,490	592,500	1,047,100	1,023,500
Total Estimated Revenues	<u>6,114,746</u>	<u>2,991,000</u>	<u>1,454,100</u>	<u>1,408,500</u>
Transfers From Other Funds	1,005,717	100,000	100,000	100,000
Reserve Account	1,363,069	8,082,831	2,822,434	1,709,379
Total Available for Allocation	<u>\$ 8,483,532</u>	<u>11,173,831</u>	<u>4,376,534</u>	<u>3,217,879</u>
<u>Estimated Requirements</u>				
Operating Expenses:				
Maintenance and Operations	\$ 492,174	2,254,908	-	-
Capital Outlay	-	26,270	-	-
Total Operating Expenses	<u>492,174</u>	<u>2,281,178</u>	<u>-</u>	<u>-</u>
Capital Improvements	6,595,792	8,016,343	2,288,000	1,505,000
Maintenance Improvements	-	-	400,000	60,000
Transfers to Other Funds	1,395,566	876,310	1,688,534	1,652,879
Total Estimated Requirements	<u>\$ 8,483,532</u>	<u>11,173,831</u>	<u>4,376,534</u>	<u>3,217,879</u>

Budget Variance: No material budget variances. Capital project budgets for projects not completed will be carried over from FY 2009 to FY 2010. City is close to build-out, which results in a reduction in Developer Fees.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 0.00; FY 2010-11 - 0.00

FUNDING SOURCE: This program is funded 100% by Capital Projects Funds.

FINANCE

PUBLIC FINANCING AUTHORITY FUND OPERATIONS SUMMARY

Program Description

The Thousand Oaks Public Financing Authority (TOPFA) is a joint powers authority created pursuant to state law. TOPFA members are the City of Thousand Oaks and Thousand Oaks Redevelopment Agency. TOPFA issues debt to fund capital projects on behalf of the City of Thousand Oaks. The current debt instrument financed improvements to the main Thousand Oaks Library.

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Amount Available for Allocation</u>				
Revenues	\$ 397	-	-	-
Transfers From Other Funds	1,200,087	1,211,100	1,205,500	1,214,400
Total Available for Allocation	<u>\$ 1,200,484</u>	<u>1,211,100</u>	<u>1,205,500</u>	<u>1,214,400</u>
<u>Estimated Requirements</u>				
Debt Service	\$ 1,200,484	1,211,100	1,205,500	1,214,400
Total Estimated Requirements	<u>\$ 1,200,484</u>	<u>1,211,100</u>	<u>1,205,500</u>	<u>1,214,400</u>

Budget Variance: No material budget variances.

INTERNAL SERVICE FUNDS

Liability Insurance
Workers' Compensation Insurance
Vision Plan Insurance

CITYWIDE

INTERNAL SERVICE FUNDS - LIABILITY INSURANCE OPERATIONS SUMMARY

Program Description

The purpose of the Liability Insurance Fund is to account for the cost of providing general liability coverage on a Citywide basis.

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Amount Available for Allocation</u>				
Estimated Revenues:				
Interest Income	\$ 200,167	150,000	100,000	100,000
General Fund Support	483,538	689,600	416,000	440,000
Other Income	23,645	-	-	-
Total Estimated Revenues	<u>707,350</u>	<u>839,600</u>	<u>516,000</u>	<u>540,000</u>
Total Available for Allocation	<u>\$ 707,350</u>	<u>839,600</u>	<u>516,000</u>	<u>540,000</u>
<u>Estimated Requirements</u>				
Operating Expenses:				
Management Fees	\$ 3,738	25,000	5,000	5,000
General Liability Claims/Admin.	200,158	481,795	270,000	270,000
General Liability Insurance Premium	231,580	314,600	241,000	265,000
Total Operating Expenses	<u>435,476</u>	<u>821,395</u>	<u>516,000</u>	<u>540,000</u>
Reserve Account	<u>271,874</u>	<u>18,205</u>	<u>-</u>	<u>-</u>
Total Estimated Requirements	<u>\$ 707,350</u>	<u>839,600</u>	<u>516,000</u>	<u>540,000</u>

Budget Variance: No material budget variances.

CITYWIDE

INTERNAL SERVICE FUNDS - WORKERS' COMPENSATION OPERATIONS SUMMARY

Program Description

The purpose of the Workers' Compensation Insurance Fund is to account for the cost of providing workers' compensation coverage on a Citywide basis.

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Amount Available for Allocation</u>				
Estimated Revenues:				
Fund Allocation	\$ 1,749,218	1,289,500	300,000	300,000
Reserve Account	-	4,048	450,000	455,000
Total Available for Allocation	<u>\$ 1,749,218</u>	<u>1,293,548</u>	<u>750,000</u>	<u>755,000</u>
<u>Estimated Requirements</u>				
Operating Expenses:				
Management Fees	\$ 64,444	84,048	70,000	70,000
Workers' Comp. Claims	632,772	1,050,000	550,000	550,000
Workers' Comp. Premium	121,491	159,500	130,000	135,000
Total Operating Expenses	<u>818,707</u>	<u>1,293,548</u>	<u>750,000</u>	<u>755,000</u>
Reserve Account	<u>930,511</u>	-	-	-
Total Estimated Requirements	<u>\$ 1,749,218</u>	<u>1,293,548</u>	<u>750,000</u>	<u>755,000</u>

Budget Variance: To assist in balancing the General Fund budget, the Fund will use its reserves to cover a portion of Workers' Compensation costs.

CITYWIDE

INTERNAL SERVICE FUNDS - VISION PLAN OPERATIONS SUMMARY

Program Description

The purpose of the Vision Insurance Fund is to account for the cost of providing vision coverage for City employees.

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Amount Available for Allocation</u>				
Estimated Revenues:				
Fund Allocation	\$ 63,071	80,000	69,000	69,000
Total Available for Allocation	<u>\$ 63,071</u>	<u>80,000</u>	<u>69,000</u>	<u>69,000</u>
<u>Estimated Requirements</u>				
Operating Expenses:				
Management Fees	\$ 8,660	10,000	9,000	9,000
Vision Care	<u>42,736</u>	<u>70,000</u>	<u>60,000</u>	<u>60,000</u>
Total Operating Expenses	<u>51,396</u>	<u>80,000</u>	<u>69,000</u>	<u>69,000</u>
Reserve Account	<u>11,675</u>	-	-	-
Total Estimated Requirements	<u>\$ 63,071</u>	<u>80,000</u>	<u>69,000</u>	<u>69,000</u>

Budget Variance: No material budget variances.



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REDEVELOPMENT AGENCY



City of Thousand Oaks

REDEVELOPMENT AGENCY BUDGET

FY 2009-2010

&

FY 2010-2011



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REDEVELOPMENT AGENCY

REDEVELOPMENT AGENCY FUNDS

Program Description

The purpose of this fund is to account for capital and operational costs of the Redevelopment Project Areas.

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Amount Available for Allocation</u>				
Estimated Revenues:				
Tax Increment	\$ 16,761,690	18,993,000	18,652,700	19,026,000
Property Tax Pass Thru-Low/Mod	4,190,423	3,799,000	4,663,000	4,757,000
Recovery of Note Principal	49,317	170,000	54,000	55,000
Interest Income	2,161,654	1,185,000	1,933,500	1,970,000
Miscellaneous	191,937	110,000	168,300	172,000
Total Estimated Revenues	<u>23,355,021</u>	<u>24,257,000</u>	<u>25,471,500</u>	<u>25,980,000</u>
Reserve Accounts	<u>-</u>	<u>13,027,935</u>	<u>-</u>	<u>-</u>
Total Available for Allocation	<u>\$ 23,355,021</u>	<u>37,284,935</u>	<u>25,471,500</u>	<u>25,980,000</u>
<u>Estimated Requirements</u>				
Operating Expenses:				
Maintenance and Operations	\$ 11,621,399	22,248,192	16,443,629	16,417,138
Charge Backs	457,322	490,700	499,600	520,000
Total Operating Expenses	<u>12,078,721</u>	<u>22,738,892</u>	<u>16,943,229</u>	<u>16,937,138</u>
Capital Improvements	27,590	7,041,343	150,000	-
Debt Service	7,441,856	7,504,700	7,293,200	7,289,500
Reserve Accounts	3,806,854	-	1,085,071	1,753,362
Total Estimated Requirements	<u>\$ 23,355,021</u>	<u>37,284,935</u>	<u>25,471,500</u>	<u>25,980,000</u>

REDEVELOPMENT AGENCY

REDEVELOPMENT AGENCY FUNDS

THOUSAND OAKS BOULEVARD REDEVELOPMENT PROJECT AREA FUND

Program Description

The purpose of this fund is to account for capital and operational costs of the Thousand Oaks Boulevard Redevelopment Project Area.

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Amount Available for Allocation</u>				
Estimated Revenues:				
Tax Increment	\$ 14,847,453	16,948,000	16,481,700	16,811,000
Interest Income	1,604,626	750,000	1,530,000	1,560,000
Total Estimated Revenues	<u>16,452,079</u>	<u>17,698,000</u>	<u>18,011,700</u>	<u>18,371,000</u>
Reserve Accounts	-	10,298,984	40,696	-
Total Available for Allocation	<u>\$ 16,452,079</u>	<u>27,996,984</u>	<u>18,052,396</u>	<u>18,371,000</u>
<u>Estimated Requirements</u>				
Operating Expenses:				
Maintenance and Operations	\$ 7,259,534	18,908,876	12,818,996	12,723,231
Charge Backs	71,819	96,000	78,500	81,800
Total Operating Expenses	<u>7,331,353</u>	<u>19,004,876</u>	<u>12,897,496</u>	<u>12,805,031</u>
Capital Improvements	-	3,776,508	150,000	-
Debt Service	5,127,123	5,215,600	5,004,900	4,999,600
Reserve Accounts	<u>3,993,603</u>	-	-	<u>566,369</u>
Total Estimated Requirements	<u>\$ 16,452,079</u>	<u>27,996,984</u>	<u>18,052,396</u>	<u>18,371,000</u>

<p>Budget Variance: Projects included in the next two years include: Auto Mall Parking Modifications, T.O. Blvd. Improvements, and the Discovery Center.</p>

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 3.15; FY 2010-11 - 3.15

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

REDEVELOPMENT AGENCY

REDEVELOPMENT AGENCY FUNDS

NEWBURY ROAD REDEVELOPMENT PROJECT AREA FUND

Program Description

The purpose of this fund is to account for capital and operational costs of the Newbury Road Redevelopment Project Area.

	Prior Year Actual 2007-2008	Revised Budget 2008-2009	Adopted Budget 2009-2010	Adopted Budget 2010-2011
<u>Amount Available for Allocation</u>				
Estimated Revenues:				
Tax Increment	\$ 1,914,237	2,045,000	2,171,000	2,215,000
Interest Income	349,304	125,000	266,000	270,000
Total Estimated Revenues	2,263,541	2,170,000	2,437,000	2,485,000
Reserve Accounts	-	2,947,822	-	-
Total Available for Allocation	\$ 2,263,541	5,117,822	2,437,000	2,485,000
<u>Estimated Requirements</u>				
Operating Expenses:				
Maintenance and Operations	\$ 1,022,999	1,515,887	1,774,389	1,817,090
Charge Backs	47,399	47,200	51,800	54,000
Total Operating Expenses	1,070,398	1,563,087	1,826,189	1,871,090
Capital Improvements	27,590	3,264,835	-	-
Debt Service	315,404	289,900	291,200	292,100
Reserve Accounts	850,149	-	319,611	321,810
Total Estimated Requirements	\$ 2,263,541	5,117,822	2,437,000	2,485,000

Budget Variance: No material budget variances.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 0.35; FY 2010-11 - 0.35

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

REDEVELOPMENT AGENCY

REDEVELOPMENT AGENCY FUNDS LOW/MODERATE INCOME HOUSING FUND

Program Description

Responsible for the implementation of Redevelopment activities within the City's two redevelopment project areas and all affordable housing activities.

	<u>Prior Year Actual 2007-2008</u>	<u>Revised Budget 2008-2009</u>	<u>Adopted Budget 2009-2010</u>	<u>Adopted Budget 2010-2011</u>
<u>Amount Available for Allocation</u>				
Estimated Revenues:				
Property Tax Pass Thru-Low/Mod	\$ 4,190,423	3,799,000	4,663,000	4,757,000
Recovery of Note Principal	49,317	170,000	54,000	55,000
Interest Income	207,724	310,000	137,500	140,000
Miscellaneous	191,937	110,000	168,300	172,000
Total Estimated Revenues	<u>4,639,401</u>	<u>4,389,000</u>	<u>5,022,800</u>	<u>5,124,000</u>
Reserve Accounts	<u>1,036,898</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Available for Allocation	<u>\$ 5,676,299</u>	<u>4,389,000</u>	<u>5,022,800</u>	<u>5,124,000</u>
<u>Estimated Requirements</u>				
Operating Expenses:				
Maintenance and Operations	\$ 3,338,866	1,823,429	1,850,244	1,876,817
Charge Backs	338,104	347,500	369,300	384,200
Total Operating Expenses	<u>3,676,970</u>	<u>2,170,929</u>	<u>2,219,544</u>	<u>2,261,017</u>
Debt Service	1,999,329	1,999,200	1,997,100	1,997,800
Reserve Accounts	<u>-</u>	<u>218,871</u>	<u>806,156</u>	<u>865,183</u>
Total Estimated Requirements	<u>\$ 5,676,299</u>	<u>4,389,000</u>	<u>5,022,800</u>	<u>5,124,000</u>

Budget Variance: No material variances noted.

TOTAL ALLOCATED POSITIONS: FY 2009-10 - 3.60; FY 2010-11 - 3.60

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

REDEVELOPMENT AGENCY

REDEVELOPMENT AGENCY FUND LOW/MODERATE INCOME HOUSING FUND OBJECTIVES & PERFORMANCE MEASURES

Mission

To implement Redevelopment Agency's activities within the Thousand Oaks Boulevard and Newbury Road project areas and provide housing opportunities for all residents, with an emphasis on affordability for very-low, low, and moderate income individuals and families.

Goal(s)

- Support infrastructure and street improvements within project areas.
- Increase, preserve, and improve the supply of affordable housing.
- Provide homeownership opportunities to first-time homebuyers.

Prior Budget Accomplishments

- Assisted Many Mansions with additional \$2.5 million for the acquisition of two Los Feliz and Hillcrest parcels with the potential to create 60 affordable units by FY 2011 (December 2007).
- Reinstated and implemented Housing Rehab Program (March 2009).
- Adopted Affordable Housing Ordinance, including Inclusionary Housing Non-Residential Fee, Density Bonus Programs, and the Housing Trust Fund (July 2008).
- Collaborated in the preparation of the Housing Element (March 2007).

Additional Accomplishments

- Completed Five-Year Implementation Plan 2004-2009 Mid-Term Report (November 2007).
- Implemented interim program for Tenant Based Rental Assistance (TBRA), funded by the Agency (November 2008).
- Sold an affordable unit to an eligible household with 45-year resale restrictions (January 2008).

Objective(s)

- Work with Many Mansions and Area Housing Authority to obtain development entitlements for affordable housing projects. **(Citywide Goal I: Redevelopment)**
- Fund Auto Mall parking improvement plan when determined. **(Citywide Goal I: Redevelopment)**
- Complete plans and improvements for Thousand Oaks Boulevard Improvements, Phase II following adoption of Thousand Oaks Boulevard Strategic Plan. **(Citywide Goal I: Redevelopment)**
- Implementation of first-time homebuyer programs. **(Citywide Goal I: Redevelopment)**

Performance Measures	Prior Year Actuals			Future Estimates	
	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Budget	FY 2010-11 Budget
Acquisition/rehabilitation/preservation(A)	207	30	29	0	0
New construction (rental/for-sale)(A)	1	1	0	14	120
Single-family rehabilitation(A)	0	0	0	30	30
Commercial Rehabilitation Program(B)	N/A	7	0	5	1

Performance Measure Notes

(A)All performance measures are based on number of units produced/preserved affordable at very-low, low, or moderate income levels.

(B)Commercial Rehabilitation Program is budgeted the first year of a two-year budget cycle.



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POSITION SUMMARIES

Position History
Position Summary

HISTORY OF FUNDED POSITIONS

2001-02 TO 2010-11

<u>Department</u>	<u>01-02</u>	<u>02-03</u>	<u>03-04</u>	<u>04-05</u>	<u>05-06</u>	<u>06-07</u>	<u>07-08</u>	<u>08-09</u>	<u>09-10</u>	<u>10-11</u>
City Attorney	6	6	6	6	6	6	6	6	6	6
City Clerk	10	10	10	10	10	10	9	9	8	8
City Manager*	16	16	15	7	12	12	13	13	12	11
Human Resources	-	-	-	8	8	8	9	9	9	9
Community Svcs.	9	9	8	6	-	-	-	-	-	-
Community & Cultural Services**	-	-	-	-	22	22	25	25	23	23
Theatres	20	20	20	19	-	-	-	-	-	-
Community Dev.	79	78	78	79	80	80	75	73	71	71
Finance	59	60	60	59	59	59	59	56	55	53
Library	70	70	70	68	68	68	69	66	64	60
Public Works	<u>216</u>	<u>215</u>	<u>215</u>	<u>215</u>	<u>215</u>	<u>215</u>	<u>216</u>	<u>213</u>	<u>209</u>	<u>206</u>
Total City	485	484	482	477	480	480	481	470	457	447
Police										
Sworn***	100	100	94	94	94	94	96	96	95	95
Non-Sworn	17	17	17	17	17	17	17	17	16	16
City Support Position	<u>2</u>									
Total Police	119	119	113	113	113	113	115	115	113	113
Total Funded Positions	604	603	595	590	593	593	596	585	570	560
Total Unfunded/Frozen Positions ****	-	11	24	34						
	<u>604</u>	<u>603</u>	<u>595</u>	<u>590</u>	<u>593</u>	<u>593</u>	<u>596</u>	<u>596</u>	<u>594</u>	<u>594</u>
City Population (in 1,000's)	119	121	124	126	127	128	128	129	129	n/a
(Source: Dept. of Finance)										

* Human Resources separated from City Manager 2004-2005.

** Original Community Services combined with Theatres, new department created 2005-2006.

1 DPT position converted to Hourly

*** Reflects change in staffing to full 12 Plan beginning in 2003-2004.

**** Total Unfunded/Frozen positions Citywide. City Council approved freezing 11 vacant positions, as part of the FY 2008-2009 Gap Closing Strategies, approved at the July 8, 2008 City Council Meeting.

Total Funded Position Count does not include City Council and Planning Commission members.

POSITION SUMMARY BY FUND

GENERAL FUND CITY COUNCIL

<u>PROGRAM</u>	<u>FY 2009-10</u> <u>POSITIONS</u>	<u>FY 2010-11</u> <u>POSITIONS</u>	<u>TITLE</u>
CITY COUNCIL	5.00	5.00	CITY COUNCIL MEMBER
TOTAL CITY COUNCIL	5.00	5.00	

POSITION SUMMARY BY FUND

GENERAL FUND CITY MANAGER

<u>PROGRAM</u>	<u>FY 2009-10</u> <u>POSITIONS</u>	<u>FY 2010-11</u> <u>POSITIONS</u>	<u>TITLE</u>
ADMINISTRATION	1.00	1.00	ADMINISTRATIVE SECRETARY
ADMINISTRATION	1.40	1.40	ASSISTANT ANALYST
ADMINISTRATION	0.80	0.80	ASSISTANT CITY MANAGER
ADMINISTRATION	1.00	0.00	ASSISTANT TO THE CITY MANAGER
ADMINISTRATION	0.80	0.80	CITY MANAGER
ADMINISTRATION	0.90	0.90	EXECUTIVE ASSISTANT
ADMINISTRATION	0.95	0.95	EXECUTIVE SECRETARY
ADMINISTRATION	1.00	1.00	OFFICE SUPERVISOR
ADMINISTRATION	0.30	0.30	SPECIAL PROJECTS/PROGRAMS COORD.
TOTAL ADMINISTRATION	8.15	7.15	
ECONOMIC DEVELOPMENT	0.75	0.75	ECONOMIC DEVELOPMENT MANAGER
ECONOMIC DEVELOPMENT	0.05	0.05	EXECUTIVE SECRETARY
ECONOMIC DEVELOPMENT	0.10	0.10	EXECUTIVE ASSISTANT
ECONOMIC DEVELOPMENT	0.10	0.10	ASSISTANT ANALYST
TOTAL ECONOMIC DEVELOPMENT	1.00	1.00	
PUBLIC INFORMATION/SPECIAL SERVICES	1.00	1.00	SPECIAL PROJ/ASSISTANT TO THE CITY MANAC
PUBLIC INFORMATION/SPECIAL SERVICES	0.50	0.50	ASSISTANT ANALYST
TOTAL PUBLIC INFORMATION/SPECIAL SERVICES	1.50	1.50	
INTERGOVERNMENTAL RELATIONS	0.20	0.20	CITY MANAGER
INTERGOVERNMENTAL RELATIONS	0.20	0.20	ASSISTANT CITY MANAGER
INTERGOVERNMENTAL RELATIONS	0.70	0.70	SPECIAL PROJECTS/PROGRAMS COORD.
TOTAL INTERGOVERNMENTAL RELATIONS	1.10	1.10	
TOTAL CITY MANAGER	11.75	10.75	

POSITION SUMMARY BY FUND

GENERAL FUND HUMAN RESOURCES

<u>PROGRAM</u>	<u>FY 2009-10</u> <u>POSITIONS</u>	<u>FY 2010-11</u> <u>POSITIONS</u>	<u>TITLE</u>
ADMINISTRATION	0.80	0.80	HUMAN RESOURCES DIRECTOR
ADMINISTRATION	0.80	0.80	ADMINISTRATIVE CLERK II
ADMINISTRATION	0.85	0.85	ACCOUNTING SPECIALIST
ADMINISTRATION	1.00	1.00	EXECUTIVE SECRETARY
ADMINISTRATION	2.00	2.00	ASSOCIATE HR ANALYST
TOTAL HUMAN RESOURCES	5.45	5.45	
RISK MANAGEMENT	0.20	0.20	ADMINISTRATIVE CLERK II
RISK MANAGEMENT	0.15	0.15	ACCOUNTING SPECIALIST
RISK MANAGEMENT	0.20	0.20	HUMAN RESOURCES DIRECTOR
RISK MANAGEMENT	0.50	0.50	ASSOCIATE ANALYST
RISK MANAGEMENT	1.00	1.00	ASSOCIATE HR ANALYST
RISK MANAGEMENT	1.00	1.00	SPECIAL PROJECTS/PROGRAMS COORD
TOTAL RISK MANAGEMENT	3.05	3.05	
TOTAL HUMAN RESOURCES	8.50	8.50	

POSITION SUMMARY BY FUND

GENERAL FUND CITY ATTORNEY

<u>PROGRAM</u>	<u>FY 2009-10</u> <u>POSITIONS</u>	<u>FY 2010-11</u> <u>POSITIONS</u>	<u>TITLE</u>
ADMINISTRATION (GENERAL LEGAL SERVICES)	1.58	1.58	ASSISTANT CITY ATTORNEY
ADMINISTRATION (GENERAL LEGAL SERVICES)	0.50	0.50	CITY ATTORNEY
ADMINISTRATION (GENERAL LEGAL SERVICES)	0.75	0.75	LEGAL OFFICE ASSISTANT
ADMINISTRATION (GENERAL LEGAL SERVICES)	0.80	0.80	LEGAL SECRETARY
TOTAL ADMINISTRATION (GENERAL LEGAL SERV)	3.63	3.63	
CODE COMPLIANCE	0.75	0.75	ASSISTANT CITY ATTORNEY
CODE COMPLIANCE	0.05	0.05	CITY ATTORNEY
CODE COMPLIANCE	0.20	0.20	LEGAL OFFICE ASSISTANT
CODE COMPLIANCE	0.15	0.15	LEGAL SECRETARY
TOTAL CODE COMPLIANCE	1.15	1.15	
LAND USE/HOUSING	0.67	0.67	ASSISTANT CITY ATTORNEY
LAND USE/HOUSING	0.45	0.45	CITY ATTORNEY
LAND USE/HOUSING	0.05	0.05	LEGAL OFFICE ASSISTANT
LAND USE/HOUSING	0.05	0.05	LEGAL SECRETARY
TOTAL LAND USE/HOUSING	1.22	1.22	
TOTAL CITY ATTORNEY	6.00	6.00	

POSITION SUMMARY BY FUND

GENERAL FUND CITY CLERK

<u>PROGRAM</u>	<u>FY 2009-10</u> <u>POSITIONS</u>	<u>FY 2010-11</u> <u>POSITIONS</u>	<u>TITLE</u>
ADMINISTRATION	0.50	0.50	ADMINISTRATIVE CLERK II
ADMINISTRATION	0.05	0.05	SR RECORDS MGMT SPECIALIST
ADMINISTRATION	0.75	0.75	CITY CLERK
ADMINISTRATION	0.95	0.95	SR RECORDING SECRETARY
ADMINISTRATION	0.95	0.95	EXECUTIVE SECRETARY
ADMINISTRATION	0.50	0.50	DEPUTY CITY CLERK
ADMINISTRATION	0.95	0.95	ASSISTANT ANALYST
TOTAL ADMINISTRATION	4.65	4.65	
RECORDS MANAGEMENT	0.05	0.05	SR RECORDING SECRETARY
RECORDS MANAGEMENT	0.05	0.05	EXECUTIVE SECRETARY
RECORDS MANAGEMENT	0.25	0.25	CITY CLERK
RECORDS MANAGEMENT	0.50	0.50	DEPUTY CITY CLERK
RECORDS MANAGEMENT	0.50	0.50	ADMINISTRATIVE CLERK II
RECORDS MANAGEMENT	0.95	0.95	SR RECORDS MGMT SPECIALIST
RECORDS MANAGEMENT	1.05	1.05	ASSISTANT ANALYST
TOTAL RECORDS MANAGEMENT	3.35	3.35	
TOTAL CITY CLERK	8.00	8.00	

POSITION SUMMARY BY FUND

GENERAL FUND FINANCE DEPARTMENT

<u>PROGRAM</u>	<u>FY 2009-10</u> <u>POSITIONS</u>	<u>FY 2010-11</u> <u>POSITIONS</u>	<u>TITLE</u>
ADMINISTRATION	0.25	0.10	DEBT & INVESTMENT ANALYST
ADMINISTRATION	1.00	1.00	BUDGET OFFICER
ADMINISTRATION	1.00	1.00	DEPUTY FINANCE DIRECTOR
ADMINISTRATION	1.00	1.00	INTERNAL AUDITOR
ADMINISTRATION	1.00	1.00	FINANCE DIRECTOR
ADMINISTRATION	1.00	1.00	OFFICE SUPERVISOR
ADMINISTRATION	0.50	0.50	SR FINANCIAL ANALYST
ADMINISTRATION	1.00	1.00	ADMINISTRATIVE SECRETARY
TOTAL ADMINISTRATION	6.75	6.60	
ACCOUNTING	1.00	1.00	ACCOUNTING SPECIALIST
ACCOUNTING	1.00	1.00	ACCOUNTANT
ACCOUNTING	0.20	0.00	TREASURY ASSISTANT
ACCOUNTING	0.00	0.20	DEBT & INVESTMENT ANALYST
ACCOUNTING	2.00	2.00	ACCTG/CUSTOMER SERVICE REP
ACCOUNTING	3.00	3.00	SR ACCOUNTANT
ACCOUNTING	0.50	0.50	SR FINANCIAL ANALYST
ACCOUNTING	1.00	1.00	ACCOUNTING MANAGER
TOTAL ACCOUNTING	8.70	8.70	
TREASURY & DEBT SERVICE ADMIN.	0.75	0.70	DEBT & INVESTMENT ANALYST
TREASURY & DEBT SERVICE ADMIN.	0.80	0.00	TREASURY ASSISTANT
TOTAL TREASURY & DEBT SERVICE ADMIN.	1.55	0.70	
PUBLIC SERVICE/REVENUE COLLECTION	1.00	1.00	REVENUE OPERATIONS MANAGER
PUBLIC SERVICE/REVENUE COLLECTION	1.00	1.00	REVENUE OPERATIONS SUPERVISOR
PUBLIC SERVICE/REVENUE COLLECTION	1.00	1.00	ACCOUNTING SPECIALIST
PUBLIC SERVICE/REVENUE COLLECTION	1.00	1.00	TREASURY ASSISTANT
PUBLIC SERVICE/REVENUE COLLECTION	8.00	8.00	ACCTG/CUSTOMER SERVICE REP
TOTAL PUBLIC SERVICE/REV. COLLECTION	12.00	12.00	

POSITION SUMMARY BY FUND

GENERAL FUND FINANCE DEPARTMENT

<u>PROGRAM</u>	<u>FY 2009-10</u> <u>POSITIONS</u>	<u>FY 2010-11</u> <u>POSITIONS</u>	<u>TITLE</u>
INFORMATION TECHNOLOGY	1.00	1.00	INFORMATION TECHNOLOGY MANAGER
INFORMATION TECHNOLOGY	1.00	1.00	INFORMATION TECHNOLOGY SUPERVISOR
INFORMATION TECHNOLOGY	2.00	2.00	SR INFO TECHNOLOGY TECH
INFORMATION TECHNOLOGY	1.00	1.00	INFO TECHNOLOGY TECH II
INFORMATION TECHNOLOGY	1.00	0.00	SR INFO TECHNOLOGY ANALYST
INFORMATION TECHNOLOGY	4.00	4.00	INFO TECHNOLOGY ANALYST II
INFORMATION TECHNOLOGY	1.00	1.00	INFO TECHNOLOGY ANALYST III
TOTAL INFORMATION TECHNOLOGY	11.00	10.00	
GENERAL SERVICES	1.00	1.00	PURCHASING SUPERVISOR
GENERAL SERVICES	1.00	1.00	ADMINISTRATIVE CLERK II
GENERAL SERVICES	1.00	1.00	SR PURCHASING SPECIALIST
GENERAL SERVICES	2.00	2.00	PRINTSHOP TECHNICIAN
TOTAL GENERAL SERVICES	5.00	5.00	
FACILITY MAINTENANCE	1.00	1.00	FACILITIES MTN SUPERVISOR
FACILITY MAINTENANCE	1.00	1.00	ASSOCIATE ANALYST
FACILITY MAINTENANCE	1.00	1.00	CUSTODIAN
FACILITY MAINTENANCE	1.00	1.00	FACILITIES MANAGER
FACILITY MAINTENANCE	1.00	1.00	ADMINISTRATIVE SECRETARY
FACILITY MAINTENANCE	2.00	2.00	SR BLDG MTN TECHNICIAN
FACILITY MAINTENANCE	2.00	2.00	BUILDING MAINTENANCE TECH II
FACILITY MAINTENANCE	1.00	1.00	CUSTODIAL CREWLEADER
TOTAL FACILITY MAINTENANCE	10.00	10.00	
TOTAL FINANCE	55.00	53.00	

POSITION SUMMARY BY FUND

GENERAL FUND POLICE

<u>PROGRAM</u>	<u>FY 2009-10</u> <u>POSITIONS</u>	<u>FY 2010-11</u> <u>POSITIONS</u>	<u>TITLE</u>
ADMINISTRATION	1.00	1.00	INFO TECHNOLOGY ANALYST II
ADMINISTRATION	1.00	1.00	SPECIAL PROJECTS/PROGS COORD
TOTAL ADMINISTRATION	2.00	2.00	
TOTAL POLICE	2.00	2.00	

POSITION SUMMARY BY FUND

GENERAL FUND COMMUNITY DEVELOPMENT

<u>PROGRAM</u>	<u>FY 2009-10</u> <u>POSITIONS</u>	<u>FY 2010-11</u> <u>POSITIONS</u>	<u>TITLE</u>
ADMINISTRATION	1.00	1.00	ADMINISTRATIVE CLERK II
ADMINISTRATION	0.20	0.20	COMMUNITY DEVEL DIRECTOR
ADMINISTRATION	0.25	0.25	BLDG OFFICIAL/DEP DIR COMM DEV
ADMINISTRATION	0.10	0.10	SR RECORDING SECRETARY
ADMINISTRATION	0.65	0.65	OFFICE SUPERVISOR
ADMINISTRATION	0.30	0.30	SR ADMINISTRATIVE SECRETARY
ADMINISTRATION	0.10	0.10	ADMINISTRATIVE SECRETARY
ADMINISTRATION	0.10	0.10	DEPUTY COMM DEV DIR/CITY PLNR
ADMINISTRATION	1.00	1.00	SPECIAL PROJECTS/PROGS COORD
TOTAL ADMINISTRATION	3.70	3.70	
PLANNING COMMISSION	0.05	0.05	COMMUNITY DEVEL DIRECTOR
PLANNING COMMISSION	0.50	0.50	SR RECORDING SECRETARY
PLANNING COMMISSION	0.05	0.05	SR ADMINISTRATIVE SECRETARY
PLANNING COMMISSION	0.30	0.30	DEPUTY COMM DEV DIR/CITY PLNR
PLANNING COMMISSION	5.00	5.00	PLANNING COMMISSIONER
TOTAL PLANNING COMMISSION	5.90	5.90	
DEVELOPMENT SERVICES	0.20	0.20	ADMINISTRATIVE CLERK II
DEVELOPMENT SERVICES	0.30	0.30	SR ADMINISTRATIVE SECRETARY
DEVELOPMENT SERVICES	0.10	0.10	COMMUNITY DEVEL DIRECTOR
DEVELOPMENT SERVICES	0.15	0.15	ASSISTANT PLANNER
DEVELOPMENT SERVICES	0.95	0.95	ASSOCIATE PLANNER
DEVELOPMENT SERVICES	3.95	3.95	SR PLANNER
DEVELOPMENT SERVICES	0.20	0.20	SR RECORDING SECRETARY
DEVELOPMENT SERVICES	0.25	0.25	ADMINISTRATIVE SECRETARY
DEVELOPMENT SERVICES	0.95	0.95	PLANNING DIVISION MANAGER
DEVELOPMENT SERVICES	0.20	0.20	OFFICE SUPERVISOR
DEVELOPMENT SERVICES	0.70	0.70	COMMUNITY DEVELOPMENT TECH II
DEVELOPMENT SERVICES	0.05	0.05	PERMIT PROCESS MANAGER
DEVELOPMENT SERVICES	0.15	0.15	DEPUTY COMM DEV DIR/CITY PLNR
TOTAL DEVELOPMENT SERVICES	8.15	8.15	

POSITION SUMMARY BY FUND

GENERAL FUND COMMUNITY DEVELOPMENT

<u>PROGRAM</u>	<u>FY 2009-10</u> <u>POSITIONS</u>	<u>FY 2010-11</u> <u>POSITIONS</u>	<u>TITLE</u>
PUBLIC SERVICES	4.25	4.25	COMMUNITY DEVELOPMENT TECH II
PUBLIC SERVICES	0.25	0.25	PLAN CHECK ASSISTANT
PUBLIC SERVICES	0.15	0.15	OFFICE SUPERVISOR
PUBLIC SERVICES	0.80	0.80	ADMINISTRATIVE CLERK II
PUBLIC SERVICES	0.15	0.15	COMMUNITY DEVEL DIRECTOR
PUBLIC SERVICES	0.10	0.10	BLDG OFFICIAL/DEP DIR COM DEV
PUBLIC SERVICES	0.50	0.50	CUSTOMER SERVICE REP
PUBLIC SERVICES	1.85	1.85	ASSISTANT PLANNER
PUBLIC SERVICES	0.15	0.15	ADMINISTRATIVE SECRETARY
PUBLIC SERVICES	0.10	0.10	SR RECORDING SECRETARY
PUBLIC SERVICES	0.05	0.05	PLANNING DIVISION MANAGER
PUBLIC SERVICES	0.95	0.95	SR ADMINISTRATIVE SECRETARY
PUBLIC SERVICES	0.10	0.10	DEPUTY COMM DEV DIR/CITY PLNR
PUBLIC SERVICES	1.15	1.15	SR PLANNER
PUBLIC SERVICES	0.25	0.25	PLAN CHECK SUPERVISOR
PUBLIC SERVICES	0.80	0.80	PERMIT PROCESS MANAGER
TOTAL PUBLIC SERVICES	11.60	11.60	
COSCA	0.20	0.20	SR PLANNER
COSCA	1.00	1.00	ASSOCIATE PLANNER
COSCA	1.00	1.00	COSCA MANAGER
COSCA	0.76	0.72	CODE COMPLIANCE OFFICER II
COSCA	0.10	0.10	DEPUTY COMM DEV DIR/CITY PLNR
COSCA	0.05	0.05	SR ADMINISTRATIVE SECRETARY
TOTAL COSCA	3.11	3.07	
ENVIRONMENTAL SERVICES	0.05	0.05	SR RECORDING SECRETARY
ENVIRONMENTAL SERVICES	1.55	1.55	SR PLANNER
TOTAL ENVIRONMENTAL SERVICES	1.60	1.60	
GENERAL PLANNING	0.05	0.05	COMMUNITY DEVEL DIRECTOR
GENERAL PLANNING	0.15	0.15	DEPUTY COMM DEV DIR/CITY PLNR
GENERAL PLANNING	0.05	0.05	SR RECORDING SECRETARY
GENERAL PLANNING	1.20	1.20	SR PLANNER
TOTAL GENERAL PLANNING	1.45	1.45	

POSITION SUMMARY BY FUND

GENERAL FUND COMMUNITY DEVELOPMENT

<u>PROGRAM</u>	<u>FY 2009-10</u> <u>POSITIONS</u>	<u>FY 2010-11</u> <u>POSITIONS</u>	<u>TITLE</u>
BUILDING SERVICES	0.50	0.50	CUSTOMER SERVICE REP
BUILDING SERVICES	7.50	7.50	COMBINATION BLDG INSPECTOR II
BUILDING SERVICES	1.00	1.00	ADMINISTRATIVE CLERK II
BUILDING SERVICES	0.05	0.05	COMMUNITY DEVEL DIRECTOR
BUILDING SERVICES	1.00	1.00	SR ENGINEER
BUILDING SERVICES	0.55	0.55	BLDG OFFICIAL/DEP DIR COMM DEV
BUILDING SERVICES	4.05	4.05	COMMUNITY DEVELOPMENT TECH II
BUILDING SERVICES	1.75	1.75	PLAN CHECK ASSISTANT
BUILDING SERVICES	0.50	0.50	ADMINISTRATIVE SECRETARY
BUILDING SERVICES	0.20	0.20	SR PLANNER
BUILDING SERVICES	0.35	0.35	SR ADMINISTRATIVE SECRETARY
BUILDING SERVICES	3.00	3.00	SR COMB BLDG INSPECTOR
BUILDING SERVICES	2.00	2.00	PLAN CHECK ASSOCIATE
BUILDING SERVICES	1.75	1.75	PLAN CHECK SUPERVISOR
BUILDING SERVICES	0.05	0.05	ASSOCIATE PLANNER
BUILDING SERVICES	0.15	0.15	PERMIT PROCESS MANAGER
BUILDING SERVICES	1.00	1.00	BUILDING INSPECTION SUPV
TOTAL BUILDING SERVICES	25.40	25.40	
CODE COMPLIANCE	0.05	0.05	COMMUNITY DEVEL DIRECTOR
CODE COMPLIANCE	4.24	4.28	CODE COMPLIANCE OFFICER II
CODE COMPLIANCE	1.00	1.00	COMBINATION BLDG INSPECTOR II
CODE COMPLIANCE	0.10	0.10	BLDG OFFICIAL/DEP DIR COMM DEV
CODE COMPLIANCE	1.00	1.00	CUSTOMER SERVICE REP
CODE COMPLIANCE	1.00	1.00	CODE COMPLIANCE MANAGER
TOTAL CODE COMPLIANCE	7.39	7.43	
CDBG	0.05	0.05	SR PLANNER
CDBG	0.05	0.05	ADMINISTRATIVE SECRETARY
CDBG	0.70	0.70	SR ANALYST
CDBG	0.05	0.05	ASSISTANT ANALYST
TOTAL CDBG	0.85	0.85	
TOTAL COMMUNITY DEVELOPMENT	69.15	69.15	

POSITION SUMMARY BY FUND

GENERAL FUND COMMUNITY & CULTURAL SERVICES

<u>PROGRAM</u>	<u>FY 2009-10</u> <u>POSITIONS</u>	<u>FY 2010-11</u> <u>POSITIONS</u>	<u>TITLE</u>
THEATRES - TOTV/CABLE	0.35	0.35	SR ADMINISTRATIVE SECRETARY
THEATRES - TOTV/CABLE	0.10	0.10	EXECUTIVE SECRETARY
THEATRES - TOTV/CABLE	2.00	2.00	SR VIDEO PRODUCTION SPECIALIST
THEATRES - TOTV/CABLE	0.10	0.10	DEPUTY COMM & CULTURAL SERV DIR
THEATRES - TOTV/CABLE	0.20	0.20	COMM & CULTURAL SERV DIRECTOR
THEATRES - TOTV/CABLE	1.00	1.00	CABLE OPERATIONS SUPERVISOR
THEATRES - TOTV/CABLE	0.30	0.30	TECHNICAL SERVICES MANAGER
THEATRES - TOTV/CABLE	0.10	0.10	SR STAGE TECHNICIAN
TOTAL THEATRES - TOTV/CABLE	4.15	4.15	
THEATRES - ART SERVICES/SPECIAL PROJ.	0.25	0.25	EXECUTIVE SECRETARY
THEATRES - ART SERVICES/SPECIAL PROJ.	0.40	0.40	DEPUTY COMM & CULTURAL SERV DIR
THEATRES - ART SERVICES/SPECIAL PROJ.	0.20	0.20	COMM & CULTURAL SERV DIRECTOR
THEATRES - ART SERVICES/SPECIAL PROJ.	0.20	0.20	TECHNICAL SERVICES MANAGER
THEATRES - ART SERVICES/SPECIAL PROJ.	0.20	0.20	ASSISTANT ANALYST
THEATRES - ART SERVICES/SPECIAL PROJ.	0.25	0.25	SR STAGE TECHNICIAN
THEATRES - ART SERVICES/SPECIAL PROJ.	0.20	0.20	SR THEATRE WORKER
THEATRES - ART SERVICES/SPECIAL PROJ.	0.45	0.45	SR ADMINISTRATIVE SECRETARY
THEATRES - ART SERVICES/SPECIAL PROJ.	0.10	0.10	HOUSE SUPERVISOR
TOTAL THEATRES - ART SRVS/SPECIAL PROJ.	2.25	2.25	
SENIOR SERVICES	0.50	0.50	ASSOCIATE ANALYST
SENIOR SERVICES	0.05	0.05	SR ADMINISTRATIVE SECRETARY
TOTAL SENIOR SERVICES	0.55	0.55	
TEEN SERVICES	0.50	0.50	ASSOCIATE ANALYST
TEEN SERVICES	0.05	0.05	SR ADMINISTRATIVE SECRETARY
TOTAL TEEN SERVICES	0.55	0.55	
TOTAL COMMUNITY & CULTURAL SERVICES	7.50	7.50	

POSITION SUMMARY BY FUND

GENERAL FUND PUBLIC WORKS

<u>PROGRAM</u>	<u>FY 2009-10</u> <u>POSITIONS</u>	<u>FY 2010-11</u> <u>POSITIONS</u>	<u>TITLE</u>
ADMINISTRATION	0.30	0.30	SR ADMINISTRATIVE SECRETARY
ADMINISTRATION	0.50	0.50	OFFICE SUPERVISOR
ADMINISTRATION	0.50	0.50	PUBLIC WORKS DIRECTOR
ADMINISTRATION	1.00	1.00	ADMINISTRATIVE SECRETARY
ADMINISTRATION	0.50	0.50	CUSTOMER SERVICE REP
ADMINISTRATION	1.00	1.00	ADMINISTRATIVE CLERK II
ADMINISTRATION	0.40	0.40	DEPUTY PUBLIC WORKS DIRECTOR
TOTAL ADMINISTRATION	4.20	4.20	
BUSINESS MANAGEMENT	1.50	1.50	ACCOUNTING SPECIALIST
BUSINESS MANAGEMENT	0.10	0.10	RESOURCE DIVISION MANAGER
BUSINESS MANAGEMENT	0.30	0.30	ASSOCIATE ANALYST
BUSINESS MANAGEMENT	0.50	0.50	ASSISTANT ANALYST
TOTAL BUSINESS MANAGEMENT	2.40	2.40	
EMERGENCY PREPAREDNESS	0.10	0.10	ADMINISTRATIVE CLERK II
EMERGENCY PREPAREDNESS	0.25	0.25	SPECIAL PROJECTS/PROGRAMS COOR
TOTAL EMERGENCY PREPAREDNESS	0.35	0.35	
ENGINEERING SERVICES	2.75	2.75	ENGINEERING TECHNICIAN II
ENGINEERING SERVICES	1.90	1.90	ENGINEERING ASSOCIATE
ENGINEERING SERVICES	1.70	1.70	SR ENGINEER
ENGINEERING SERVICES	1.35	1.35	ENGINEERING DIVISION MANAGER
ENGINEERING SERVICES	2.50	2.00	CONSTRUCTION INSPECTOR
ENGINEERING SERVICES	0.50	0.50	SR CONSTRUCTION INSPECTOR
ENGINEERING SERVICES	0.50	0.50	CONSTRUCTION INSPECTION SUPV
ENGINEERING SERVICES	0.40	0.40	PLAN CHECK ASSISTANT
ENGINEERING SERVICES	1.40	1.40	ASSOCIATE ENGINEER
TOTAL ENGINEERING SERVICES	13.00	12.50	

POSITION SUMMARY BY FUND

GENERAL FUND PUBLIC WORKS

<u>PROGRAM</u>	<u>FY 2009-10</u> <u>POSITIONS</u>	<u>FY 2010-11</u> <u>POSITIONS</u>	<u>TITLE</u>
TRAFFIC ENGINEERING SERVICES	1.25	1.25	ASSOCIATE ENGINEER
TRAFFIC ENGINEERING SERVICES	0.20	0.20	ASSOCIATE ANALYST/ASSISTANT ANALYST
TRAFFIC ENGINEERING SERVICES	1.00	1.00	ENGINEERING ASSISTANT
TRAFFIC ENGINEERING SERVICES	1.70	1.70	SR ENGINEER
TRAFFIC ENGINEERING SERVICES	1.00	0.00	ENGINEERING AIDE
TRAFFIC ENGINEERING SERVICES	1.00	1.00	ENGINEERING ASSOCIATE
TRAFFIC ENGINEERING SERVICES	0.80	0.80	ENGINEERING DIV MANAGER
TRAFFIC ENGINEERING SERVICES	1.00	1.00	CROSSING GUARD CREW LEADER
TOTAL TRAFFIC ENGINEERING SERVICES	7.95	6.95	
TRAFFIC & TRANSPORTATION ADV. COMM.	0.40	0.40	SR ADMINISTRATIVE SECRETARY
TRAFFIC & TRANSPORTATION ADV. COMM.	0.05	0.05	DEPUTY PUBLIC WORKS DIRECTOR
TRAFFIC & TRANSPORTATION ADV. COMM.	0.20	0.20	SR ENGINEER
TRAFFIC & TRANSPORTATION ADV. COMM.	0.10	0.10	ENGINEERING DIV MANAGER
TOTAL TRAFFIC & TRANSPORTATION ADV. COMM.	0.75	0.75	
FLEET SERVICES	7.00	7.00	FLEET TECH II
FLEET SERVICES	1.00	1.00	FLEET TECH CREW LEADER
FLEET SERVICES	1.00	1.00	FLEET TECH ASSISTANT
FLEET SERVICES	0.50	0.50	FLEET SERVICES SUPERVISOR
FLEET SERVICES	1.00	1.00	PURCHASING SPECIALIST II
FLEET SERVICES	1.00	1.00	FLEET TECH WELDER II
TOTAL FLEET SERVICES	11.50	11.50	
ROADS	21.75	21.80	STREET MTN WORKER II
ROADS	3.98	4.05	STREET MAINTENANCE CREWLEADER
ROADS	0.78	0.80	STREET MAINTENANCE SUPERVISOR
ROADS	3.00	3.00	HEAVY EQUIPMENT OPERATOR
ROADS	1.82	2.00	STREET SWEEPER OPERATOR
TOTAL ROADS	31.33	31.65	
STREET SWEEPING	0.03	0.00	STREET MAINTENANCE SUPERVISOR
STREET SWEEPING	0.08	0.00	STREET MAINTENANCE CREWLEADER
STREET SWEEPING	1.05	0.00	STREET MTN WORKER II
STREET SWEEPING	0.17	0.00	STREET SWEEPER OPERATOR
TOTAL STREET SWEEPING	1.33	0.00	

POSITION SUMMARY BY FUND

GENERAL FUND PUBLIC WORKS

<u>PROGRAM</u>	<u>FY 2009-10</u> <u>POSITIONS</u>	<u>FY 2010-11</u> <u>POSITIONS</u>	<u>TITLE</u>
STREET TREES/LANDSCAPE	16.20	16.20	LANDSCAPE MTN WORKER II
STREET TREES/LANDSCAPE	2.95	2.95	LANDSCAPE MTN CREWLEADER
STREET TREES/LANDSCAPE	0.45	0.45	LANDSCAPE MTN SUPERVISOR
TOTAL STREET TREES/LANDSCAPE	19.60	19.60	
MUNICIPAL SERVICE CENTER	0.50	0.50	SR ADMINISTRATIVE SECRETARY
MUNICIPAL SERVICE CENTER	0.50	0.50	SR BUILDING MAINTENANCE TECH
MUNICIPAL SERVICE CENTER	0.50	0.50	ADMINISTRATIVE SECRETARY
MUNICIPAL SERVICE CENTER	1.10	1.10	ADMINISTRATIVE CLERK II
MUNICIPAL SERVICE CENTER	0.20	0.20	SPECIAL PROJECTS/PROGRAMS COOR
MUNICIPAL SERVICE CENTER	0.40	0.40	PUBLIC WORKS SUPERINTENDENT
MUNICIPAL SERVICE CENTER	1.00	1.00	FIELD SERVICE REPRESENTATIVE
MUNICIPAL SERVICE CENTER	0.50	0.50	SR PURCHASING SPECIALIST
MUNICIPAL SERVICE CENTER	0.50	0.50	PURCHASING SPECIALIST II
MUNICIPAL SERVICE CENTER	0.30	0.30	FLEET SERVICES SUPERVISOR
MUNICIPAL SERVICE CENTER	0.50	0.50	INFO TECHNOLOGY TECH II
MUNICIPAL SERVICE CENTER	0.13	0.13	ASSOCIATE ANALYST
TOTAL MUNICIPAL SERVICE CENTER	6.13	6.13	
STORM DRAIN MAINTENANCE	0.10	0.10	STREET MAINTENANCE SUPERVISOR
STORM DRAIN MAINTENANCE	0.45	0.45	STREET MAINTENANCE CREWLEADER
TOTAL STORM DRAIN MAINTENANCE	0.55	0.55	
GRAFFITI REMOVAL	0.10	0.10	LANDSCAPE MTN SUPERVISOR
GRAFFITI REMOVAL	0.30	0.30	LANDSCAPE MTN CREWLEADER
GRAFFITI REMOVAL	0.80	0.80	LANDSCAPE MTN WORKER II
TOTAL GRAFFITI REMOVAL	1.20	1.20	
TOTAL PUBLIC WORKS	100.29	97.78	

POSITION SUMMARY BY FUND

WATER FUND PUBLIC WORKS

<u>PROGRAM</u>	<u>FY 2009-10</u> <u>POSITIONS</u>	<u>FY 2010-11</u> <u>POSITIONS</u>	<u>TITLE</u>
ADMINISTRATION	0.25	0.25	OFFICE SUPERVISOR
ADMINISTRATION	0.50	0.50	ADMINISTRATIVE CLERK II
ADMINISTRATION	0.15	0.15	SR ADMINISTRATIVE SECRETARY
ADMINISTRATION	0.20	0.20	PUBLIC WORKS DIRECTOR
ADMINISTRATION	0.25	0.25	CUSTOMER SERVICE REP
ADMINISTRATION	0.50	0.50	ADMINISTRATIVE SECRETARY
ADMINISTRATION	0.50	0.50	ASSOCIATE ANALYST
ADMINISTRATION	0.25	0.25	DEPUTY PUBLIC WORKS DIRECTOR
TOTAL ADMINISTRATION	2.60	2.60	
BUSINESS MANAGEMENT	0.45	0.45	ACCOUNTING SPECIALIST
BUSINESS MANAGEMENT	0.25	0.25	ASSISTANT ANALYST
BUSINESS MANAGEMENT	0.10	0.10	RESOURCE DIVISION MANAGER
BUSINESS MANAGEMENT	0.25	0.25	ASSOCIATE ANALYST
TOTAL BUSINESS MANAGEMENT	1.05	1.05	
ENGINEERING SERVICES	3.05	3.05	ENGINEERING TECHNICIAN II
ENGINEERING SERVICES	1.30	1.30	SR ENGINEER
ENGINEERING SERVICES	0.75	0.75	ENGINEERING DIVISION MANAGER
ENGINEERING SERVICES	0.30	0.30	PLAN CHECK ASSISTANT
ENGINEERING SERVICES	0.85	0.85	ENGINEERING ASSOCIATE
ENGINEERING SERVICES	0.30	0.30	ASSOCIATE ENGINEER
ENGINEERING SERVICES	1.00	0.80	CONSTRUCTION INSPECTOR
ENGINEERING SERVICES	0.20	0.20	SR CONSTRUCTION INSPECTOR
ENGINEERING SERVICES	0.20	0.20	CONSTRUCTION INSPECTION SUPV
TOTAL ENGINEERING SERVICES	7.95	7.75	

POSITION SUMMARY BY FUND

WATER FUND PUBLIC WORKS

<u>PROGRAM</u>	<u>FY 2009-10</u> <u>POSITIONS</u>	<u>FY 2010-11</u> <u>POSITIONS</u>	<u>TITLE</u>
MUNICIPAL SERVICE CENTER	0.75	0.75	ADMINISTRATIVE CLERK II
MUNICIPAL SERVICE CENTER	0.25	0.25	ADMINISTRATIVE SECRETARY
MUNICIPAL SERVICE CENTER	0.20	0.20	SPECIAL PROJECTS/PROGRAMS COOR
MUNICIPAL SERVICE CENTER	0.25	0.25	PUBLIC WORKS SUPERINTENDENT
MUNICIPAL SERVICE CENTER	1.50	1.50	FIELD SERVICE REPRESENTATIVE
MUNICIPAL SERVICE CENTER	0.25	0.25	INFO TECHNOLOGY TECH II
MUNICIPAL SERVICE CENTER	0.25	0.25	SR ADMINISTRATIVE SECRETARY
MUNICIPAL SERVICE CENTER	0.25	0.25	SR PURCHASING SPECIALIST
MUNICIPAL SERVICE CENTER	0.25	0.25	SR BUILDING MAINTENANCE TECH
MUNICIPAL SERVICE CENTER	0.10	0.10	FLEET SERVICES SUPERVISOR
MUNICIPAL SERVICE CENTER	0.25	0.25	PURCHASING SPECIALIST II
MUNICIPAL SERVICE CENTER	0.50	0.50	SUPPORT SERVICES SUPERVISOR
MUNICIPAL SERVICE CENTER	0.06	0.06	ASSOCIATE ANALYST
TOTAL MUNICIPAL SERVICE CENTER	4.86	4.86	
CONSERVATION	0.05	0.05	ASSISTANT ANALYST
CONSERVATION	0.05	0.05	RESOURCE DIVISION MANAGER
TOTAL CONSERVATION	0.10	0.10	
STORAGE & DISTRIBUTION	2.00	2.00	UTILITIES MTN CREWLEADER
STORAGE & DISTRIBUTION	1.00	1.00	UTILITIES EQUIPMENT OPERATOR
STORAGE & DISTRIBUTION	0.75	0.75	UTILITIES MTN SUPERVISOR
STORAGE & DISTRIBUTION	8.00	8.00	UTILITIES MTN WORKER II
TOTAL STORAGE & DISTRIBUTION	11.75	11.75	
GROUNDWATER	0.25	0.25	UTILITIES MTN SUPERVISOR
GROUNDWATER	1.00	1.00	WATER SYSTEMS OPERATOR
TOTAL GROUNDWATER	1.25	1.25	

POSITION SUMMARY BY FUND

WATER FUND PUBLIC WORKS

<u>PROGRAM</u>	<u>FY 2009-10</u> <u>POSITIONS</u>	<u>FY 2010-11</u> <u>POSITIONS</u>	<u>TITLE</u>
QUALITY ASSURANCE	0.20	0.20	ENVIRONMENTAL PROG INSP II
QUALITY ASSURANCE	0.20	0.20	SR ENVIRONMENTAL PROG INSP
QUALITY ASSURANCE	0.25	0.25	RESOURCE DIVISION MANAGER
QUALITY ASSURANCE	0.35	0.35	ENVIRONMENTAL PROG COORD
TOTAL QUALITY ASSURANCE	1.00	1.00	
TOTAL WATER	30.56	30.36	

POSITION SUMMARY BY FUND

WASTEWATER FUND PUBLIC WORKS

<u>PROGRAM</u>	<u>FY 2009-10</u> <u>POSITIONS</u>	<u>FY 2010-11</u> <u>POSITIONS</u>	<u>TITLE</u>
ADMINISTRATION	0.10	0.10	SR ADMINISTRATIVE SECRETARY
ADMINISTRATION	0.20	0.20	OFFICE SUPERVISOR
ADMINISTRATION	0.40	0.40	ADMINISTRATIVE CLERK II
ADMINISTRATION	0.40	0.40	ADMINISTRATIVE SECRETARY
ADMINISTRATION	0.25	0.25	PUBLIC WORKS DIRECTOR
ADMINISTRATION	0.20	0.20	CUSTOMER SERVICE REP
ADMINISTRATION	0.25	0.25	DEPUTY PUBLIC WORKS DIRECTOR
TOTAL ADMINISTRATION	1.80	1.80	
BUSINESS MANAGEMENT	0.75	0.75	ACCOUNTING SPECIALIST
BUSINESS MANAGEMENT	0.25	0.25	ASSISTANT ANALYST
BUSINESS MANAGEMENT	0.15	0.15	RESOURCE DIVISION MANAGER
BUSINESS MANAGEMENT	0.35	0.35	ASSOCIATE ANALYST
TOTAL BUSINESS MANAGEMENT	1.50	1.50	
ENGINEERING SERVICES	4.20	4.20	ENGINEERING TECHNICIAN II
ENGINEERING SERVICES	1.50	1.50	SR ENGINEER
ENGINEERING SERVICES	1.25	1.25	ENGINEERING ASSOCIATE
ENGINEERING SERVICES	0.90	0.90	ENGINEERING DIVISION MANAGER
ENGINEERING SERVICES	0.30	0.30	PLAN CHECK ASSISTANT
ENGINEERING SERVICES	0.30	0.30	ASSOCIATE ENGINEER
ENGINEERING SERVICES	0.30	0.30	SR CONSTRUCTION INSPECTOR
ENGINEERING SERVICES	0.20	0.20	CONSTRUCTION INSPECTION SUPV
ENGINEERING SERVICES	1.50	1.20	CONSTRUCTION INSPECTOR
TOTAL ENGINEERING SERVICES	10.45	10.15	

POSITION SUMMARY BY FUND

WASTEWATER FUND PUBLIC WORKS

<u>PROGRAM</u>	<u>FY 2009-10</u> <u>POSITIONS</u>	<u>FY 2010-11</u> <u>POSITIONS</u>	<u>TITLE</u>
MUNICIPAL SERVICE CENTER	0.75	0.75	ADMINISTRATIVE CLERK II
MUNICIPAL SERVICE CENTER	0.25	0.25	ADMINISTRATIVE SECRETARY
MUNICIPAL SERVICE CENTER	0.20	0.20	SPECIAL PROJECTS/PROGRAMS COOR
MUNICIPAL SERVICE CENTER	0.50	0.50	FIELD SERVICE REPRESENTATIVE
MUNICIPAL SERVICE CENTER	0.25	0.25	PUBLIC WORKS SUPERINTENDENT
MUNICIPAL SERVICE CENTER	0.25	0.25	INFO TECHNOLOGY TECH II
MUNICIPAL SERVICE CENTER	0.25	0.25	SR ADMINISTRATIVE SECRETARY
MUNICIPAL SERVICE CENTER	0.25	0.25	SR PURCHASING SPECIALIST
MUNICIPAL SERVICE CENTER	0.10	0.10	FLEET SERVICES SUPERVISOR
MUNICIPAL SERVICE CENTER	0.25	0.25	SR BLDG MAINTENANCE TECH
MUNICIPAL SERVICE CENTER	0.25	0.25	PURCHASING SPECIALIST II
MUNICIPAL SERVICE CENTER	0.25	0.25	SUPPORT SERVICES SUPERVISOR
MUNICIPAL SERVICE CENTER	0.06	0.06	ASSOCIATE ANALYST
TOTAL MUNICIPAL SERVICE CENTER	3.61	3.61	
WASTEWATER LINES	7.00	7.00	UTILITIES MTN WORKER II
WASTEWATER LINES	2.00	2.00	UTILITIES MTN CREWLEADER
WASTEWATER LINES	1.00	1.00	UTILITIES MTN SUPERVISOR
WASTEWATER LINES	1.00	1.00	UTILITIES EQUIPMENT OPERATOR
TOTAL WASTEWATER LINES	11.00	11.00	
INDUSTRIAL WASTE INSPECTION	1.60	1.60	ENVIRONMENTAL PROG INSP II
INDUSTRIAL WASTE INSPECTION	0.10	0.10	SR ENVIRONMENTAL PROG INSP
INDUSTRIAL WASTE INSPECTION	0.15	0.15	RESOURCE DIVISION MANAGER
INDUSTRIAL WASTE INSPECTION	0.10	0.10	ASSOCIATE ANALYST
INDUSTRIAL WASTE INSPECTION	0.55	0.55	ENVIRONMENTAL PROG COORD
TOTAL INDUSTRIAL WASTE INSPECTION	2.50	2.50	

POSITION SUMMARY BY FUND

WASTEWATER FUND PUBLIC WORKS

<u>PROGRAM</u>	<u>FY 2009-10</u> <u>POSITIONS</u>	<u>FY 2010-11</u> <u>POSITIONS</u>	<u>TITLE</u>
HILL CANYON TREATMENT PLANT	8.00	8.00	WWTP OPERATOR II
HILL CANYON TREATMENT PLANT	1.00	1.00	EXECUTIVE SECRETARY
HILL CANYON TREATMENT PLANT	2.00	2.00	PLANT & EQUIPMENT MECHANIC
HILL CANYON TREATMENT PLANT	4.00	4.00	SR WWTP OPERATOR
HILL CANYON TREATMENT PLANT	1.00	1.00	SR LABORATORY CHEMIST
HILL CANYON TREATMENT PLANT	1.00	1.00	LABORATORY SUPERVISOR
HILL CANYON TREATMENT PLANT	2.00	2.00	WWTP MAINTENANCE SUPERVISOR
HILL CANYON TREATMENT PLANT	1.00	1.00	WWTP OPERATIONS SUPERVISOR
HILL CANYON TREATMENT PLANT	1.00	1.00	SR INSTRUMENTATION & ELECTRICAL TECH
HILL CANYON TREATMENT PLANT	1.00	1.00	SR PURCHASING SPECIALIST
HILL CANYON TREATMENT PLANT	2.00	2.00	LABORATORY CHEMIST
HILL CANYON TREATMENT PLANT	0.25	0.25	ASSOCIATE ANALYST/HEALTH-SAFETY
HILL CANYON TREATMENT PLANT	1.00	1.00	WWTP SUPERINTENDENT
HILL CANYON TREATMENT PLANT	2.00	2.00	INSTRUMENTATION & ELEC TECH
TOTAL HILL CANYON TREATMENT PLANT	27.25	27.25	
TOTAL WASTEWATER	58.11	57.81	

POSITION SUMMARY BY FUND

SOLID WASTE FUND PUBLIC WORKS

<u>PROGRAM</u>	<u>FY 2009-10</u> <u>POSITIONS</u>	<u>FY 2010-11</u> <u>POSITIONS</u>	<u>TITLE</u>
ADMINISTRATION	0.05	0.05	OFFICE SUPERVISOR
ADMINISTRATION	0.05	0.05	SR ADMINISTRATIVE SECRETARY
ADMINISTRATION	0.10	0.10	ADMINISTRATIVE CLERK II
ADMINISTRATION	0.05	0.05	PUBLIC WORKS DIRECTOR
ADMINISTRATION	0.10	0.10	ADMINISTRATIVE SECRETARY
ADMINISTRATION	0.05	0.05	CUSTOMER SERVICE REP
TOTAL ADMINISTRATION	0.40	0.40	
BUSINESS MANAGEMENT	0.30	0.30	ACCOUNTING SPECIALIST
TOTAL BUSINESS MANAGEMENT	0.30	0.30	
RECYCLING	0.75	0.75	SR ANALYST
RECYCLING	2.15	2.15	ASSISTANT ANALYST
RECYCLING	0.05	0.05	ASSOCIATE ANALYST
RECYCLING	0.10	0.10	RESOURCE DIVISION MANAGER
TOTAL RECYCLING	3.05	3.05	
HOUSEHOLD HAZARDOUS WASTE	0.25	0.25	SR ANALYST
HOUSEHOLD HAZARDOUS WASTE	0.80	0.80	ASSISTANT ANALYST
TOTAL HOUSEHOLD HAZARDOUS WASTE	1.05	1.05	
TOTAL SOLID WASTE	4.80	4.80	

POSITION SUMMARY BY FUND

TRANSPORTATION FUND PUBLIC WORKS

<u>PROGRAM</u>	<u>FY 2009-10</u> <u>POSITIONS</u>	<u>FY 2010-11</u> <u>POSITIONS</u>	<u>TITLE</u>
BUS, VISTA	0.10	0.10	ASSOCIATE ANALYST
TOTAL BUS, VISTA	0.10	0.10	
BUS, LOCAL	0.10	0.10	ADMINISTRATIVE CLERK II
BUS, LOCAL	0.15	0.15	SPECIAL PROJECTS/PROGRAMS COOR
BUS, LOCAL	0.70	0.70	ASSOCIATE ANALYST
TOTAL BUS, LOCAL	0.95	0.95	
TOTAL TRANSPORTATION	1.05	1.05	

POSITION SUMMARY BY FUND

COMMUNITY & CULTURAL SERVICES THEATRES

<u>PROGRAM</u>	<u>FY 2009-10</u> <u>POSITIONS</u>	<u>FY 2010-11</u> <u>POSITIONS</u>	<u>TITLE</u>
KAVLI CENTER	0.40	0.40	ASSISTANT ANALYST
KAVLI CENTER	1.00	1.00	BOX OFFICE ASSISTANT
KAVLI CENTER	1.00	1.00	ACCOUNTING ASSISTANT II
KAVLI CENTER	0.25	0.25	DEPUTY COMM & CULTURAL SERV DIR
KAVLI CENTER	0.35	0.35	EXECUTIVE SECRETARY
KAVLI CENTER	0.35	0.35	COMM & CULTURAL SERV DIRECTOR
KAVLI CENTER	0.30	0.30	TECHNICAL SERVICES MANAGER
KAVLI CENTER	0.50	0.50	BOX OFFICE SUPERVISOR
KAVLI CENTER	0.40	0.40	SR THEATRE WORKER
KAVLI CENTER	0.05	0.05	SR ADMINISTRATIVE SECRETARY
KAVLI CENTER	0.60	0.60	SR STAGE TECHNICIAN
KAVLI CENTER	4.90	4.90	STAGE TECHNICIAN
KAVLI CENTER	0.50	0.50	HOUSE SUPERVISOR
TOTAL KAVLI CENTER	10.60	10.60	
SCHERR FORUM THEATRE	0.40	0.40	HOUSE SUPERVISOR
SCHERR FORUM THEATRE	1.10	1.10	STAGE TECHNICIAN
SCHERR FORUM THEATRE	0.25	0.25	DEPUTY COMM & CULTURAL SERV DIR
SCHERR FORUM THEATRE	1.05	1.05	SR STAGE TECHNICIAN
SCHERR FORUM THEATRE	0.30	0.30	EXECUTIVE SECRETARY
SCHERR FORUM THEATRE	0.25	0.25	COMM & CULTURAL SERV DIRECTOR
SCHERR FORUM THEATRE	0.20	0.20	TECHNICAL SERVICES MANAGER
SCHERR FORUM THEATRE	0.50	0.50	BOX OFFICE SUPERVISOR
SCHERR FORUM THEATRE	0.05	0.05	SR ADMINISTRATIVE SECRETARY
SCHERR FORUM THEATRE	0.40	0.40	ASSISTANT ANALYST
SCHERR FORUM THEATRE	0.40	0.40	SR THEATRE WORKER
TOTAL SCHERR FORUM THEATRE	4.90	4.90	
TOTAL THEATRES	15.50	15.50	

POSITION SUMMARY BY FUND

LIBRARY FUND

<u>PROGRAM</u>	<u>FY 2009-10</u> <u>POSITIONS</u>	<u>FY 2010-11</u> <u>POSITIONS</u>	<u>TITLE</u>
ADMINISTRATION	1.00	1.00	LIBRARY SERVICES DIRECTOR
ADMINISTRATION	0.20	0.20	LIBRARY DIVISION MANAGER
ADMINISTRATION	1.00	1.00	ACCOUNTING SPECIALIST
ADMINISTRATION	1.00	1.00	CUSTOMER SERVICE REP
ADMINISTRATION	1.00	1.00	ADMINISTRATIVE SECRETARY
ADMINISTRATION	1.00	1.00	SR ADMINISTRATIVE SECRETARY
ADMINISTRATION	1.00	1.00	DEPUTY LIBRARY SERV DIRECTOR
ADMINISTRATION	1.00	1.00	LIBRARY ASSISTANT
ADMINISTRATION	1.00	1.00	SR LIBRARY ASSISTANT
ADMINISTRATION	1.00	1.00	OFFICE SUPERVISOR
ADMINISTRATION	1.00	1.00	ASSOCIATE ANALYST
ADMINISTRATION	1.00	1.00	ADMINISTRATIVE CLERK I
TOTAL ADMINISTRATION	11.20	11.20	
REFERENCE	0.35	0.35	SR LIBRARY ASSISTANT
REFERENCE	1.00	1.00	LIBRARY ASSISTANT
REFERENCE	4.00	4.00	LIBRARIAN
REFERENCE	0.30	0.30	LIBRARY DIVISION MANAGER
REFERENCE	1.00	1.00	LIBRARY SERVICES SUPV
TOTAL REFERENCE	6.65	6.65	
CHILDREN'S & YOUNG ADULT SERVICES	1.00	1.00	LIBRARY SERVICES SUPV
CHILDREN'S & YOUNG ADULT SERVICES	2.00	2.00	LIBRARY ASSISTANT
CHILDREN'S & YOUNG ADULT SERVICES	3.00	3.00	LIBRARIAN
CHILDREN'S & YOUNG ADULT SERVICES	0.30	0.30	LIBRARY DIVISION MANAGER
TOTAL CHILDREN'S & YOUNG ADULT SERVICES	6.30	6.30	
SPECIAL COLLECTIONS	1.00	1.00	LIBRARIAN
SPECIAL COLLECTIONS	1.00	1.00	SR LIBRARY ASSISTANT
TOTAL SPECIAL COLLECTIONS	2.00	2.00	
CIRCULATION	1.00	1.00	CIRCULATION SERVICES SUPV
CIRCULATION	8.00	8.00	LIBRARY AIDE
CIRCULATION	2.00	2.00	LIBRARY ASSISTANT
CIRCULATION	1.00	1.00	SR LIBRARY ASSISTANT
CIRCULATION	0.22	0.22	LIBRARY DIVISION MANAGER
TOTAL CIRCULATION	12.22	12.22	

POSITION SUMMARY BY FUND

LIBRARY FUND

<u>PROGRAM</u>	<u>FY 2009-10</u> <u>POSITIONS</u>	<u>FY 2010-11</u> <u>POSITIONS</u>	<u>TITLE</u>
COLLECTION DEVELOPMENT	1.65	0.65	SR LIBRARY ASSISTANT
COLLECTION DEVELOPMENT	1.00	1.00	LIBRARY AIDE
COLLECTION DEVELOPMENT	0.22	0.22	LIBRARY DIVISION MANAGER
TOTAL COLLECTION DEVELOPMENT	2.87	1.87	
TECHNICAL SERVICES	2.00	2.00	SR LIBRARY ASSISTANT
TECHNICAL SERVICES	3.75	2.00	LIBRARY AIDE
TECHNICAL SERVICES	1.00	1.00	LIBRARIAN
TECHNICAL SERVICES	4.00	4.00	LIBRARY ASSISTANT
TECHNICAL SERVICES	1.00	1.00	LIBRARY SERVICES SUPV
TECHNICAL SERVICES	0.22	0.23	LIBRARY DIVISION MANAGER
TOTAL TECHNICAL SERVICES	11.97	10.23	
MAINTENANCE	1.00	1.00	BUILDING MAINTENANCE TECH II
MAINTENANCE	1.00	1.00	SR BLDG MAINTENANCE TECHNICIAN
TOTAL MAINTENANCE	2.00	2.00	
INFORMATION SYSTEMS	0.23	0.23	LIBRARY DIVISION MANAGER
INFORMATION SYSTEMS	1.00	1.00	LIBRARIAN
INFORMATION SYSTEMS	1.00	1.00	LIBRARY SERVICES SUPV
TOTAL INFORMATION SYSTEMS	2.23	2.23	
NEWBURY PARK BRANCH	1.25	1.00	LIBRARY AIDE
NEWBURY PARK BRANCH	1.00	1.00	LIBRARY SERVICES SUPV
NEWBURY PARK BRANCH	0.30	0.30	LIBRARY DIVISION MANAGER
NEWBURY PARK BRANCH	1.00	1.00	LIBRARIAN
NEWBURY PARK BRANCH	3.00	2.00	SR LIBRARY ASSISTANT
TOTAL NEWBURY PARK BRANCH	6.55	5.30	
TOTAL LIBRARY	63.99	60.00	

POSITION SUMMARY BY FUND

LIGHTING & LANDSCAPING FUND PUBLIC WORKS

<u>PROGRAM</u>	<u>FY 2009-10</u> <u>POSITIONS</u>	<u>FY 2010-11</u> <u>POSITIONS</u>	<u>TITLE</u>
LIGHTING & LANDSCAPING ASSESS. DISTRICT	0.20	0.20	ADMINISTRATIVE CLERK II
LIGHTING & LANDSCAPING ASSESS. DISTRICT	0.05	0.05	ASSOCIATE ANALYST
LIGHTING & LANDSCAPING ASSESS. DISTRICT	0.05	0.05	DEPUTY PUBLIC WORKS DIRECTOR
LIGHTING & LANDSCAPING ASSESS. DISTRICT	0.05	0.05	PUBLIC WORKS SUPERINTENDENT
LIGHTING & LANDSCAPING ASSESS. DISTRICT	0.10	0.10	ENGINEERING DIVISION MANAGER
LIGHTING & LANDSCAPING ASSESS. DISTRICT	0.20	0.20	STREET MTN WORKER II
LIGHTING & LANDSCAPING ASSESS. DISTRICT	0.10	0.10	STREET MAINTENANCE SUPERVISOR
LIGHTING & LANDSCAPING ASSESS. DISTRICT	0.50	0.50	STREET MAINTENANCE CREW LEADER
LIGHTING & LANDSCAPING ASSESS. DISTRICT	0.25	0.25	SUPPORT SERVICES SUPERVISOR
LIGHTING & LANDSCAPING ASSESS. DISTRICT	7.00	7.00	LANDSCAPE MTN WORKER II
LIGHTING & LANDSCAPING ASSESS. DISTRICT	1.75	1.75	LANDSCAPE MTN CREWLEADER
LIGHTING & LANDSCAPING ASSESS. DISTRICT	0.45	0.45	LANDSCAPE MTN SUPERVISOR
LIGHTING & LANDSCAPING ASSESS. DISTRICT	0.75	0.75	ASSOCIATE ENGINEER
LIGHTING & LANDSCAPING ASSESS. DISTRICT	0.40	0.40	SR ENGINEER
TOTAL LIGHTING & LANDSCAPING	11.85	11.85	

POSITION SUMMARY BY FUND

STORMWATER/FLOOD CONTROL ASSESSMENT FUNDS PUBLIC WORKS

<u>PROGRAM</u>	<u>FY 2009-10</u> <u>POSITIONS</u>	<u>FY 2010-11</u> <u>POSITIONS</u>	<u>TITLE</u>
STORMWATER/FLOOD CONTROL	0.05	0.05	PUBLIC WORKS SUPERINTENDENT
STORMWATER/FLOOD CONTROL	0.20	0.20	SR ENGINEER
STORMWATER/FLOOD CONTROL	0.20	0.20	ENVIRONMENTAL PROG INSP II
STORMWATER/FLOOD CONTROL	0.70	0.70	SR ENVIRONMENTAL PROG INSP
STORMWATER/FLOOD CONTROL	1.40	1.40	ASSOCIATE ANALYST
STORMWATER/FLOOD CONTROL	0.10	0.10	CONSTRUCTION INSPECTION SUPV
STORMWATER/FLOOD CONTROL	0.10	0.10	RESOURCE DIVISION MANAGER
STORMWATER/FLOOD CONTROL	0.10	0.10	ENVIRONMENTAL PROG COORD
TOTAL STORMWATER/FLOOD CONTROL	2.85	2.85	

POSITION SUMMARY BY FUND

REDEVELOPMENT AGENCY FUNDS

<u>PROGRAM</u>	<u>FY 2009-10</u> <u>POSITIONS</u>	<u>FY 2010-11</u> <u>POSITIONS</u>	<u>TITLE</u>
THOUSAND OAKS BLVD.	1.40	1.40	SR PLANNER
THOUSAND OAKS BLVD.	0.15	0.15	SR ANALYST
THOUSAND OAKS BLVD.	0.25	0.25	ASSISTANT ANALYST
THOUSAND OAKS BLVD.	0.20	0.20	COMMUNITY DEVEL DIRECTOR
THOUSAND OAKS BLVD.	0.05	0.05	DEPUTY COMM DEV DIR/CITY PLNR
THOUSAND OAKS BLVD.	0.25	0.25	ECONOMIC DEVELOPMENT MANAGER
THOUSAND OAKS BLVD.	0.45	0.45	ADMINISTRATIVE SECRETARY
THOUSAND OAKS BLVD.	0.40	0.40	PLANNING DIVISION MANAGER
TOTAL THOUSAND OAKS BLVD.	3.15	3.15	
NEWBURY ROAD	0.10	0.10	ADMINISTRATIVE SECRETARY
NEWBURY ROAD	0.05	0.05	COMMUNITY DEVEL DIRECTOR
NEWBURY ROAD	0.10	0.10	PLANNING DIVISION MANAGER
NEWBURY ROAD	0.10	0.10	SR PLANNER
TOTAL NEWBURY ROAD	0.35	0.35	
LOW/MODERATE INCOME HOUSING	1.20	1.20	SR PLANNER
LOW/MODERATE INCOME HOUSING	0.70	0.70	ASSISTANT ANALYST
LOW/MODERATE INCOME HOUSING	0.10	0.10	COMMUNITY DEVEL DIRECTOR
LOW/MODERATE INCOME HOUSING	0.05	0.05	DEPUTY COMM DEV DIR/CITY PLNR
LOW/MODERATE INCOME HOUSING	0.40	0.40	ADMINISTRATIVE SECRETARY
LOW/MODERATE INCOME HOUSING	0.50	0.50	COMBINATION BLDG INSPECTOR II
LOW/MODERATE INCOME HOUSING	0.15	0.15	SR ANALYST
LOW/MODERATE INCOME HOUSING	0.50	0.50	PLANNING DIVISION MANAGER
TOTAL LOW/MODERATE INCOME HOUSING	3.60	3.60	
TOTAL REDEVELOPMENT AGENCY SUPPORT	7.10	7.10	

FISCAL POLICIES

Budget Policy
Budget Appropriation/Transfer Policy
Capital Improvement Program (CIP) Policy
User Fee Policy
Fund Balance Reserve Policy
Accounting Policies
Audit Policy
Fixed Asset Replacement Policy
Investment Policy
Debt Policy

City of Thousand Oaks

Administrative Policies and Procedures

SUBJECT: Budget Policy	APP NO.: 14.004 Submission Date: 8/26/05 Revision Dates: 3/3/08	AUTHORITY: City Manager Adoption/Approval Date: Revision Dates:
DEPARTMENT: <u>FIN</u>		

PURPOSE:

To provide basic instructional guidelines for all City departments in the preparation of budget requests, to assist Council in making informed choices about the provision of services and capital assets, and to involve and promote effective communication with the community during the process.

GENERAL POLICY:

As an effective and useful management guide, the development of the City’s two-year budget process is the result of careful preparation and active participation of all levels of City personnel. The budget becomes the centerpiece of a thoughtful and ongoing decision-making process for allocating resources and setting priorities and direction for our City.

Good budgeting is a broadly defined process that has policy, management, planning, communication, and financial dimensions. A good budget process is characterized by several essential features such as a long-term perspective linked to broad organizational goals, budget decisions that focus on results and outcomes, promotion of effective communication with residents and the provision of incentives to City staff. Study Sessions or workshops on all phases of the budget are held with City Council for this purpose, including fees, capital improvement programs and the maintenance and operations budget proposals. Additionally, a good budget process helps decision-makers make informed policy choices about the provision of services and capital assets and promotes resident participation in the process.

The budgeting process is necessary for maintaining financial control over the City’s operations and provides the basis for program planning. The process does not end with appropriations, but continues to operate throughout the year as funds are obligated and disbursed. A series of decisions, actions, and adjustments are often required to achieve established goals. Additionally, decisions made in one year are meant to bring a desired result in subsequent years. In this way, each budget program is a one-year installment in the implementation of the City’s long-range financial plan.

Proposed Budget

A proposed budget will be prepared by the Finance Department under the direction of the City Manager.

The budget will include four basic segments for review and evaluation. These segments are:

1. Revenues
2. Personnel costs
3. Operations and Maintenance costs
4. Capital and other (non-capital) project costs

The budget review process will include City Council participation in the development of each of the four segments of the proposed budget and Public Hearings to allow for citizen participation in the budget preparation.

The budget process will span sufficient time to address policy and fiscal issues by City Council.

Adoption

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

Balanced Budget

The Operating Budget will be balanced with current revenues, which may include beginning fund balances less required reserves as established by City Council, greater than or equal to current expenditures/expenses.

Planning

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

Reporting

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

City's Budget Process Overview

The process by which the budget will be compiled and finally adopted by the City Council is one that requires the combined effort and cooperation of all departments.

The budget development process includes five steps:

1. City Council establishes major goals and objectives for the two-year period. Departmental objectives are also refined at that time.
2. Based on the above direction from City Council, departments prepare budget estimates for each of the next two fiscal years.
3. Budget estimates and final departmental objectives are reviewed by the City Manager.
4. Proposed budget is submitted to City Council for review.
5. Following a public hearing, the two-year budget is adopted by City Council.

It is important to keep in mind that the budget adopted by City Council is not "final" in nature. Rather, the budget is intended to establish a framework for what is actually a dynamic financial process. As work plans and issues develop over the two-year period, City Council may adjust resources accordingly. In other words, the budget reflects City Council's on-going direction, properly responding to the fiscal environment and the needs of the community.

Budget Documents Overview

The *Operating Budget* document will be organized as follows:

1. ***Section I: City Manager's Budget Message*** – Provides an overview of community and Council priority issues, budget highlights, community profile, future trends and the budget process.
2. ***Sections II and III: Budget Summaries & Graphs*** – Provides revenue and expenditure/appropriation summaries for all funds as well as detail of revenue and expenditures for the General Fund. Graphics include pie charts and community information with pictures.
3. ***Department Budget Sections*** – Each department budget section includes an organizational chart, program budgets and program trends and objectives.

4. ***Position Summary by Fund Section*** – Summary of budgeted positions by Fund.
5. ***Supplementary Section*** – Includes active bond issues, resolutions adopting the Operating and Capital Improvement Program Budgets, appropriations limit (GANN) resolution, and Glossary, and Index.

The Community Budget Task Force (City Committee) recommended City of Thousand Oaks Minimum Community Standards also be included in the Operating Budget document.

The ***Capital Improvement Program (CIP) Budget*** document will be organized as follows:

1. ***Section I – City Manager’s Budget Message*** – Provides highlights of budgeted Capital Improvement projects.
2. ***Sections II and III – Exhibits and Summary by Category*** – Provides graphs and summarizes budgeted projects by category (i.e., Streets, Transportation/Traffic, etc.).
3. ***Capital Improvement Projects by Category Sections*** – Includes detail of each budgeted project by category. Detail includes project name and fund number, description, project manager, justification, comments, expected start and completion date, impact, and cost and funding summary.
4. ***Capital Improvement Projects by Fund Section*** – Provides project expenditures by fund and fund balance totals.
5. ***Glossary of Budget Terms Section.***
6. ***Index by Project Name and Project Number.***

Budget Carryover Policy

As per the City’s financial policies, operating program appropriations not spent during the first year may be carried over for specific purposes into the second year with the approval of the City Manager. Allowing for the carryover of unexpended operating appropriations from the first year of the Budget into the second year assists in achieving three key financial management goals:

1. Mitigating against the “use it or lose it” mentality that can exist under one-year budget practices when all unspent appropriations lapse at year-end.
2. Providing departments with incentives for effectively using their operating budget.
3. Ensuring resource continuity in accomplishing multi-year objectives. Linking resources with what the City wants to accomplish, and establishing reasonable time frames for doing so, are underlying principles of our two-year financial planning approach. Because of this, ensuring full funding for multi-year program objectives and projects is the highest priority use of carryover balances.

Capital Asset Maintenance and Replacement

The City’s facilities repair/replacement schedule is developed in three steps. First, the Facilities Division of the Finance Department reviews the condition of each building in the inventory and develops a prioritized list of capital needs. Second, the Facilities Manager develops a 15-year program based on inventory capital needs and projected funds available. Third, the 15-year repair/replacement schedule is incorporated in the two-year CIP Budget and presented to City Council for review and adoption. Capital needs are evaluated for inclusion in the repair/replacement schedule according to four criteria:

1. Improvements to the structural integrity of a facility that bring the facility up to good condition;
2. Improvements that keep HVAC, electrical, and plumbing systems in good mechanical condition;
3. Energy-efficient improvements with a payback of less than five years; and
4. Modifications to enhance function and use.

The repair/replacement schedule guarantees that City facilities are maintained in good condition. Major improvements to facilities are considered, as funds are available.

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City of Thousand Oaks

Administrative Policies and Procedures

SUBJECT: Budget Appropriations/Transfers Policy	APP NO.: 14.003 Submission Date: 7/13/05 Revision Dates: 3/5/08	AUTHORITY: City Manager Adoption/Approval Date: Revision Dates:
DEPARTMENT: <u>FIN</u>		

PURPOSE:

To establish budget control guidelines and procedures for obtaining City Council approval authorizing additional expenditures not contemplated in the original adopted budget.

GENERAL POLICY:

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

Within the framework of the above policy, there are a number of additional restrictions on certain expenditure classifications and specific accounts. These restrictions are as follows:

1. All budget appropriations must be approved by City Council before expenditures are incurred. Transfer and administrative budget appropriation requests must be approved by City Manager’s Office before expenditures are incurred. The only exception is a bonafide emergency, as approved by the City Manager.
2. Salaries and fringe benefits budget savings cannot be used to augment any Maintenance and Operations (non-labor related) expenditures, capital outlay, capital improvements, debt, and/or transfer expenditure classifications.
3. Maintenance and Operations savings may not be used to fund capital outlay or capital improvements.
4. Capital outlay or capital improvements savings may not be used to fund Maintenance and Operations.
5. Individual capital improvement projects, which are accounted for by capital project number, must remain within the project budget.
6. Total Maintenance and Operations budget in any program may not be over budget (Travel and Training budgets are reviewed as part of the total Maintenance and Operations budget).
7. Transfer requests between programs, within the same fund, can be approved by City Manager’s Office. Transfer requests between programs must contain adequate justification and must be submitted similar to other budget adjustments (except for the need to schedule on City Council agenda).

Definitions

Additional Budget Appropriation: Denotes any increase or decrease to the overall original formally adopted two-year City Council approved budget.

Transfer Request: An increase matched by an equal decrease of spending authority authorized by City Manager’s Office that does not alter the overall expenditure authority of the original formally adopted two-year City Council budget.

Budget Appropriation Request: The official form used for either a "Budget Appropriation" or "Transfer Request."

Reporting Level and Program: Both terms have the same meaning and represent a particular department and division/function.

City of Thousand Oaks

Administrative Policies and Procedures

SUBJECT: Capital Improvement Program Policy	APP NO.: 14.006 Submission Date: 7/13/05 Revision Dates: 3/3/08	AUTHORITY: City Manager Adoption/Approval Date: Revision Dates:
DEPARTMENT: <u>FIN</u>		

PURPOSE:

Capital project planning is necessary to give adequate consideration to longer-range needs and goals, evaluate funding requirements and options, and achieve consensus on the physical development of Thousand Oaks. An evaluation of alternative mechanisms helps ensure the best approach for providing use of a capital asset or facility is chosen based on the City's policies and plans. Policies and plans for acquisition, maintenance, replacement, and retirement of capital assets help ensure needed capital assets or improvements receive appropriate consideration in the budget process and that older capital assets are considered for retirement or replacement. These policies and plans are necessary to plan for large expenditures and to minimize deferred maintenance.

GENERAL POLICY:

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

As part of a long-term capital budget plan, the following should be evaluated and considered:

1. Costs, including both capital and operating costs, impact on rates and charges, and impact on costs of other government services;
2. Effects on service, including technical and financial capabilities of the entity that owns the asset, ability to control the use of the asset (including expanding or contracting the facility), ability to maintain the asset, and risk of contractual non-performance and default;
3. Management issues, including maintaining oversight of the asset and related services and operations, impact on economic growth and development, impact on service coordination, and public access to information;
4. Financial issues, including availability of cash, budgetary impacts, impact on outstanding debt, and grant eligibility;
5. Impact on government employees, customers, and taxpayers;
6. Statutory and regulatory issues, including impact on federal and state legal and regulatory requirements, and liability.

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

The first two years of the Capital Improvement Program (CIP) are typically adopted as the current capital budget. Capital improvements typically include new street improvements, construction of public facilities and major maintenance/repair projects such as street resurfacing or modifications to public facilities. The remaining three years schedule planned projects and all five years look to potential funding sources. Collectively, departments responsible for capital project planning maintain a 10-year plan of projects.

Long-Range Facilities Planning Policy Objectives

Facilities maintains a 15-year capital facilities replacement plan with the following objectives:

1. To provide facilities which are accessible, convenient, flexible and responsive to the changing needs of our customers.
2. To provide facilities which demonstrate excellence in quality and value.
3. To provide adequate, sufficient, and flexible facilities which enable City departments and staff to carry out their required functions and to effectively serve their customers in a professional manner.
4. To provide a healthy, safe, secure, productive, and equitable working environment for our employees in order to promote efficient service to our customers.
5. To pursue efficient, effective, and cost-conscious solutions for the provision of public facilities and services.
6. To maintain a strong financial position balanced with the need to serve the public effectively and promote quality of life.

The recommendations in this Long Range Facilities Plan are based on the following strategies:

1. Make the best use of available space before implementing a capital solution. Reserve limited capital funds for the highest priority projects.
2. Encourage non-capital solutions.
3. Focus on customer service and convenience.
4. Invite creative use of technology and public/private partnerships, where it can improve services.

Capital Outlay vs. Capital Improvements Projects

In conjunction with the budgeting process, questions are often raised concerning the distinction between capital outlay and capital improvement programs. The following guidelines have been developed in an attempt to clarify this issue. Despite these guidelines, there may be situations that do not fit clearly into either category. In these instances, please consult with the Finance Department before attempting to categorize the budget item or expenditure in question.

Capital Outlay

This category represents expenditures made within a department's operating budget for fixed assets. Expenditures charged to capital outlay should reflect either initial investment in a fixed asset, which extends the useful life or increases the capacity of an existing asset. Items designated as capital outlay are generally of a "stand-alone" nature, ready for immediate installation and use, as opposed to an item that will be constructed or completed over a period of time.

Capital outlay expenditures are so designated through account coding into element accounts 84 or 89.

Capital Improvements

Capital improvements include major projects, infrastructure additions and improvements, land, buildings and improvements other than buildings.

Capital improvement expenditures are so designated through account coding into element accounts 81, 82, or 83.

<u>Element Account</u>	<u>Title</u>
81	Land
82	Buildings
83	Improvements Other Than Buildings
84	Equipment (Over \$5,000, effective July 1, 2005)
89	Use of Asset Replacement

It is important to note that, in addition to the purchase price of the respective categories of assets, the recorded asset cost should include transportation charges, installation costs, taxes, and any other expenditures required to place the asset in its intended state of operation.

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City of Thousand Oaks

Administrative Policies and Procedures

SUBJECT: User Fee Policy	APP NO.: 14.016 Submission Date: 7/13/05 Revision Dates: 3/3/08	AUTHORITY: City Manager Adoption/Approval Date: Revision Dates:
DEPARTMENT: <u>FIN</u>		

PURPOSE:

The purpose of this policy is to define and clarify: 1) Factors to consider when setting fees and charges; 2) Cost Allocation Plan; 3) When charges and fees should be reviewed; and, 4) Other.

POLICY:

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

Factors to be Considered When Setting Fees and Charges, and Cost Recovery Levels

1. Whether fees and charges are set at full cost recovery consider community-wide versus special service nature of the program or activity. The use of general purpose (tax) revenue is appropriate for community-wide services, while user fees at full cost are appropriate for services which are of special benefit to easily identified individuals or groups.
2. The full cost of providing a service should be calculated to provide a basis for setting the charge or fee. Full costs shall include the following elements: direct labor, fringe benefits, equipment, materials, contract services, utilities, and cost allocation of indirect expenses including legislative, central services, and capital assets with a useful life of 15 years or less (CBTF recommendation 03/16/99).
3. Fees and charges, in the absence of a specific public policy exception, should be set at full cost recovery (CBTF recommendation 03/16/99).
4. Public policy exceptions can occur due to the nature of the program or activity such as ham radio, special events, farm animals, landmark trees and Library fees. For example, the General Fund supports the Library Fund for the shortfall in revenues due to the reduced fees.

Cost Allocation Plan

The annual Citywide Cost Allocation Plan (Plan) identifies the costs of administrative support for all City departments and special funds. Uses of the Plan include:

1. Ensuring all direct and indirect costs associated with providing services are included in the calculation of user fees and charges. For example, the Plan is the basis for the indirect cost component of the fully burdened hourly rate used to calculate the cost of City staff providing fee services;
2. To develop the Federally-approved OMB A-87 overhead rate, and; To charge administrative support costs to the Enterprise Funds, Redevelopment Agency, Lighting and Landscape Zones, Flood Control Zones, Mello-Roos Assessment Districts, and Community Development Block Grant funds.

Fee Review

1. City Staff should review fees and charges at least every two years in a manner similar to 1999 Fee Study to determine the cost of services (CBTF recommendation 03/16/99).
2. This policy and the schedule of charges and fees, current and proposed, should be made available to the public.

Other

A list of City-owned buildings should be prepared and maintained, which includes original building costs, remaining useful life, and the amount of a fixed annual (depreciation) cost. This list shall be presented to the City Council annually on a supplemental financial schedule (CBTF recommendation 03/16/99).

Definitions

Charges: Voluntary payments used to finance services such as water, sewage, mass transit, recreational activities, and libraries.

Fees: Imposed as a result of a public need to regulate activities, related to health, safety, or other protective purposes, (i.e., building permits).

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City of Thousand Oaks

Administrative Policies and Procedures

SUBJECT: Fund Balance/Reserve Policy	APP NO.: 14.011 Submission Date: Revision Dates:	AUTHORITY: City Manager Adoption/Approval Date: Revision Dates:
DEPARTMENT: <u>FIN</u>		

PURPOSE:

For increased financial stability, the City of Thousand Oaks desires to manage its financial resources by establishing fund balance ranges for selected funds. This will ensure the City maintains a prudent level of financial resources to protect against reducing service levels or raising taxes and fees because of temporary revenue shortfalls or unexpected one-time expenditures. This will also improve the City's financial stability by maintaining appropriate reserves to withstand economic downturns, emergencies or natural disasters, short-term capital improvements, and operating cash flow needs.

ACCOUNTING GUIDANCE:

The portions of fund balance represented by assets not available for appropriation or expenditure should be reserved. For example, a "Reserve for Inventories" indicates that the portion of fund balance represented by inventories is not available for appropriation or expenditure at the balance sheet date because the underlying asset (inventory) is not an available financial resource for current appropriation or expenditure. Other examples of assets, which are not available financial resources for current appropriation or expenditure are prepaid items, non-current receivables, and interfund advances.

Reporting fund balance reserves is not necessary if resources that are legally segregated for a specific future use are reported in a separate GAAP fund used only for that purpose. This is because the use of the separate fund itself communicates the legal segregation for a specific future use. However, fund balance should be reserved in situations where external restrictions impose a limitation narrower than the purpose of the fund itself.

When part of fund balance is reserved, the remainder should be reported as the unreserved fund balance. Fund balance designations may be established to indicate tentative plans for how financial resources will be used in a future period, such as for general contingencies or for equipment replacement. Such designations reflect tentative management plans or intent and should clearly be distinguished from reserves. Designations should be reported as part of the unreserved fund balance or disclosed in the notes to the financial statements.

Designations should not result in reporting negative undesignated balances in the financial statements at year-end, regardless of the amount of undesignated fund balance at the time the designation was made. In such cases, those (excess) designations may be disclosed in the notes to the financial statements. The unreserved fund balances that remain after designations are undesignated fund balances.

The following individual items shall constitute the City's General Fund Balance:

Reserved Fund Balance: Reserved fund balance consist of portions of fund balance that are either legally restricted to a specific future use or are available for appropriation or expenditure. Legally restricted portions of fund balance include the following:

- Reserve for Encumbrances – These funds are appropriated and encumbered balances for outstanding purchase orders, contracts, and other commitments for which goods and services have been ordered by the City, but the goods or services have not been received in full.
- Reserved for Debt Service – These funds are monies that are required by a bond indenture or similar agreement to be reserved for debt service payments in the event the government defaults on its debt. This is different than the Debt Service Fund, which has been established to account for transactions involving making normal principal and interest payments on the government's debt.
- Reserved for Inventories, Receivables – These funds are monies that are represented by inventories or receivables not available for appropriation or expenditure at the balance sheet date because the underlying asset (inventory/receivables) is not an available financial resource for current appropriation or expenditure.

Unreserved Fund Balance: Unreserved fund balance is often subdivided into designated and undesignated portions. Designated funds are held for future financial resources use, such as the replacement of equipment. Other designations include "for financial stability", "for contingencies", and "for appropriations in future years." Undesignated funds represent expendable available financial resources that can be used to meet contingencies and working capital requirements.

UNRESERVED AND UNDESIGNATED FUND BALANCE RANGE:

General Fund Unreserved Fund Balance

The City will strive to maintain the General Fund unreserved fund balance at 15% of current year General Fund and Library Fund (most support is from the General Fund) budgeted expenditures and a 5% contingency reserve. After completion of the annual audit, if the unreserved fund balance exceeds 20%, the excess must be specifically designated for subsequent year expenditures. At the discretion of the Finance Director, during years with a good economy, ten percent of unreserved excess, not to exceed \$100,000, may be transferred to the Community Recreation and Open space Endowment Fund.

Other Funds Unreserved Fund Balance

The Water and Wastewater Funds retained earnings reserve has been documented in City Council approved Financial Plans.

Other Funds such as the Capital Fund; the Debt Service and Internal Service Funds; the Gas Tax and Street Funds; and various grant funds have been excluded from this policy due to the nature of the fund as described in more detail by fund type below:

- The Capital Projects Fund: This fund is established on a project length basis and is used to account for revenues and expenditures during the construction/acquisition of major capital facilities and projects. This fund is financed mainly by borrowings and contributions, and is not

used to accumulate resources for future capital improvements, and therefore will not be used to build up reserves.

- The Debt Service Funds: City will maintain sufficient reserves in its debt service funds that will equal or exceed the reserve fund balances required by bond covenants.
- The Internal Service Funds: This internal service fund is set up on a cost reimbursement basis and should only be used to account for the payments of the City's self-insurance program. Revenues are received by charging the other funds and department of the City. The City will maintain positive retained earnings in internal service funds. When an internal service Fund builds up retained earnings than the actuarially required level, the City may transfer it to other operating funds.

In accordance with the Governmental Accounting Standards Board Statement Number 34, the basic philosophy of this fund is that it should "break-even"; therefore no fund balance reserve policy is required.

- Special Revenue Funds:

Street Funds: The fund is used to account for revenues specifically earmarked for the construction and maintenance of the City's roads, sidewalks and streetlights. This fund is not included as part of the Fund Balance Reserve Policy due to the restrictive nature on the use of these funds.

Grant Funds: Grant funds are created to account for resources that are restricted to specific purposes by the granting agency, usually on a cost reimbursement basis. These funds are not used to amass revenues that will be used by the City for general operating purposes.

- Enterprise Funds:

Water & Wastewater Funds: These proprietary fund accounts for activities of providing water and wastewater services to the public.

Per the 2007 Wastewater Financial Plan: "Thousand Oaks has well-established policies that serve as a guide for all financing plans. These policies have been established over the years by City Council action and also by considerable citizen input in the form of the Franchise Advisory Board review during the 1980s and the Citizens Budget Task Force in 1995.... The Wastewater System will maintain an operating reserve at least equal to 5 percent of operating expenses."

The 2007 Water Financial Plan establishes a reserve of 5-15% for the Water Fund (F/611).

Both the water and wastewater financial plans are submitted to and approved by City Council and, as such, are the City's most recent written policy documents.

Transportation Fund: This proprietary fund accounts for activities of providing transportation services to the public. As a business-type activity fund, it is intended to recover all or a significant portion of its costs through user fees and charges. This fund is

not included as part of the Fund Balance Reserve Policy because unrestricted net assets in proprietary funds does not necessarily represent resources available for appropriation. Statutes and California Code of Regulation section 6634 requires that Net Assets must equal to Non-Current Assets. The underlying reason is that no claimant shall be eligible to receive moneys during the fiscal year from the local transportation fund and the state transit assistance fund for operating costs in an amount that exceeds its actual operating cost.

Solid Waste, Golf Course, Theatre Funds: These proprietary fund accounts for activities of providing solid waste, a municipal golf course and pro shop, and Theatre services to the public. As a business-type activity fund, it is intended to recover all or a significant portion of its costs through user fees and charges. This fund is not included as part of the Fund Balance Reserve Policy because unrestricted net assets in proprietary funds does not necessarily represent resources available for appropriation. This is due to the fact that capital assets are included in proprietary funds and are excluded from unrestricted net assets. Since it is not likely that the City will sell the capital asset in order to fund operations, its value is not available for appropriation.

The proposed range as established by this Policy will be reviewed periodically by the Finance Director to ensure their continued relevance and appropriateness in light of the actual experience of this Fund, and in accordance with any future reserve needs that may arise.

Fund Balance/Retained Earnings will be used for emergency purposes, non-recurring expenditures, or major capital purchased that cannot be accommodated through current year revenues. Should such use reduce the balance below the appropriate level set as the objective for that fund, restoration recommendations will accompany the decision to utilize said balance.

SURPLUS:

If it is determined there is a surplus (an amount in excess of the upper limit of the unreserved and undesignated fund balance range), the funds are to be appropriated upon approval by the Finance Director for the following purposes:

1. Applied to capital improvements and purchases in the Fund. Surplus funds may be used for all capital improvements and equipment purchases that are not financed with borrowings or other contributions.
2. Eliminate unfunded liabilities related to the City's Post-Employment Benefits. Any surplus may be transferred to reduce the unfunded liability in the Other Post Employment Benefits Trust Fund or the Pension Funds for the General Employees or any other fund initiated by the City to provide post employment benefits.
3. Reduction or avoidance of debt. If there is short-term debt within the fund the surplus may be applied to reduce or eliminate the debt if financial analysis proves this to be advantageous for the City. If a borrowing is scheduled, the surplus may be used to reduce the principal amount the City needs to obtain if financial analysis proves this to be advantageous for the City.
4. One-time capital needs. Since a surplus does not represent a recurring source of revenue it should not be used to fund a recurring expense; however, if a one-time capital expenditure has been identified, but not already funded through an appropriation, the surplus may be appropriated for this use.

5. Tax, fee, or rate stabilization. Surplus funds may be designated for stabilization in order to avoid raising taxes, fees, or rates related to the fund in subsequent years.

SHORTFALL:

If it is determined there is a shortfall (an amount below the lower limit of the unreserved and undesignated fund balance range for any fund), the unreserved and undesignated fund balance is to be rebuilt through the following mechanisms in order of priority:

1. Transfer of unreserved and undesignated fund balances from other related funds.
2. An appropriation during the next annual budget process of at least 20% of the shortfall in the unreserved and undesignated fund balance range until the lower limit has been reached. If this is financially unfeasible, a written plan from the Finance Director shall be forwarded to the City Manager for approval in order to restore the unreserved and undesignated fund balance to an amount within the range within a reasonable time frame. This plan may require reduction of expenditures, services, increases in taxes, fees, or rates, or some combination thereof.

ANNUAL REPORTING AND PERIODIC REVIEW:

Annually, after the completion of the City's Comprehensive Annual Financial Report, the Budget Officer shall prepare a Reserve Level Status Report as part of the City's Annual Budget Process to be approved by the Finance Director. At least every two years, the City Council will be required to affirm or revise the Policy including the percentage range established by the category described herein (usually during the budget process).

GLOSSARY OF TERMS:

Fund Balance: Fund balance means the difference between fund assets and fund liabilities. Fund balance is also referred to as net assets.

Reserved Fund Balance: Reserved fund balance is the portion of fund balance that is legally restricted and is not available for appropriation or expenditure.

Unreserved Fund Balance: Unreserved fund balance represents expendable available financial resources.

Designated Fund Balance: Designated fund balance is that portion of unreserved fund balance that reflects the City's self-imposed limitations on the use of otherwise available expendable financial resources.

Undesignated Fund Balance: Undesignated fund balance represents available financial resources which have not been obligated to a specific purpose.

Net Assets: This term is used in Proprietary and Fiduciary Funds and is equivalent to the term fund balance used in governmental funds.

Restricted Net Assets: This term is used in Proprietary and Fiduciary Funds and is equivalent to the term reserved fund balance used in governmental funds.

Unrestricted Net Assets: This term is used in Proprietary Funds and is equivalent to the term unreserved fund balance used in governmental funds.

Unreserved and Undesignated Fund Balance Range: It is the minimum and maximum unreserved and undesignated fund balance calculated as a percentage of expenditures as defined in this policy.

Surplus: Surplus is the amount by which unreserved and undesignated fund balance exceeds the upper limit of the unreserved and undesignated fund balance range.

Shortfall: Shortfall is the amount by which the lower limit of the unreserved and undesignated fund balance range exceeds undesignated unreserved and undesignated fund balance.

Expenditures: Expenditures are all uses of financial resources, budgeted for any purpose, and include operating and capital expenses, debt service, and transfers to other funds.

Operating Expenditures: Operating expenditures are uses of financial resources for personnel, supplies, services and materials, and exclude capital expenses, debt service, and transfers to other funds.

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To establish Guidelines for Maintaining the General Fund Undesignated Fund Balance.

GENERAL POLICY:

General Fund Undesignated Fund Balance

The City will strive to maintain the General Fund undesignated fund balance at 15% of current year General Fund and Library Fund (most support is from the General Fund) budgeted expenditures and a 5% contingency reserve. After completion of the annual audit, if the undesignated fund balance exceeds 20%, the excess must be specifically designated for subsequent year expenditures. Ten percent of undesignated excess is transferred to the Community Recreation and Open Space Endowment Fund.

Per City Council policy, one-time General Fund capital improvement projects can be funded with non-recurring General Fund reserves.

Retained Earnings of Other Operating Funds

Fund Balance/Retained Earnings will be used only for emergencies, non-recurring expenditures, or major capital purchases that cannot be accommodated through current year savings. Should such use reduce the balance below the appropriate level set as the objective for that fund, restoration recommendations will accompany the decision to utilize said balance.

Retained Earnings of Internal Service Funds

The City will maintain positive retained earnings in internal service funds. When an internal service fund builds up retained earnings greater than the actuarially required level, the City may transfer it to other operating funds.

Debt Service Funds

The City will maintain sufficient reserves in its debt service funds that will equal or exceed the reserve fund balances required by bond covenants.

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City of Thousand Oaks

Administrative Policies and Procedures

SUBJECT: City Accounting Policy	APP NO.: 14.001 Submission Date: 7/13/05 Revision Dates: 12/15/05, 8/14/08	AUTHORITY: City Manager Adoption/Approval Date: Revision Dates:
DEPARTMENT: <u>FIN</u>		

PURPOSE:

Establish guidelines for maintenance of City Accounting Records.

DIRECTIVE:

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

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

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

Cost Allocation Plan

The annual Citywide Cost Allocation Plan (Plan) identifies the cost of administrative support for all City departments and special funds. Uses of the plan include:

1. To ensure all direct and indirect costs associated with providing services are included in the calculation of user fees and charges. For example, the Plan is the basis for the indirect cost component of the fully burdened hourly rate used to calculate the cost of City staff providing fee services.
2. To develop the Federally-approved A-87 overhead rate.
3. To charge administrative support costs to the enterprise, Redevelopment Agency, lighting and landscape zones, flood control zones, Mello-Roos assessment districts and Community Development Block Grant funds.

City of Thousand Oaks

Administrative Policies and Procedures

SUBJECT: Audit Policy	APP NO.: 14.002 Submission Date: 7/13/05 Revision Dates: 5/28/09	AUTHORITY: City Manager Adoption/Approval Date: Revision Dates:
DEPARTMENT: <u>FIN</u>		

PURPOSE:

Establish the City of Thousand Oaks' internal audit function located within the Finance Department and to set the foundation and long-term objectives for internal audit functions.

GENERAL POLICY:

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

Scope and Specific Activities

Overall, the internal audit function is accountable for reviewing all functions and activities related to the City of Thousand Oaks. Specific internal audit function activities include:

- Reviewing the reliability and integrity of financial information submitted by an outside entity to the City of Thousand Oaks. This includes an examination of an entity's records used in the calculation of revenue due to, or expense due from, the City of Thousand Oaks.
- Determining whether City programs achieve desired objectives. This may provide information on the need for changing, deleting, or modifying programs or certain elements through additional legislation.
- Determining the extent to which legislative policies are being implemented. Revision of legislative policies may be necessary if they are found to be inappropriate or inadequate.
- Providing support to City management in the development and ongoing evaluation of internal control systems.
- Performing operational audits to ensure the City is maintaining proper internal controls, at a reasonable cost, and is in compliance with established policies/procedures.
- Performing operational audits to evaluate the efficiency and effectiveness of City activities and functions.
- Performing special audits at the request of City management.
- Submitting timely reports at the conclusion of each internal audit to the Finance Director (copies sent to City). Following-up on previously issued audit reports with findings within three to six months after corrective action has been taken.
- Submitting an Internal Audit Plan each fiscal year. The audit plan includes audit areas scheduled during the fiscal year and preliminary time requirements to complete an audit area. Although every effort is made to complete the planned audit, delays do occur and may result in an audit area maintaining a "planned" status in a future year.
- Obtaining technical training or professional assistance needed to maintain/enhance the knowledge, skill and discipline essential to the performance of internal and external audits.

- Monitoring Federal Grant information needed to satisfy single Audit requirements and coordinate with External Auditors on matters related to the Single Audit Act.
- Developing a Fiscal Year Audit Summary Report at the conclusion of each fiscal year that identifies audits performed with the actual time requirements, results of audits, and a summarization of audit findings. The summary report will also identify audit-related concerns or problems encountered during the fiscal year that may require management discussion.

Authority/Restrictions Statement

Authorization is granted for full and complete access to documents (either manual or electronic), personnel and physical properties relevant to any subject under review. Documents and information given to internal auditors during a periodic review will be handled in the same prudent manner as by those employees normally accountable for them. Note that internal auditors have no operating responsibilities or authority over any activities reviewed. Auditors should not develop and install procedures, prepare records or engage in activities that would normally be reviewed by internal auditors.

Independence Statement

The internal audit function will be organizationally included in the Finance Department. Although this organization structure is not completely independent, the following considerations promote an independent internal appraisal audit function:

1. A solid line to the Finance Director (executive management) to assure consideration of audit findings and recommendations;
2. Copies of audit reports submitted to the City Manager;
3. Compliance with Government Auditing Standards promulgated by the United States General Accounting Office and/or Standards for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors;
4. Objectivity by the auditor (an independent mental attitude essential in the performance of audits).

Reporting/Follow-Up Statement

A written report will be prepared by the internal auditor, reviewed by the Finance Director with copies sent to the City Manager. If the audit is related to an internal activity, the management will respond within 30 days and forward a copy to those included in the distribution list. Responses will indicate what actions were taken in regard to specific findings and recommendations in the internal audit reports. If appropriate, a timetable for the anticipated completion of these actions will be included. If the audit report is related to an outside organization (i.e., Franchise Tax Audit), the internal auditor should follow up to ascertain that appropriate action is taken on reported audit findings.

Relationship with External Auditors

The objectives of internal auditing are different from those of an external auditor; however, certain audit work done by the two groups is similar in nature. Therefore, internal audit activities will be coordinated with the city's external auditors to ensure that optimum audit coverage is obtained at a minimum cost.

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City of Thousand Oaks

Administrative Policies and Procedures

SUBJECT: Fixed Asset Replacement	APP NO.: 14.008 Submission Date: 7/13/05 Revision Dates: 11/17/06, 8/14/08	AUTHORITY: City Manager Adoption/Approval Date: Revision Dates:
DEPARTMENT: <u>FIN</u>		

PURPOSE:

To reduce the financial impact on departments when replacing costly equipment by setting aside funds over the life of the equipment being replaced.

POLICY:

Equipment eligible for Fixed Asset Replacement (FAR) funding must meet the capitalization requirements under the City's Capital Improvement Program policy and must replace equipment that is no longer in service due to trade-in, disposal, theft, or transfer to a City storage facility pending disposal.

FAR, for qualifying assets, is calculated by adding 25% to the cost of the equipment (for inflation) to estimate the replacement cost of the asset at the end of its useful life and is allocated to departments over the standardized useful life of the asset.

Use of Available Funds

New equipment can be purchased using FAR "retired equipment reserve", if available. This reserve occurs when assets are deleted from inventory upon being surplus or salvaged and are not replaced.

When equipment is to be removed from inventory, the following action should be taken:

1. **Surplus Equipment (no longer in use/storage)** – complete a Surplus Property Form and forward to the Finance Department's Purchasing Division.
2. **Scrapped or Stolen Equipment** – Prepare a memo and forward to the Finance Department's Purchasing Division, identifying the equipment scrapped or stolen by equipment number.
3. **Salvaged Equipment** – Submit the check or monies received to the Finance Department's Accounting Division with a memo identifying the salvaged equipment by number.
4. **Traded-In Equipment** – Will be identified by the Finance Department through Accounts Payable processing at the time the new equipment is acquired.

City of Thousand Oaks

Administrative Policies and Procedures

SUBJECT: Investment Policy	APP NO.: 14.012 Submission Date: 7/13/05 Revision Dates: 6/5/07	AUTHORITY: City Manager Adoption/Approval Date: Revision Dates:
DEPARTMENT: <u>FIN</u>		

PURPOSE:

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

INVESTMENT POLICY:

I. Mission Statement

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

II. Scope

This investment policy applies to all financial assets of the City which are included in the City's Comprehensive Annual Financial Report (CAFR). Proceeds of City Bond issues are invested in accordance with the applicable Trust Indenture or Fiscal Agent Agreement.

The City Funds subject to this investment policy are: General Fund, Water Fund, Wastewater Fund, Solid Waste Fund, Transportation Fund, Theatres Fund, Los Robles Golf Course Fund, Library Fund, Lighting and Landscaping Fund, Stormwater Fund, Street Improvement Funds, Capital Project Funds, Childcare Fund, Community Development Block Grant Fund, Internal Service Funds, Redevelopment Agency Funds, and any other Fund authorized by the City Council.

III. Prudence

Investments shall be made with judgment and care, under circumstances then prevailing, which "persons of prudence", discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.

The standard of prudence to be used by City investment officers shall be applied in the context of managing the overall portfolio. Investment officers acting in accordance with written procedures and this Investment Policy and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes. City investment officers are to ensure that deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments.

IV. Objectives

The primary objectives, in priority order, of the City's investment activities shall be:

SAFETY: Preserving and protecting capital is the foremost objective of the investment program. Investment activities shall be undertaken in a manner that seeks to ensure the preservation of capital. Investment officers shall seek to avoid capital losses due to credit risk and market risk. Diversification of the portfolio will help insure that portfolio risk is spread over a variety of authorized investment types.

LIQUIDITY: The City's investment portfolio will remain sufficiently liquid to enable the City to meet all operating requirements which can be reasonably anticipated.

YIELD: (Return on investment) The City's investment strategy shall be designed with the objective of obtaining a market rate of return over budgetary and economic cycles while complying with the list of authorized investments.

V. Delegation of Authority

Authority to manage the City's investment program is derived from State of California Government Code Section 53607 and City of Thousand Oaks Ordinance 899-NS. Management responsibility for the investment of City funds is delegated to the City Treasurer who shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate investment officers.

The Treasurer shall establish written investment procedures for the operation of the investment program consistent with this policy. The procedure should describe custody/safekeeping agreements, repurchase agreements, wire transfer agreements, banking services agreements, cash flow forecasting and collateral/depository agreements. Such procedures shall include explicit delegation of authority to persons responsible for investment transactions. No person may engage in an investment transaction except as provided under the terms of this Investment Policy and the procedures established by the Treasurer.

VI. Ethics and Conflicts of Interest

Investment officers and employees involved in the investment program shall refrain from personal business activity that could conflict with the proper execution of the investment program activities, or which could impair the employees' ability to make impartial investment decisions. Investment officers and employees shall disclose to the City Manager and on the annual Statement of Economic Interest Form any material financial interests in financial institutions that conduct business with the City, and they shall disclose any material personal financial/investment positions that could be related to the City's investment performance.

VII. Authorized Investment Broker/Dealers and Institutions

The Treasurer shall maintain a list of financial institutions formally authorized to provide investment services. The City shall enter into formal contracts for banking services, custody services and investment advisory services. The Treasurer shall formally authorize investment brokers to provide investment services to the City. Investment Brokers may be Primary Dealers or Regional Brokers who have a branch office in the State of California. Brokers must complete a broker questionnaire and execute a certification that the Broker's employees and supervisory personnel have read and understand the City's Investment Policy. The Treasurer may conduct periodic reviews of the approved list of investment brokers.

VIII. Authorized Investments

California Government Code Section 53601 authorized eligible investment securities for the investment of surplus funds by local agencies. The City investment portfolio shall be invested in accordance with Section 53601. Except as stated below the maximum maturity on any security is limited to five years and there is no limitation of the percentage of a particular security that can be included in the investment portfolio.

1. U.S. Treasury Bills, Notes and Bonds.

2. U.S. Agencies: US Government Sponsored Enterprises.
3. Bankers Acceptances: Maturity limited to 180 days; portfolio limit is 40%, portfolio limit of one commercial bank is 30%; rated at least "A1/P1".
4. Commercial Paper: Maturity limited to 270 days; a domestic corporation with assets of \$500 million and an "A" rating on its long term debt; rated at least "A1/P1"; limit of 10% from any issuer and 25% of the portfolio.
5. Negotiable Certificate of Deposit: Issued by a nationally or state chartered bank or a state or federal association or by a state licensed branch of a foreign bank; portfolio limit is 30%; rated at least "Aa3/AA-".
6. Certificate of Deposit: Amounts invested up to \$100,000 are insured by an Agency of the US Government. Amounts over \$100,000 must be placed with financial institutions that participate in the State of California Local Agency Security Program which provides for the collateralization of public funds deposits. Eligible financial institutions must have a satisfactory rating from a national bank rating service and the Community Reinvestment Act.
7. Repurchase Agreements: Subject to a Master Repurchase Agreement with a Primary Dealer; maturity is limited to 30 days. Prior to the Treasurer entering into a repurchase agreement, the City Council must approve a Master Repurchase Agreement with the financial institution or primary dealer.
8. Medium Term Notes: Securities issued by domestic corporation rated "A".
9. Mutual Funds: Diversified Management Companies complying with California Government Code Sections 53600, 53630 and 53601(k); limited to 15% of the portfolio.
10. Local Agency Investment Fund: LAIF was established by the State Treasurer for the benefit of local agencies. The City may invest the maximum as permitted by LAIF.
11. Ineligible Investments: Investments not described herein including but not limited to common stock and financial futures and options. Investments with maturities exceeding five years require authorization by the City Council prior to purchase.

IX. Investment Pools/Mutual Funds

This Investment Policy allows the Treasurer to invest in the Local Agency Investment Fund (LAIF) which is maintained by the California State Treasurer for investment by local government.

Authorized investments include Mutual Funds which comply with the following provisions of Government Code Section 53601(k) including: (1) Registered with the Security and Exchange Commission under the Investment Company Act of 1940; (2) Maintains the highest credit rating from two nationally recognized statistical rating organizations.

X. Collateralization

Certificates of Deposits in amounts in excess of \$100,000 (Public Funds Deposits) may only be invested with California financial institutions which participate in the Local Agency Security Program (LASP) administered by the California Department of Financial Institutions. The LASP provides for collateral requirements, oversight and monitoring and reporting by financial institutions.

XI. Custody and Safekeeping

To safeguard against financial losses due to the insolvency of individual securities dealers, all securities owned by the City, including collateral on repurchase agreements shall be held in safekeeping by a third party bank trust department acting as an agent for the City under the terms of a custody agreement. All securities will be settled using Delivery versus Payment procedures (DVP).

XII. Diversification

The Treasurer shall diversify the investment portfolio by security type, institution and maturity. The restriction on concentration in a single security type or institution is detailed in the section on Authorized Investments.

XIII. Maturities

Individual investments within the Investment portfolio are limited to a maximum of 5 years except where further limited by State Law and this Investment Policy. The City is a "buy and hold" investor whereby securities are purchased with the intent of being held until maturity. Maturities will be matched with the City's cash flow requirements. After cash flow requirements are met, investment considerations will include seeking additional yield that may be available in the market.

XIV. Internal Controls

The City Treasurer shall maintain a system of internal controls designed to prevent losses due to fraud, employee error, imprudent actions by employees, misrepresentation by third parties or unanticipated changes in financial markets.

The City Manager's Office, at least quarterly, will randomly select line items from the investment report and send custodian or investment provider an independent confirmation letter to verify information about the investment.

Annually, the City's independent auditor will conduct an independent review of investment records to verify the investments have been made in accordance with the Investment Policy.

XV. Performance Standards

The investment portfolio shall be managed to obtain a market rate of return while preserving capital and meeting cash flow needs. The market rate of return, 'the Benchmark' is the average quarterly yield of three month Treasury Bills.

XVI. Reporting

Within 30 days of the end of each month, the Treasurer will submit the Monthly Investment Report to the City Manager and City Council. At the end of each quarter, the report will be reviewed by the Investment Review Committee at their regularly scheduled quarterly meeting.

The report shall list each investment by investment category and include: (1) Purchase and maturity dates (2) Yield (3) Original Cost (4) Par Value (5) Market Value. The Report will include a weighted average yield and the weighted average maturity for the portfolio.

Pursuant to State Law, the second and fourth quarterly reports are sent to the California Debt and Investment Advisory Commission.

XVII. Policy Adoption

The City of Thousand Oaks Investment Policy shall be annually adopted by Resolution of the City Council.

Glossary:

Banker's Acceptance (BA): Time draft drawn on and accepted by a bank for a specified amount payable on a specified date. Generally drawn for effecting payment for merchandise sold in import-export transactions. The BA is collateralized by commodity products.

Bond Discount: When a bond is sold at a price below its par value.

Bond Rating: Letter classification of a bond's investment quality provided by nationally recognized rating agencies.

Bond: Interest-bearing security issued by a corporation, government, government sponsored enterprise, which can be executed through a bank or trust company. The issuer covenants through an indenture or

offering memorandum to pay to the bond holder periodic interest payments and principal at maturity. The bond may be secured by specific assets of the issuer or the general credit of the issuer.

Broker/Dealer: Individual or firm which acts as a principal in security transactions. The City only conducts transactions with approved broker/dealers who meet the requirements of the Investment Policy.

Callable Bond or Note: Embedded option allowing the issuer to redeem the bond or note prior to its stated maturity.

Certificate of Deposit: Debt instrument issued by a bank or other financial institution that pays interest over a fixed term to maturity.

Collateral: Securities which a borrower pledges for the repayment of a loan or securities lending transaction. Also refers to securities pledged by a bank to secure deposits of public monies.

Commercial Paper: Short term, unsecured, negotiable promissory notes issued by domestic corporations.

Comprehensive Annual Financial Report (CAFR): The official annual financial report for the City of Thousand Oaks.

Credit Risk: The risk that an issuer will default in the payment of interest or principal due on a security.

Debenture: Bond or note secured by the general credit of an issuer.

Delivery vs. Payment (DVP): Method of delivering securities. The purchased securities and the related payment are delivered by the buyer and seller to a third party custodian who settles the transaction and maintains custody of the security on behalf of the purchaser.

Discount: When securities are sold below its par value. Some new issue securities such as Agency discount notes and U.S. Treasury Bills are sold at a discount to the par value and the purchaser receives the par value at maturity.

Diversification: Process of investing assets among a range of security types by sector and maturity.

FannieMae: Federal National Mortgage Association.

Federal Deposit Insurance Corporation: Federal Agency that guarantees funds on deposit in member banks typically deposits up to \$100,000.

FHLB: Federal Home Loan Bank.

FreddieMac: Federal Home Loan Mortgage Association.

GinnieMae: Government National Mortgage Association.

Government Bonds ("Governments"): Securities issued by the U.S. Treasury backed by the "full faith and credit" of the U.S. Government.

Indenture or Fiscal Agent Agreement: Contract between an issuer, trustee or fiscal agent for the holders of an issuer's securities.

Interest Rate: The annual rate of interest received by an investor from the issuer for a security. Also known as "coupon rate".

Investment Portfolio: Collection of securities held by the City for investment purposes.

Investment Review Committee (IRC): Five member committee appointed by the City Council. The IRC meets quarterly and reviews reports prepared by the City Treasurer.

Liquidity: The ability of the City Treasurer to meet the City's cash flow and expenditure requirement by liquidating securities in the Investment Portfolio.

Local Agency Investment Fund (LAIF): Investment pool maintained by the California State Treasurer for investment by local agencies.

Local Agency Security Program (LASP): California financial institutions must participate in the LASP in order to receive invested public funds from local governments. The program provides for collateralization of deposits and reporting requirements.

Market Risk: The risk that the value of a security will rise or decline as a result of change in market conditions.

Market Value: The price at which a security is currently being sold in the market.

Master Repurchase Agreement: Agreement under which a buyer and seller execute Repurchase Agreements. The agreement covers ownership of securities, custody and remedies from default.

Maturity: The date that the principal of a security is due and payable.

Money Market Instruments: Corporate and government obligations of one year or less. These include U.S. Treasury Bills, Agency Discount Notes, Commercial Paper, Banker's Acceptances and Mutual Funds.

Mutual Funds: Investment company that pools money and can invest in a variety of securities. Mutual Funds are regulated by the Investment Company Act of 1940.

Non Callable: Security that does not have an embedded option allowing the issuer to redeem or call the security prior to its stated maturity date. Sometimes referred to as bullets.

Options: Provision of a security allowing the issuer or holder to exercise the option at their discretion.

Original Cost: The price paid for a security.

Par Value: The face value of a security expressed as a dollar amount. This is the amount due at maturity.

Premium: The amount by which the price paid for a security exceeds its par value.

Principal: The face or par value of a security. It does not include interest.

Prospectus: Document prepared by an issuer prior to the sale of new securities. The prospectus discloses facts and information about the issuer and the underlying security for the bonds or notes being issued.

Prudent Person Rule: States that a trustee who is investing for another should behave in the same way as a prudent individual of discretion and intelligence who is investing for personal investment income and preservation of capital.

Rating: The designation used by investors' services to rate the quality of a security's creditworthiness.

Redemption: Liquidation of debt securities on the maturity date or at the issuer's option the exercise of the embedded call feature.

Reinvestment Risk: The risk that an investor will be unable to reinvest income proceeds from a security holding at the same rate of return.

Repurchase Agreement: Agreement between buyer and seller of U.S. Treasury securities whereby the seller agrees to repurchase the securities at a specified price on a specified date. Such transactions are subject to a Master Repurchase Agreement between the buyer and seller.

Safekeeping: Service banks offer to customers where securities are held in the bank's vaults for safekeeping.

Structured Notes: Issued by Government Sponsored Enterprises and corporations which have embedded options including call features, step up coupons, floating rate coupons and derivative based returns.

Trustee: Bank designated as the custodian of funds and the official representative for bond holders. The trustee is responsible for enforcing the provisions of the Indenture.

U.S. Agencies: Federal Agencies whose debt securities is backed by the "full faith and credit" of the U.S. Government such as the Government National Mortgage Association (GinnieMae). Government Sponsored Enterprises (GSE) whose debt securities are backed by the credit of the issuer such as FannieMae, FreddieMac and Federal Home Loan Bank.

U.S. Treasury Bills; Notes and Bonds: Bills are non-interest bearing securities with maturities up to one year. Bills are sold at a discount to their par value. Notes are intermediate securities with maturities of one to ten years. Bonds are long term securities with maturities of ten years or longer.

Yield: The annual rate of return on an investment, expressed as a percentage of the investment.

City of Thousand Oaks

Administrative Policies and Procedures

SUBJECT: Debt Policy	APP NO.: 14.007 Submission Date: 7/13/05 Revision Dates:	AUTHORITY: City Manager Adoption/Approval Date: Revision Dates:
DEPARTMENT: <u>FIN</u>		

PURPOSE:

To ensure the proper and orderly issuance of debt for the purpose of achieving the City Council's goals and objectives.

POLICY:

The City Council of the City of Thousand Oaks adopts the following Debt Policy to ensure the proper and orderly issuance of Debt for the purpose of achieving the City Council's Goals and Objectives.

Preamble

The purpose of this Debt Policy is to ensure that the City's bonded indebtedness is incurred and administered in a prudent financial manner. A decision by the City Council to incur bonded indebtedness is one of its most important decisions. Bond investors are going to purchase the City's bonds with the absolute expectation that the City will honor its promise to pay the annual debt service without exception for the 25-to-30 year life of the bonds. Conduit bonds, for which the City has no financial responsibility, will require the same level of scrutiny prior to bond issuance. A decision to incur bonded indebtedness, also incurs the ongoing annual responsibility for the payment of debt service, annual State and Federal reporting requirements and the obligation to address any problems which may arise for as long as the bonds are still in existence.

Although this policy addresses bonded indebtedness, these same policy concerns can be directed to a bank loan or an internal inter-fund loan.

Policy Elements

1. Budget Integration: The decision to incur bonded indebtedness is to be integrated with the City Council approved biennial Operating Budget and Capital Improvement Program Budget. A bond issue can be utilized to implement the financing of a Capital Project. Provision for the annual principal and interest payments (debt service) is provided for in the Operating Budget. In addition, the need for bond financing can be incorporated into a capital facilities financing plan relating to the General Fund or an Enterprise Fund. Bond proceeds are not to be used to fund operating expenses.

2. Required Bond Analysis: The Finance Director is to prepare an analysis of each proposed bond issue. This analysis should include (a) determine that the capital project is eligible for bond financing, (b) identify the sources of financing for the project other than bond financing. (c) identify the total cost of the capital project including its construction cost, cost of furnishings fixtures and equipment, and source of revenue to fund the annual debt service. (d) analysis of the municipal bond market, including economic and interest rate trends. (e) Identify alternative bond structures, option to use bond insurance and the information needed by rating agencies and the disclosure requirements of the Official Statement. (f) The timing of when the City should enter the bond market.

3. Types of Bond Issues: The City Council will authorize the issuance of bonds by adopting a bond resolution on behalf of the City of Thousand Oaks, Thousand Oaks Redevelopment Agency and Thousand Oaks Public Financing Authority. The type of Bonds that the City will issue include General Obligation

Bonds, Certificates of Participation, Lease Revenue Bonds, Tax Allocation Bonds, Mortgage Revenue Bonds, Assessment District Bonds, Special Tax Bonds and any other bonds which are allowed under State Law and Federal Tax Law. Special Tax Bonds that are issued on behalf of Community Facilities Districts are subject to additional policy provisions as set out in City Council Resolution 94-107.

4. Limitations on Debt Service: Bond issues supported by the General Fund are restricted to an annual debt service of Five Percent of General Fund Revenue. Bond issues supported by a Redevelopment Project Area Fund can have a higher percentage of revenue allocated to debt service because Redevelopment Project activity is limited to the funding of Capital Projects and has limited administrative expenses. Bond issues supported by Enterprise Funds should ensure that there is sufficient debt service coverage. The ratio of net operating income to annual debt service should be 1.25 to 1.

Per California Government Code Section 43605, 15 percent of the assessed value shall be used for debt limit calculations. However, as of fiscal year 1981-82, assessed value no longer was calculated as 25 percent of market value and instead is calculated as 100 percent of market value. In order to reflect the intent of the debt limit stipulation, the 15 percent has been adjusted to one-fourth of 15 percent (3.75 percent) in this calculation.

5. General Provision: The term of a bond issue is not-to-exceed the useful life of the capital project that is being financed. The bonds are to be sold at Competitive Sale, however, the City reserves the option of pursuing a Negotiated Sale if the proposed financing or the Capital Project is unusual or complex. The overall objective is to obtain the lowest possible interest cost. The City is to remain cognizant of fluctuations in interest rates for the purpose of identifying Refunding opportunities. Refund of existing bonds should be undertaken to reduce overall debt service expense or to remove restrictive covenants in the existing Indenture.

6. Financing Consultants: The City is to retain professional consultants including Bond Counsel, Underwriter, Financial Advisor, Trustee, and arbitrage analyst. The City will consider the professional qualifications and experience of these consultants as it relates to the particular bond issue under consideration. In certain instances, the City will conduct a request for proposal/qualification process to select such consultants.

GLOSSARY

Arbitrage: The difference between interest cost and interest earnings. The proceeds of tax-exempt municipal bonds can be invested in higher yielding taxable investments. The investment of bond proceeds is regulated by the Internal Revenue Service. Generally, any investment Aprofit@ must be rebated to the U.S. Treasury. An Arbitrage Rebate Analyst will prepare an annual calculation of Aexcess investment earnings@.

Assessment District Bonds: Bonds issued for public improvements benefiting property within assessment districts created pursuant to the Improvement Act of 1911 and the Municipal Act of 1913.

Bonds: Bonds refers to the following types of debt: General Obligation Bonds, Certificates of Participation (COP), Lease Revenue Bonds, Assessment District Bonds, Special Tax Bonds for Community Facilities Districts, Tax Allocation Bonds and Notes for Redevelopment Project Areas, Conduit Bonds including Single Family Mortgage Revenue Bonds and Multifamily Mortgage Revenue Bonds.

Bond Counsel: Legal Counsel hired by the City to ensure that the bond issuance complies with State Law and Federal Tax Law.

Bond Insurance: An optional policy purchased by the City that ensures timely payment of principal and interest to bondholders. Bond insurance usually results in an issue being rated AAA. Insurance is cost effective when present value savings of the insured debt service as compared to the debt service of uninsured bonds is less than the insurance premium.

Bond Resolution: Resolution adopted by the City Council authorizing the issuance of bonds, approving the Notice of Sale and the Official Statement.

Certificates of Participation: Bonds based on a lease or installment sale agreement. Certificates may be secured by the General Fund or by specific revenue from an Enterprise Fund.

Competitive Bid: A sale of Bonds in which an Underwriter or syndicate of Underwriters submit sealed bids to purchase the bonds. This type of sale is in contrast to a Negotiated Sale.

Conduit Bonds: Bonds issued by the City to finance a project to be used by a private or non profit entity. The Bonds are secured and debt service payments are the solely the obligation of the owner of the project. The City has no financial obligation to repay the bonds.

Credit Rating Agency: A company that rates the relative credit quality of a City bond issue and assigns a letter rating. Three rating agencies are Moody=s Investors Service, Standard & Poor=s Corporation, and Fitch ICBA.

Financial Advisor: A consultant who provides the City with advice on the structure of the bond issue, timing, terms and related matters for a new bond issue. At the City=s discretion, may be allowed to bid in a competitive sale of the bonds.

General Obligation Bond: A bond secured by the City=s full faith, credit and taxing power. Requires a two-thirds vote by the City=s electorate.

Indenture: Contract between the City and a Trustee. Sets out all the terms of the bond issue and the obligations of the City to the bondholders.

Mortgage Revenue Bonds: Bonds issued for the purpose of providing single-family mortgage financing or acquisition and construction funds for multifamily housing projects. The bonds are secured by the mortgage repayments and project revenue. See Conduit Bonds.

Negotiated Sale: The City selects one underwriter or group of underwriters to purchase the bonds from the City and resell the bonds to investors. The City may elect to use a Financial Advisor or Pricing Consultant to ensure that the price paid for the bonds is a market price.

Official Statement (Prospectus): The official public offering statement prepared by the City disclosing the economic, financial and social characteristics of the City and the proposed bond issue.

Private Placement: A bond issue that is structured specifically for one purchaser.

Refunding: A process by which a bond issue is redeemed (paid off) by a new bond issue. The purpose of refunding is to lower debt service costs or remove restrictive covenants from the prior bond issue.

Special Tax Bonds: Bonds issued to fund eligible public improvements or public services within Mello-Roos Community Facilities Districts. Bonds are secured by a special tax assessment levied on property within the boundaries of the district. The City=s policy on Community Facilities Districts and Special Tax Bonds is further outlined in City Council Resolution 94-107.

Tax Allocation Bonds: Bonds issued to fund eligible capital facilities located within a Redevelopment Project Area. Secured by a portion of the property taxes collected within the project area.

Trustee: A bank retained by the City as custodian of bond proceeds and official representative of bondholders. Ensures compliance with the indenture.

Underwriter: A financial institution that purchases bonds for resale either through a negotiated sale with the City or through a competitive sale.

APPENDIX

Citywide Community Standards
Citywide Benchmarking
City Debt Obligations
Capital Improvement Program (CIP) Projects Summary
Financial Summaries

Community Standards

COMMUNITY STANDARDS

Citywide Standards

Public Services: Telephone Assistance: Provide public information in courteous & efficient manner. Telephones will be answered by third ring. Voice mail messages will be responded to within 24 hours unless staff member is away from work premises on other than City business; in that case, staff will leave instructions on voice mail for calling party to talk to alternate staff member. Full assistance will be available Monday through Friday, 8:00 am to 5:00 pm.

Counter Assistance: Provide public information in courteous & efficient manner. Person at counter will be acknowledged cheerfully. Most requests for assistance will be completed at time of visit. Others will be acted upon quickly and response provided in timely manner. On more complicated issues, staff will provide status information to citizen within 3 days and provide completed response within 10 days of receipt of request. Full assistance will be available Monday through Friday, 8:00 am to 5:00 pm.

Internet mail: Provide public information. Internet mail will be acknowledged within 5 business days. On more complicated issues, staff will provide completed response within 10 days of receipt of request.

Written correspondence: Provide public information. Correspondence will be acknowledged within 3 days. On more complicated issues, staff will provide status information to citizen within 3 days.

Referrals: Respond to requests for information. Requests will be acknowledged within 3 days. On more complicated issues, staff will provide status information to citizen within 3 days.

Accounts Payable: Invoices received for payment. To minimize late fees and enable the taking of all discounts, responsible departmental staff person will review and approve or reject bills presented for City payment within 3 days of receipt. Upon receipt of request for payment, the Finance Department will provide accurate and timely disbursement of funds to City vendors.

Complaint Resolution: Staff will be trained to: take time to listen; not be defensive; obtain facts involved in complaint; determine the desired outcome; act quickly; encourage meetings; provide alternatives and encourage participation in the decision-making process; follow-up (handled by most experienced staff member available).

COMMUNITY STANDARDS

Ventura County Fire Protection District

Emergency Response: (Immediate threat to or involvement of Life, Property, or Environment):

Urban Fire Stations (densely populated areas with typical structure mixes including single-family dwellings, multi-family housing, as well as commercial and/or industrial occupancies): Average response time under 5 minutes.

Neighborhood Fire Stations (moderate to low density population areas with typical structure mixes including single family dwellings and some multi-family residences, as well as some light commercial and industrial occupancies): Average response time under 7 minutes.

Non-Emergency Response: (No immediate threat to life, property, or environment):

Urban Fire Stations: Average response time under 12 minutes.

Neighborhood Fire Stations: Average response time under 15 minutes.

Special Operations Response: Urban Search and Rescue Team/Hazardous Materials Response Team. Arrival at scene within 30 minutes of notification.

Wildland Response: Control wildland fires starting within the City limits with no loss to exposed properties.

Command Staff Representation to City: Command staff member (Assistant Chief or Battalion Chief) attend 75% of all City staff and Council meetings.

Community Service and Public Education: Fire Stations: Comply with all requests for community fire safety education instructors and speakers, as well as, facility tours, and other fire department related community service and public education related requests.

Community Service and Public Education:

ASpanner@ School Program: Contract 100% elementary schools, grades 2 and 3.

Juvenile Firesetters: Continue to counsel juveniles as needed and to respond to 100% of requests made by community or company officers.

Fire Prevention: Engine Company Inspection Program: Fire Safety, Life Hazard, and Fire Hazard Reduction Inspections:

- Public Assembly, institutional, and other high-risk occupancies for fire code compliance once per year.
- Low risk occupancies for fire code compliance once per three-year period.
- Public Assembly occupancies spot checks for over crowding and blocked exits once per year.
- Designated properties for Fire Hazard Reduction Program compliance of 100 foot clearance once per year.

COMMUNITY STANDARDS

Ventura County Fire Protection District (continued)

Fire Prevention Bureau:

Plan Check: Review and return within 10 working days.

New construction, tenant improvement, fire prevention systems: Next day inspection, 24 hour turnaround.

Minimum staffing 24 hours per day, 365 days per year:

Engine Companies 30, 31, 32, 33*, 34, 35, 36*, 37, 44*: Captain - Engineer - Fire Fighter

Truck Company 30: Captain - Engineer - 2 Fire Fighters

Command: Battalion Chief, Assistant Chief

* Stations are outside City limits.



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Citywide Benchmarking

CITYWIDE BENCHMARKS

During the City Council Budget Hearing on June 9, 2009, City Council requested that staff provide benchmark comparisons to other similar cities.

All cities are similar in the fact that they are formed for the purpose of providing local governance and services, however, no two cities are exactly alike. Each city has its own unique geography and demographics, and provides a certain group of services to best compliment and provide for its citizens. The cities of Ventura County are no exception to this fact. Some of the major differences involve public safety services. The cities of Oxnard, Simi Valley, and Ventura each provide their own police force while the City of Thousand Oaks contracts with the Ventura County Sheriff's Department for police services. The cities of Oxnard and Ventura provide their own fire departments while the cities of Simi Valley and Thousand Oaks are part of the Ventura County Fire Protection District. These dissimilarities between services provided by Ventura County cities continues across all facets of government, from parks and recreation services to library services and makes comparison between cities difficult. However, the City of Thousand Oaks feels it is important to provide comparisons to our citizens as a way to compare the services they receive with the services received by residents of other similar sized cities in Ventura County, namely the cities of Oxnard, Simi Valley, and Ventura.

In setting out to provide benchmarking measures, departments were asked to determine what they believed to be the most useful benchmarks for services they provide. The information was compiled together and is presented in the following pages. The population figures used for all cities benchmarked was as of January 1, 2008. In some cases, such as for public safety benchmarks, the data presented is based on calendar year 2008 figures. As noted above for police and fire services, cities can also rely on other agencies to provide certain services. In each instance where a city does not provide the service itself, this is noted and data presented comes from the agency providing the service.

It is the goal of these comparisons to highlight both services where the City of Thousand Oaks compares favorably to the selected cities and also the services where the City may need to improve upon. The results will be updated each year with analysis done as to any new benchmarking measures that should be included in the study as well as elimination of those measures that are no longer useful.

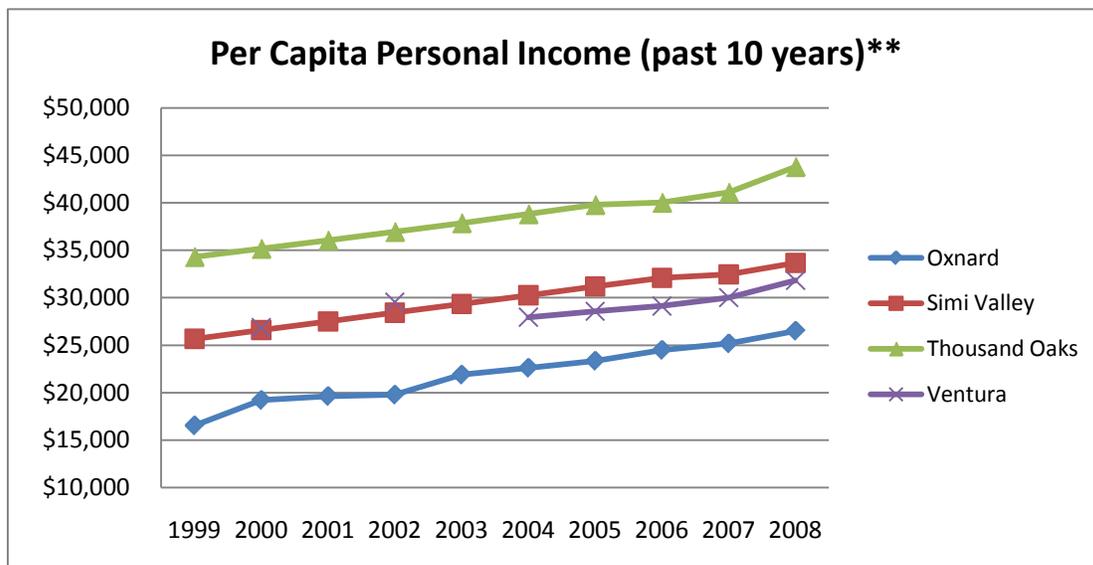
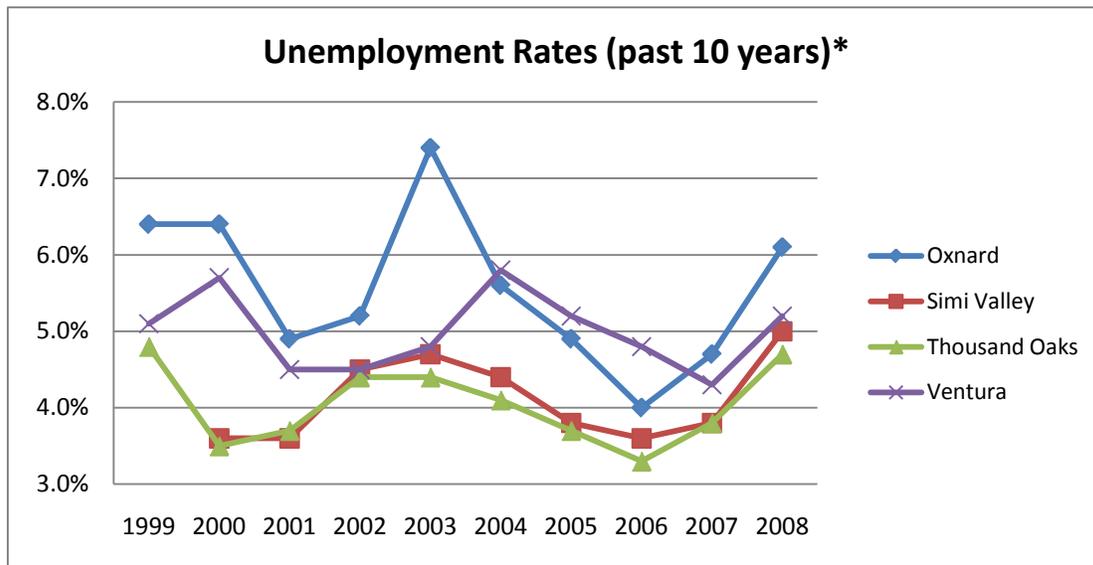
This was the first attempt at benchmarking comparisons and it is expected that included in the next biennial budget the City will be able to provide a more in-depth analysis.

CITYWIDE BENCHMARKS

Economic Benchmarks

ECONOMIC SERVICES	Oxnard	Simi Valley	Thousand Oaks	Ventura
Population as of Jan. 1, 2008	194,905	126,142	128,650	106,360
Unemployment rate	6.1%	5.0%	4.7%	5.2%
Personal income (in thousands)	\$ 5,166,932	\$ 4,246,949	\$ 5,635,127	\$ 3,385,439
School enrollment	37,703	21,700	22,115	17,321

Data: FY 2007-08 CAFRs



*Information unavailable for City of Simi Valley for 1999

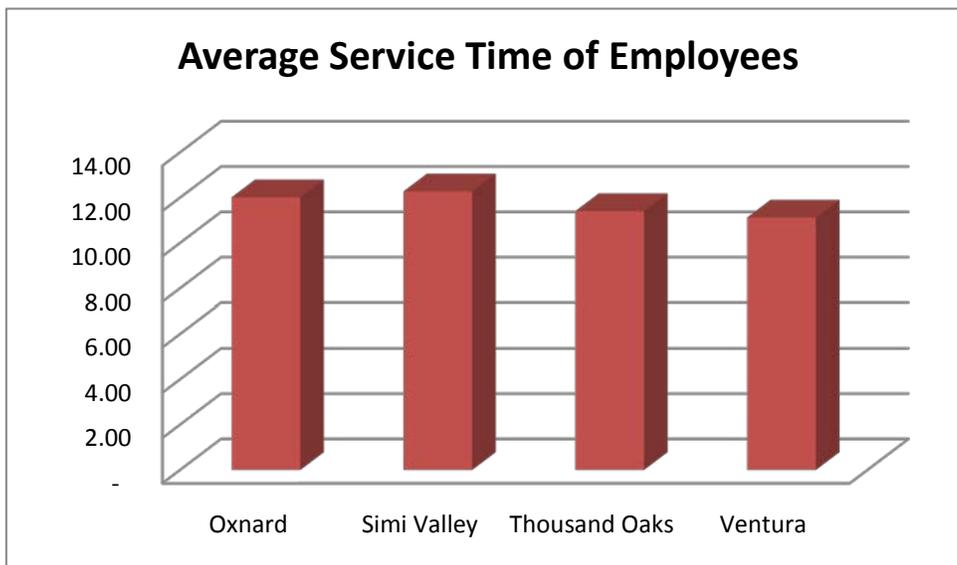
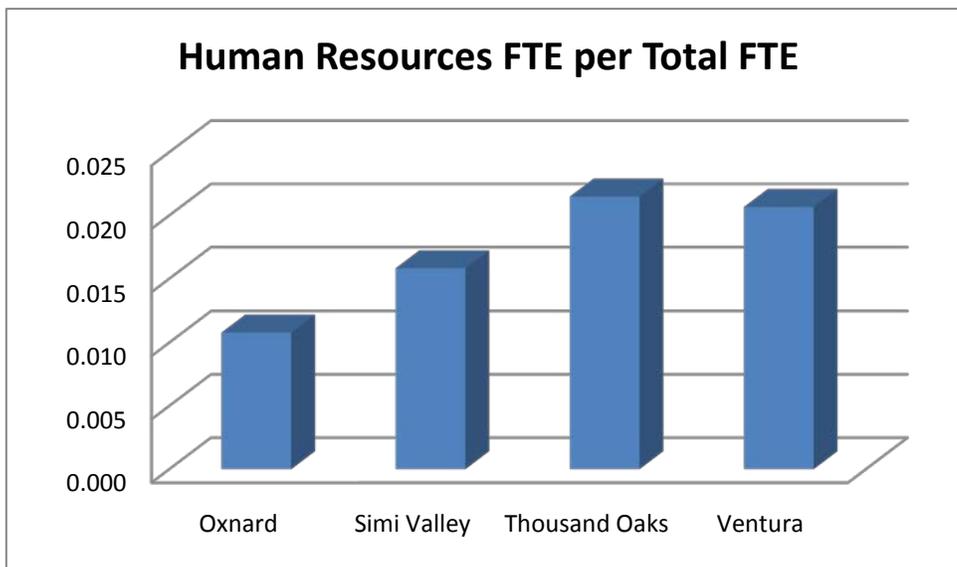
**Information unavailable for City of Ventura for 1999, 2001, 2003

CITYWIDE BENCHMARKS

Human Resources

HUMAN RESOURCES SERVICES	Oxnard	Simi Valley	Thousand Oaks	Ventura
Population as of Jan. 1, 2008	194,905	126,142	128,650	106,360
Human resources FTE*	13.00	9.00	9.00	12.75
Total FTE**	1,205.00	569.00	419.00	617.15
Turnover percentage	7.50%	7.70%	4.50%	5.34%
Average service time (in years)	12.01	12.27	11.40	11.12

*FTE - Full Time Equivalent
 **Excludes fire personnel for Simi Valley and Thousand Oaks (part of VCFPD), excludes non-city police personnel for Thousand Oaks (contract with Ventura County Sheriff's Department)
 Data: City of Thousand Oaks' Human Resources Department

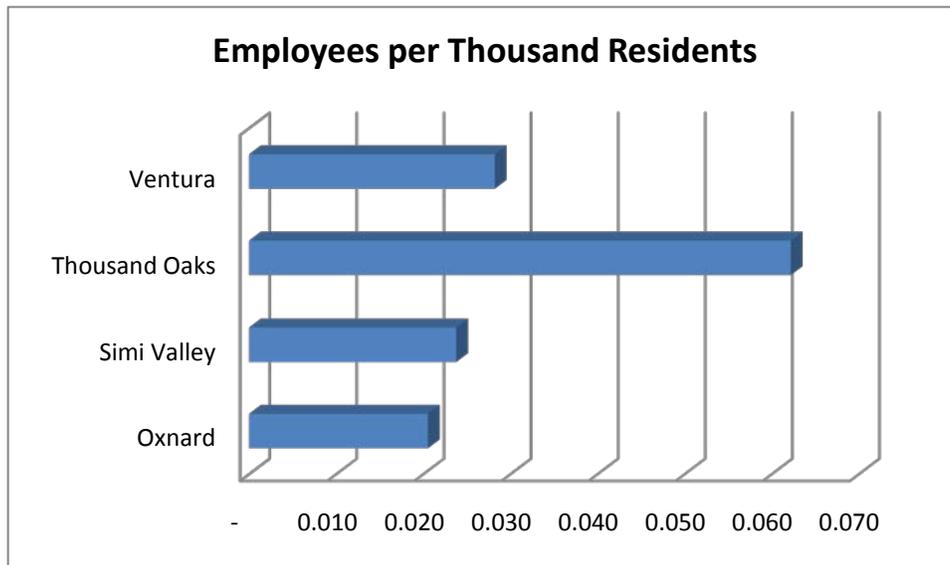


CITYWIDE BENCHMARKS

City Clerk's Office

CITY CLERK SERVICES	Oxnard	Simi Valley	Thousand Oaks	Ventura
Population as of Jan. 1, 2008	194,905	126,142	128,650	106,360
Number of employees*	4	3	8	3
Number of City Council Meetings held	36	23	26	64
Days in advance agenda posted	5	4	4	5
% of minutes approved within 22 days from* date of meeting	29%	0%	77%	98%
Number of images on Citywide Document Imaging System**	1,641,710	-	1,734,647	-
Documents available on public website via Imaging System	No	No	Yes	No
Committee recruitments/records	11	22	19	13

*City of Thousand Oaks employee total includes 3.35 positions dedicated to records management functions
 **City of Thousand Oaks has an additional 1,278,932 images pending indexing from microfilm conversion
 Data: City of Thousand Oaks' City Clerk's Office

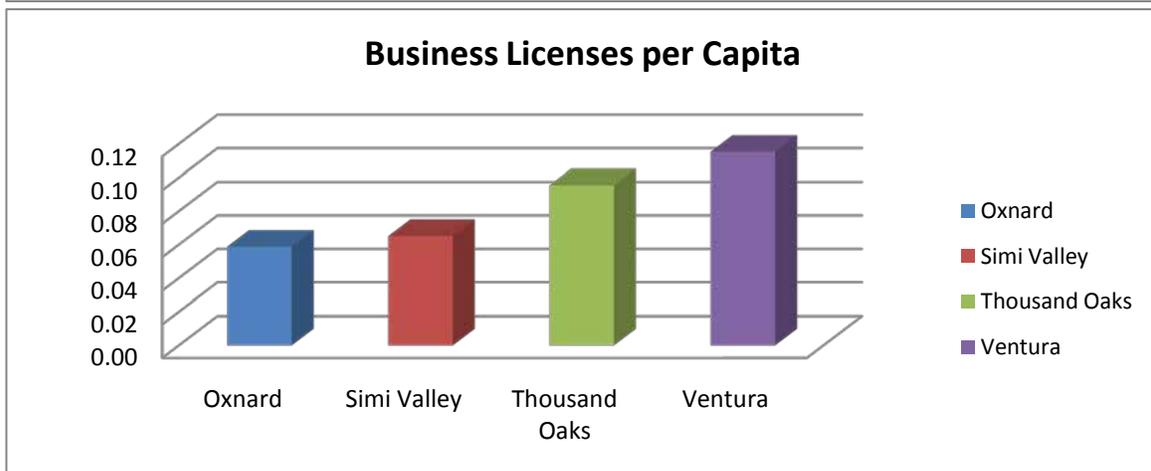
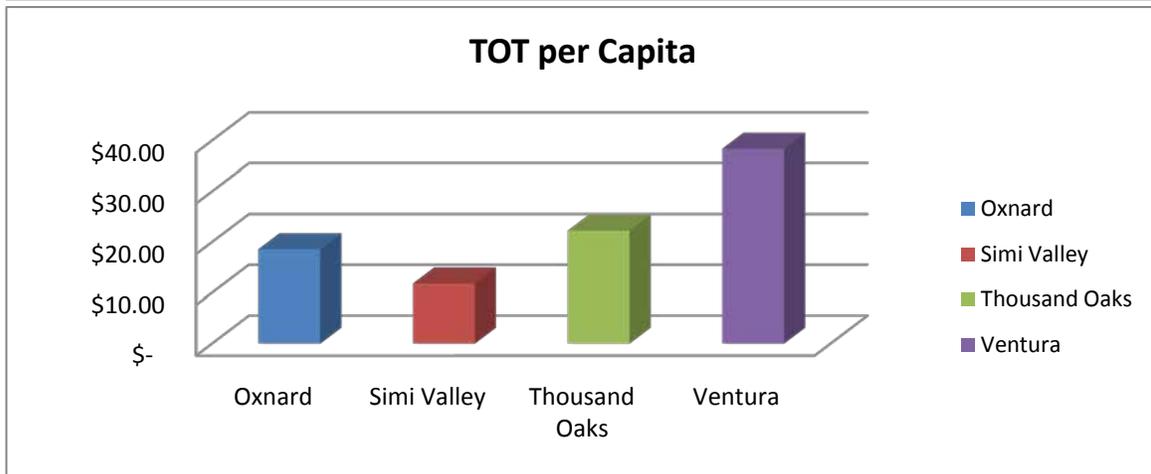
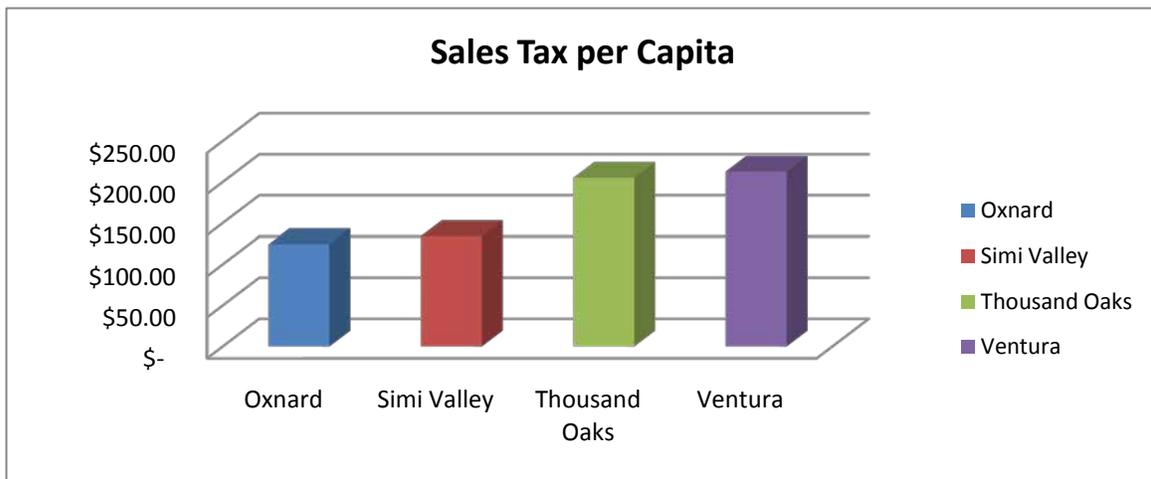


CITYWIDE BENCHMARKS

Finance Department

FINANCE SERVICES	Oxnard	Simi Valley	Thousand Oaks	Ventura
Population as of Jan. 1, 2008	194,905	126,142	128,650	106,360
Sales tax	\$ 24,205,622	\$ 16,894,319	\$ 26,356,909	\$ 22,613,278
Transient occupancy tax (TOT)	\$ 3,618,611	\$ 1,487,374	\$ 2,859,810	\$ 4,078,171
Business licenses issued	11,449	8,211	12,271	12,257

Data: FY 2007-08 CAFRs

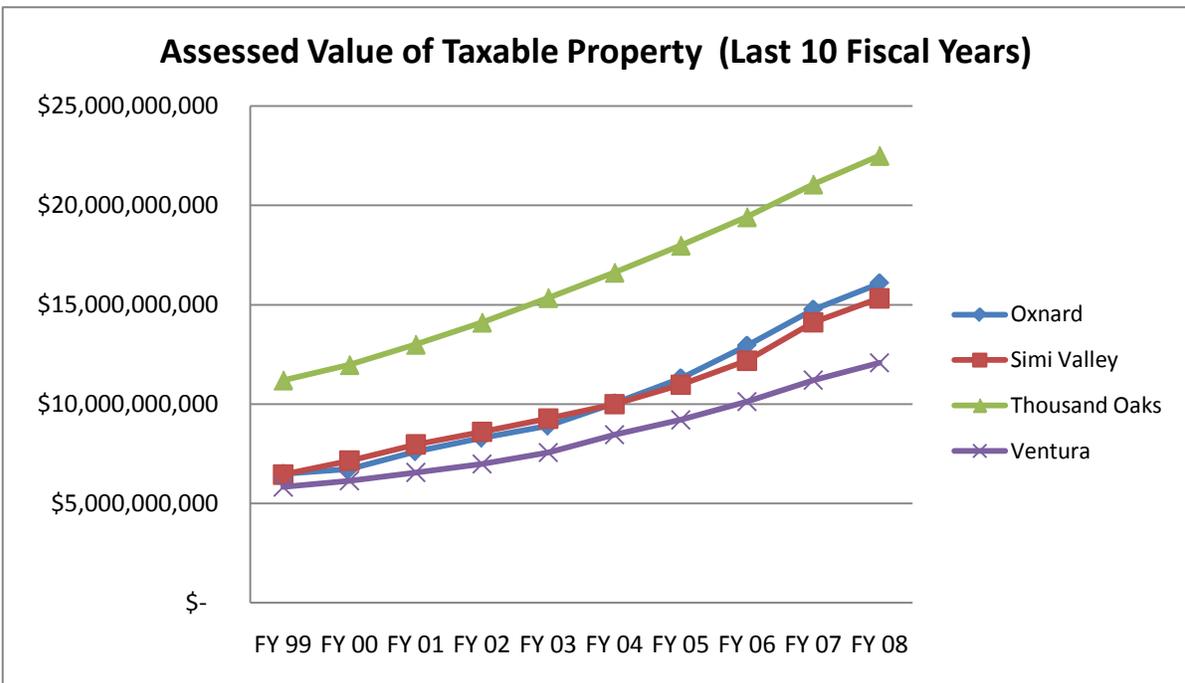
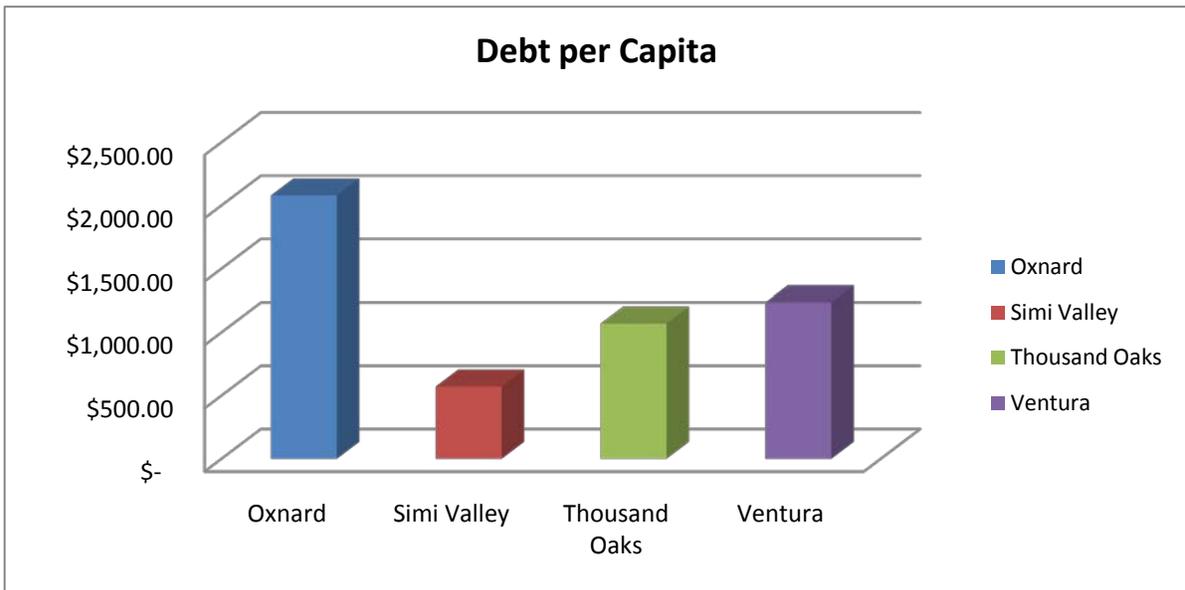


CITYWIDE BENCHMARKS

Finance Department

FINANCE SERVICES	Oxnard	Simi Valley	Thousand Oaks	Ventura
Population as of Jan. 1, 2008	194,905	126,142	128,650	106,360
Outstanding debt*	\$405,147,355	\$ 72,080,000	\$137,598,163	\$131,379,794
Assessed valuation (in thousands)**	\$ 16,071,838	\$ 15,322,811	\$ 22,506,308	\$ 12,075,405

*Statistics compiled from FY 2007-08 CAFRs
 **Statistics compiled from HdL, Coren & Cone

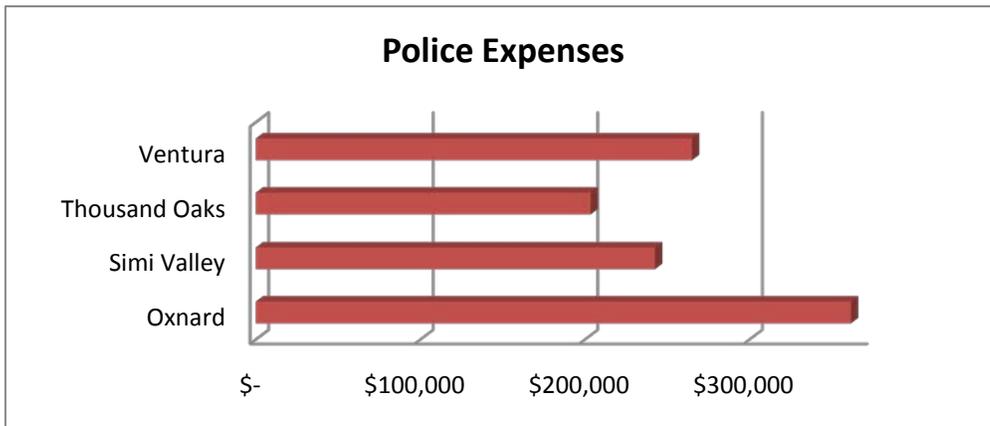
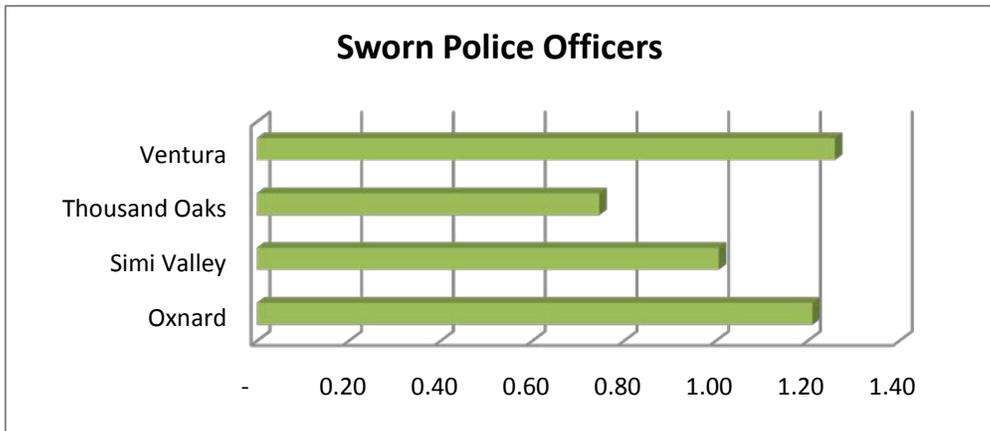
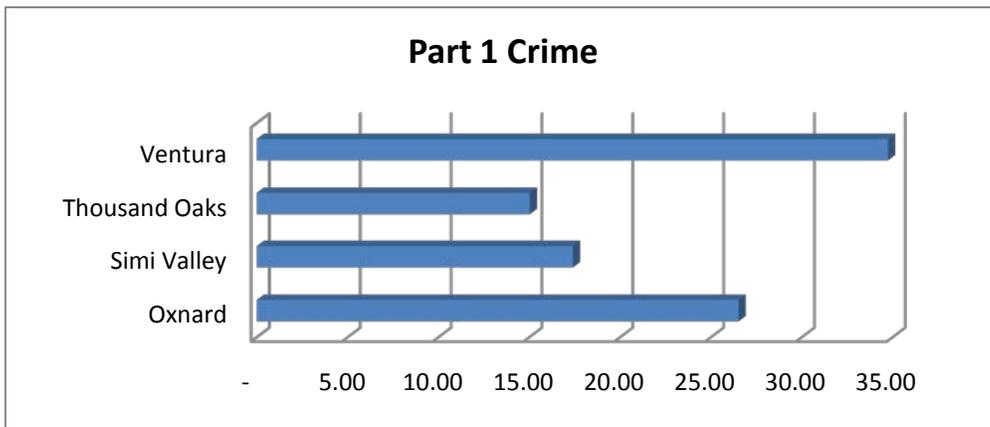


CITYWIDE BENCHMARKS

Police Department

POLICE SERVICES	Oxnard	Simi Valley	Thousand Oaks	Ventura
Population as of Jan. 1, 2008	194,905	126,142	128,650	106,360
Part 1 crime	26.53	17.4	15.03	34.75
Sworn officers	1.21	1.01	0.75	1.26
Police expenses	\$ 361,715	\$ 242,587	\$ 203,508	\$ 265,075

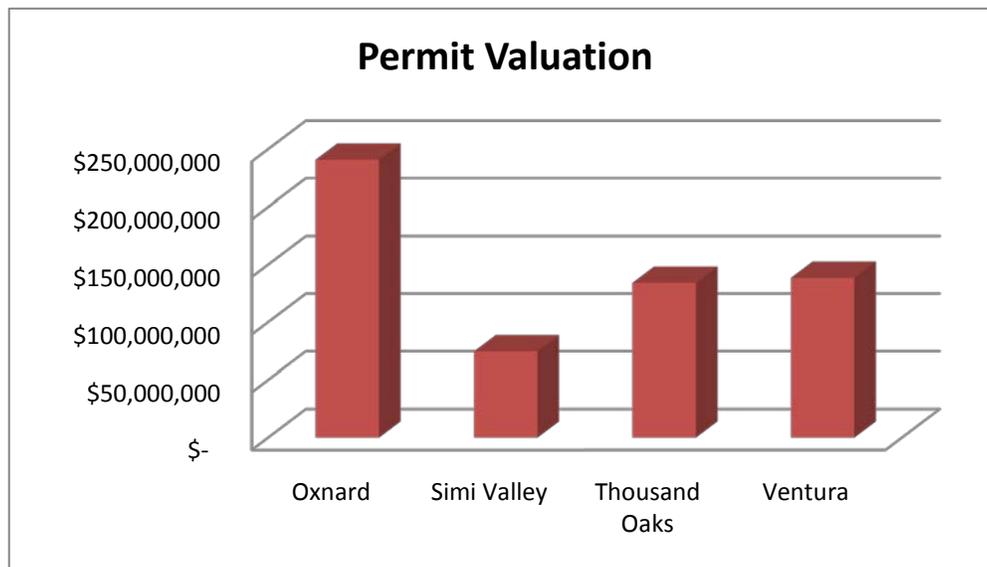
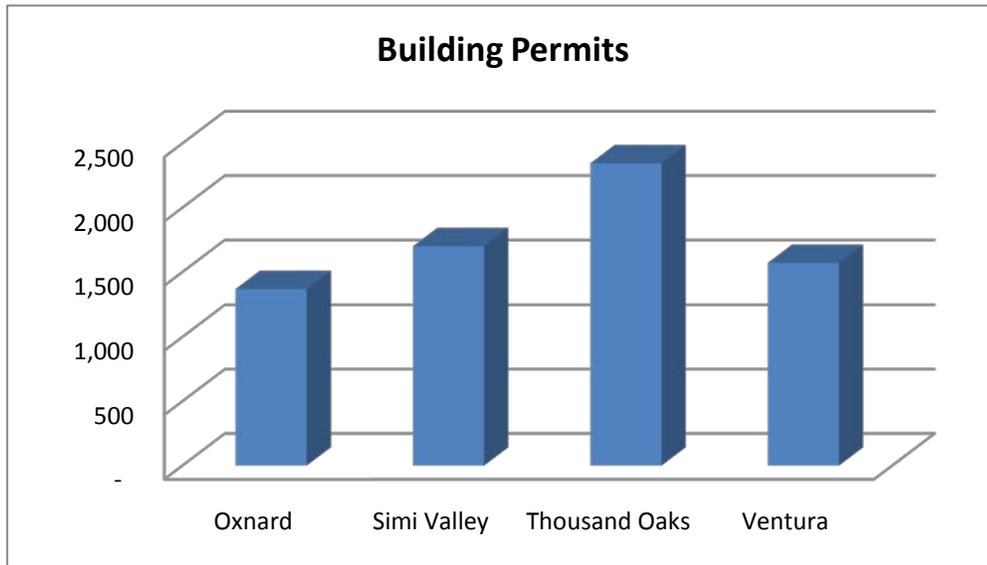
*Information is per thousand residents
Data: FY 2007-08 CAFRs, FBI Uniform Crime Reports



CITYWIDE BENCHMARKS

Building Services

BUILDING SERVICES	Oxnard	Simi Valley	Thousand Oaks	Ventura
Population as of Jan. 1, 2008	194,905	126,142	128,650	106,360
Building permits	1,367	1,700	2,345	1,571
Permit valuation	\$ 240,770,101	\$ 74,530,000	\$134,157,908	\$ 138,500,000
Assessed valuation (in thousands)	\$ 16,071,838	\$ 15,322,811	\$ 22,506,308	\$ 12,075,405
Data: FY 2007-08 CAFRs, City of Oxnard, City of Ventura, HdL, Coren & Cone				

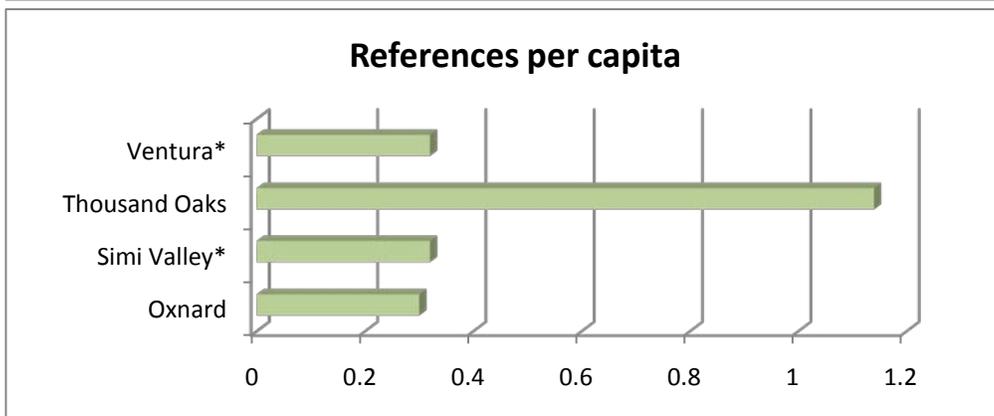
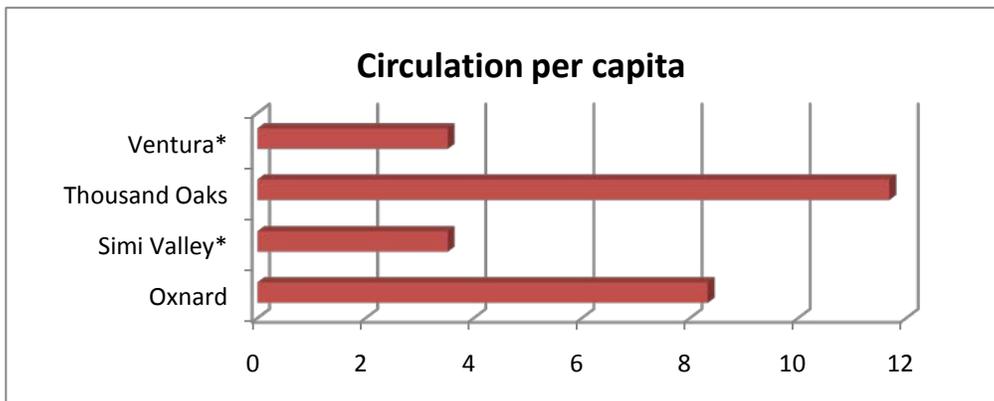
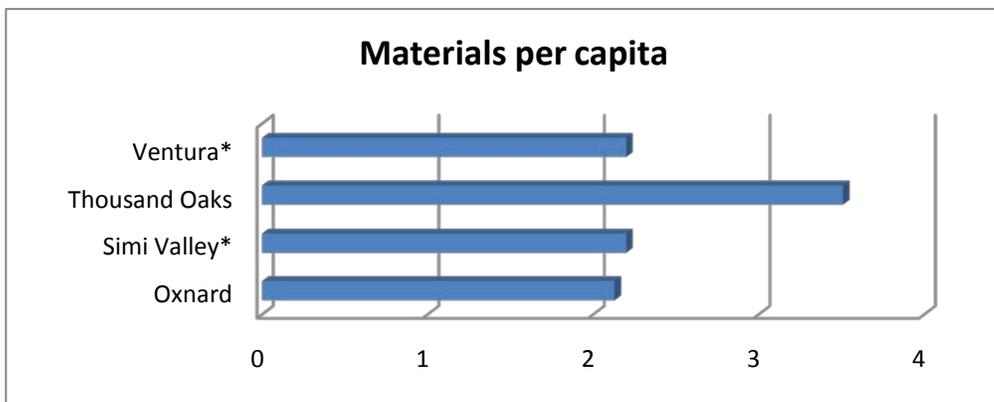


CITYWIDE BENCHMARKS

Library Department

LIBRARY SERVICES	Oxnard	Simi Valley*	Thousand Oaks	Ventura*
Population as of Jan. 1, 2008	194,905	441,679	128,650	441,679
Total materials (print, ebooks, audio, video)	413,622	969,234	450,985	969,234
Circulation	1,624,377	1,552,693	1,503,902	1,552,693
Reference transactions	58,553	141,149	146,500	141,149

*Ventura and Simi Valley are part of the County Library System. Information presented is for the County Library System.
Data: "California Library Statistics 2009" (Fiscal year 2007-2008)



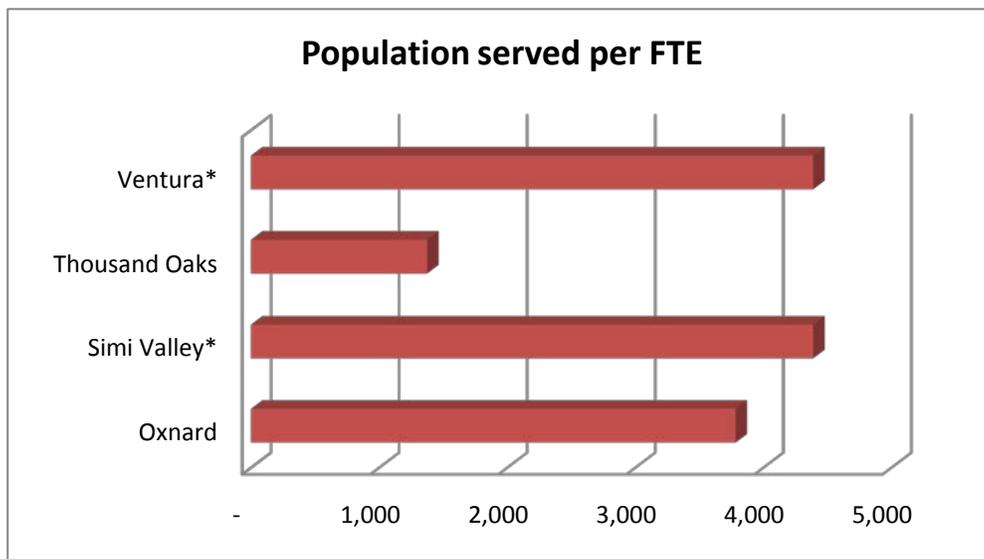
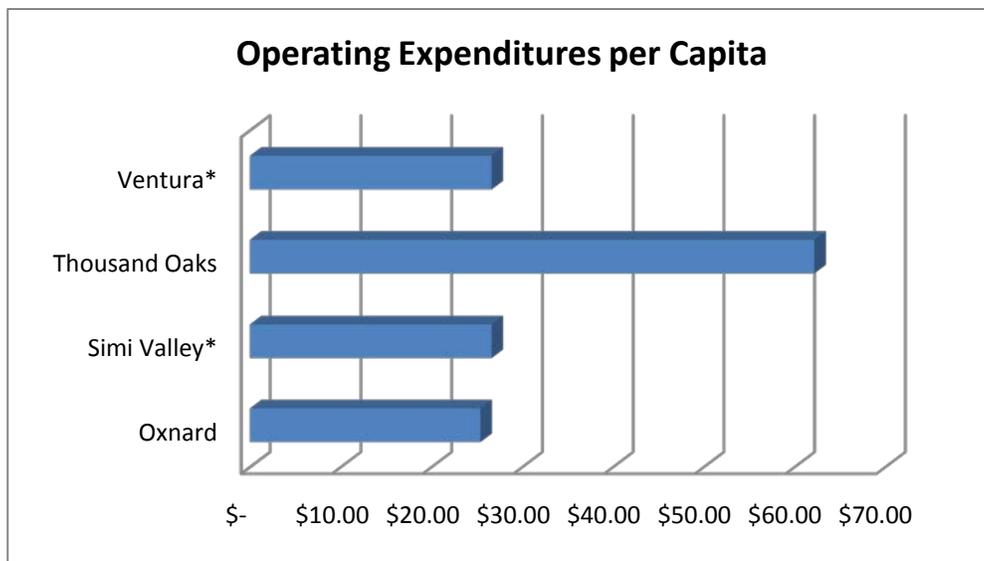
CITYWIDE BENCHMARKS

Library Department

LIBRARY SERVICES	Oxnard	Simi Valley*	Thousand Oaks	Ventura*
Population as of Jan. 1, 2008	194,905	441,679	128,650	441,679
Total operating expenditures	\$ 4,951,470	\$ 11,760,953	\$ 8,000,484	\$ 11,760,953
Total FTE (Full time equivalent) staff	51.50	100.60	93.50	100.60

*Ventura and Simi Valley are part of the County Library System. Information presented is for the County Library System.

Data: "California Library Statistics 2009" (Fiscal year 2007-2008)

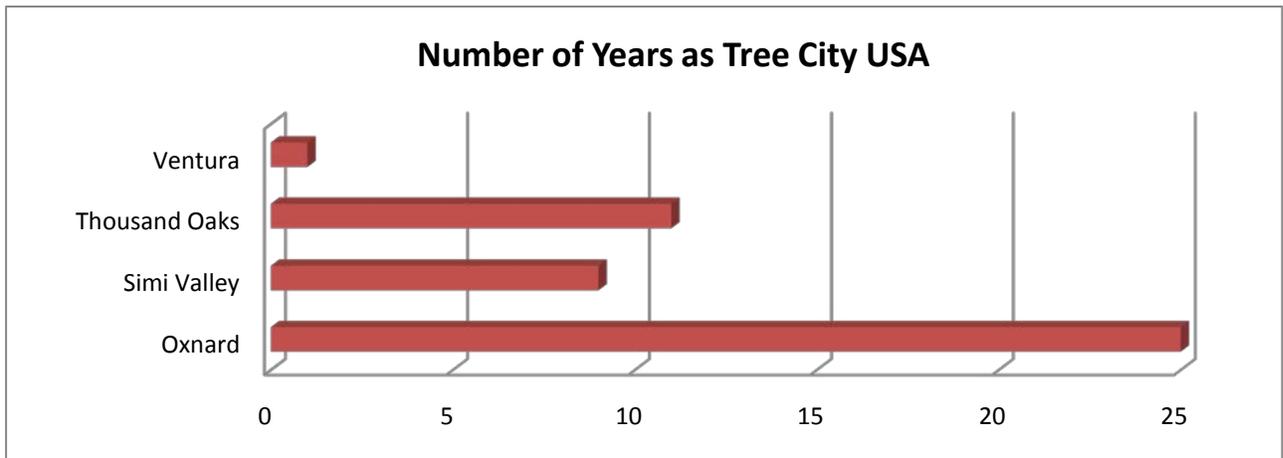
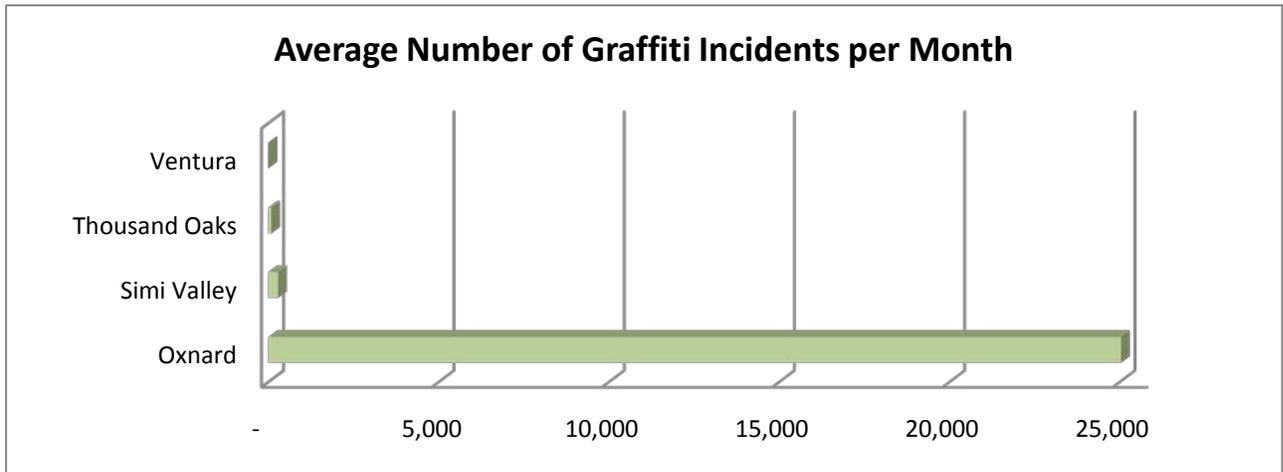
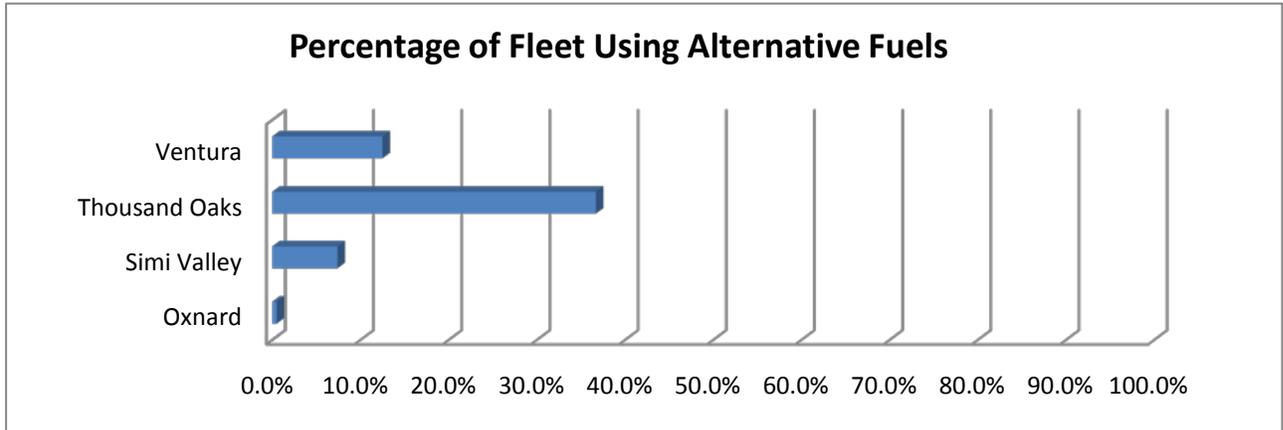


CITYWIDE BENCHMARKS

Public Works Department

PUBLIC WORKS SERVICES	Oxnard	Simi Valley	Thousand Oaks	Ventura
Population as of Jan. 1, 2008	194,905	126,142	128,650	106,360
Percentage of fleet using alternative fuels	0.5%	7.4%	36.7%	12.5%
Average number of graffiti incidents per month	25,039	289	88	N/A
Number of years as Tree City USA	25	9	11	1

Data: City of Thousand Oaks' Public Works Department

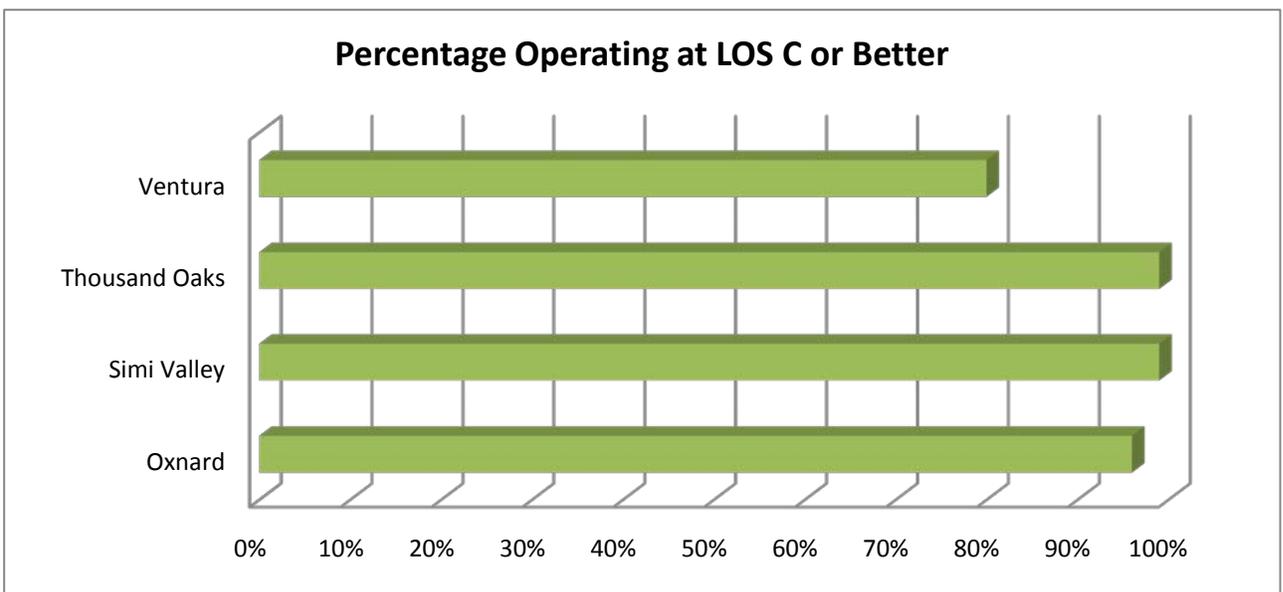
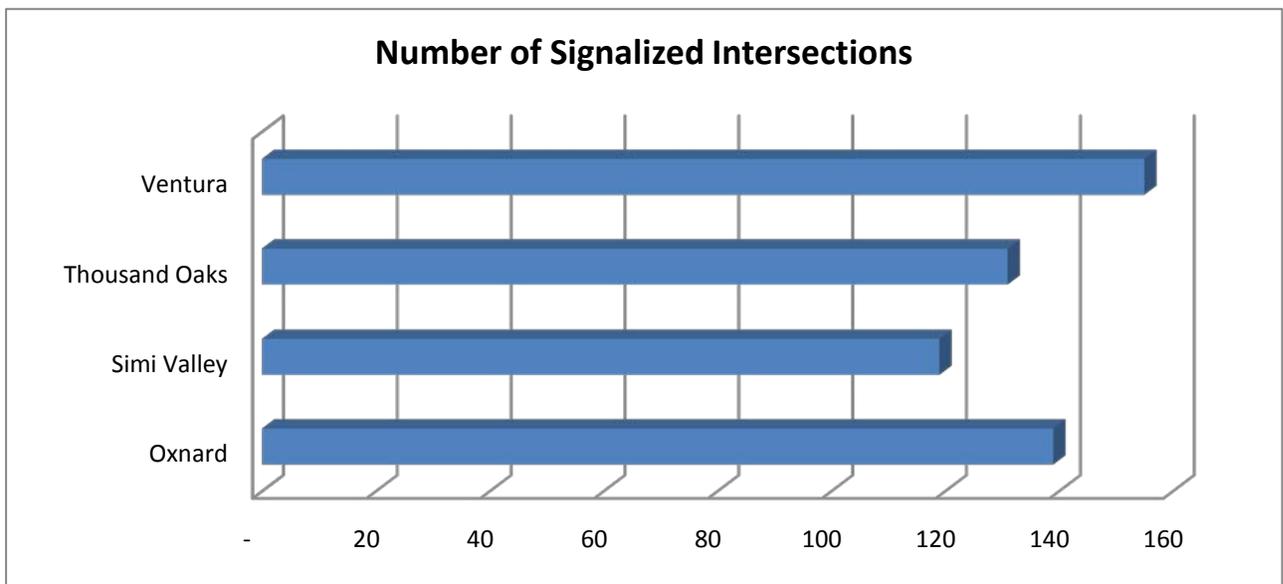


CITYWIDE BENCHMARKS

Traffic

TRAFFIC SERVICES	Oxnard	Simi Valley	Thousand Oaks	Ventura
Population as of Jan. 1, 2008	194,905	126,142	128,650	106,360
Number of signalized intersections	139	119	131	155
Percentage operating at LOS C or better (LOS - Level of Service)	96%	99%	99%	80%
Number of street miles	400	321	387	294
Total square miles in city	24.0	38.9	55.0	36.0

Data: City of Thousand Oaks' Public Works Department



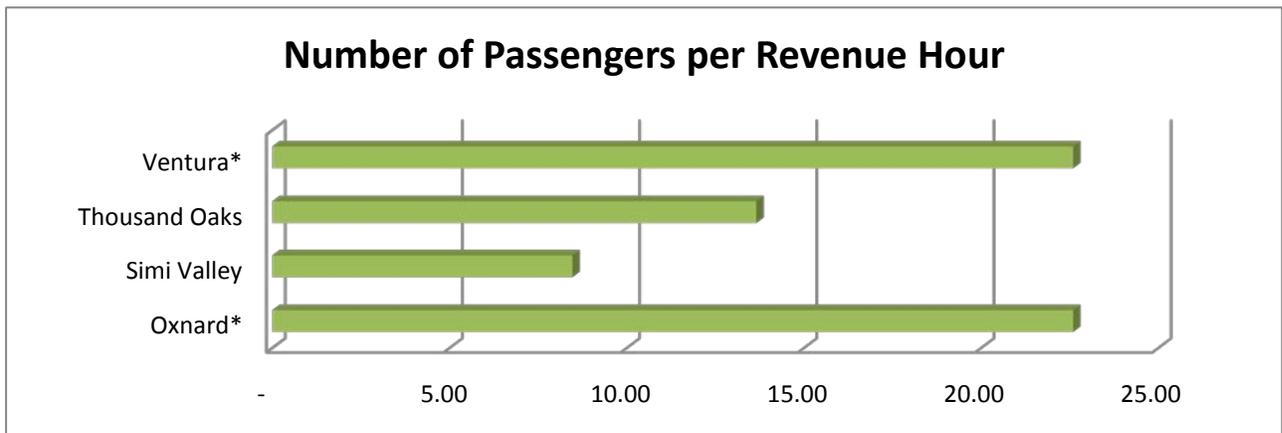
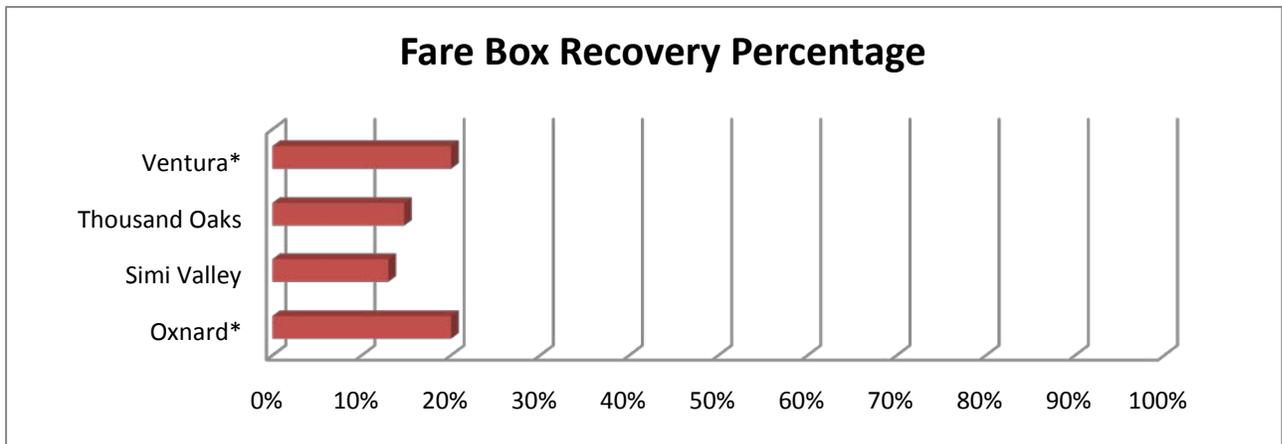
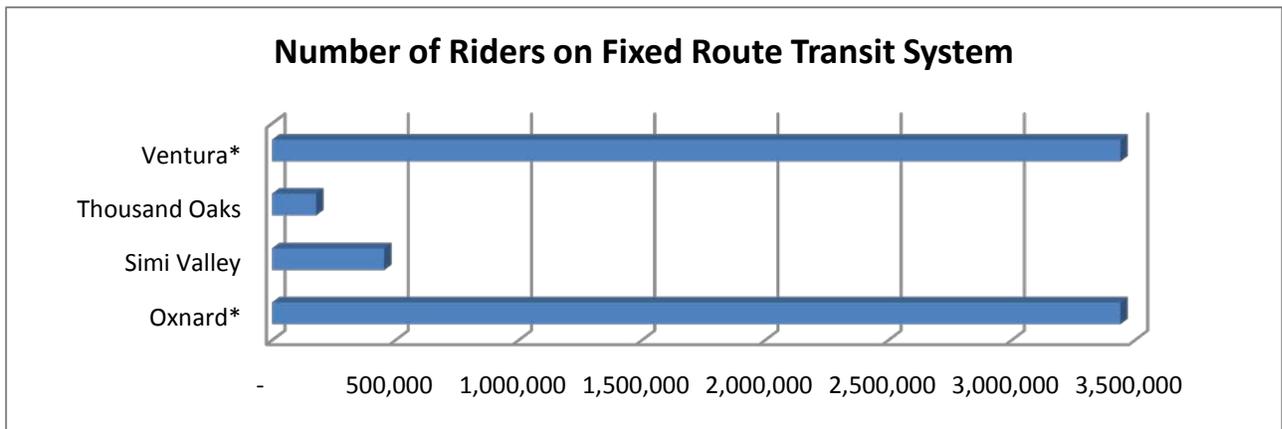
CITYWIDE BENCHMARKS

Transit

TRANSIT SERVICES	Oxnard*	Simi Valley	Thousand Oaks	Ventura*
Population as of Jan. 1, 2008	194,905	126,142	128,650	106,360
Number of riders on fixed route transit system	3,441,703	454,440	178,502	3,441,703
Fare box recovery	20.04%	13.00%	14.78%	20.04%
Number of passengers per revenue hour	22.60	8.47	13.66	22.60

*Gold Coast Transit is the operator for the cities of Oxnard, Ventura, Port Hueneme, and Ojai and numbers reported are for the system as a whole.

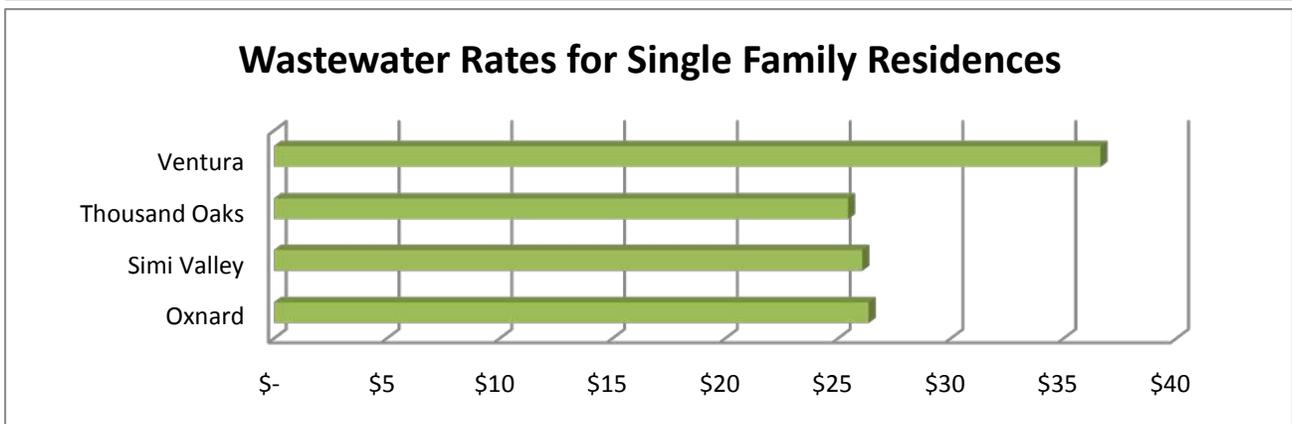
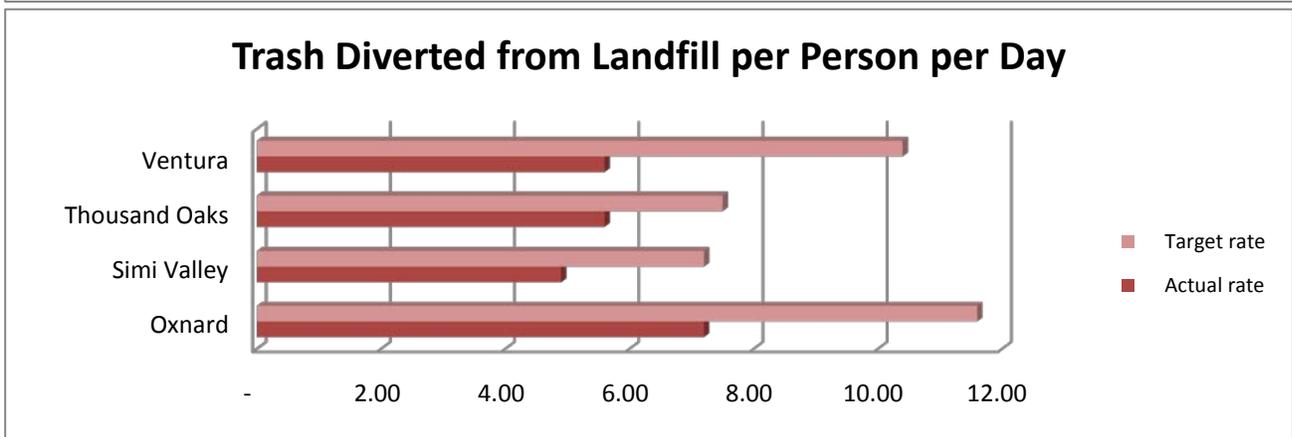
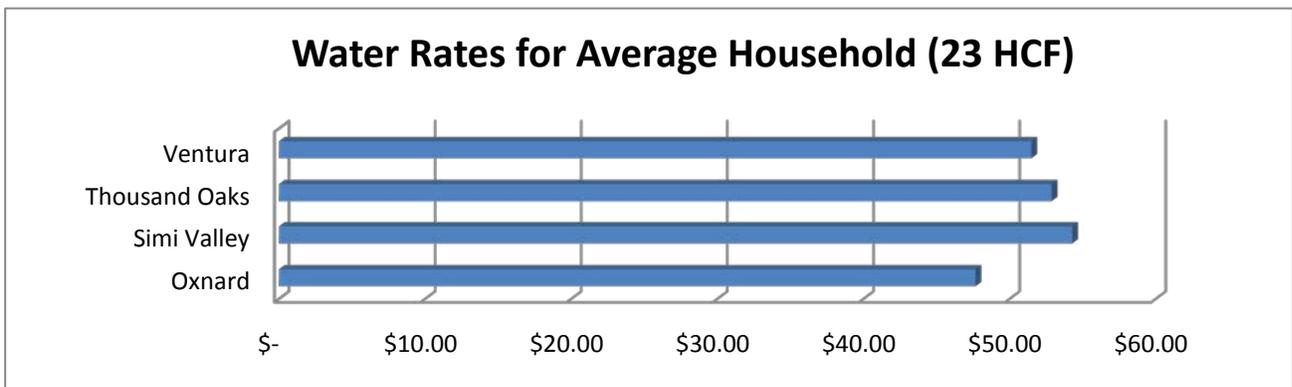
Data: City of Thousand Oaks' Public Works Department



CITYWIDE BENCHMARKS

Utilities

UTILITIES SERVICES	Oxnard	Simi Valley	Thousand Oaks	Ventura
Population as of Jan. 1, 2008	194,905	126,142	128,650	106,360
Number of violations of safe drinking water regulations	0	0	0	0
Water rates for average household (23 HCF)	\$ 47.67	\$ 54.29	\$ 52.88	\$ 51.49
Trash diverted from landfill per person per day (lbs)*				
Actual rate	7.20	4.90	5.60	5.60
Target rate	11.60	7.20	7.50	10.40
*A rate of 5.6 is equivalent to about 63% diversion				
Wastewater rates for single family residences**	\$ 26.36	\$ 26.08	\$ 25.45	\$ 36.64
**Ventura's rate is tied to water usage (used average 23 HCF)				
Data: City of Thousand Oaks' Public Works Department				

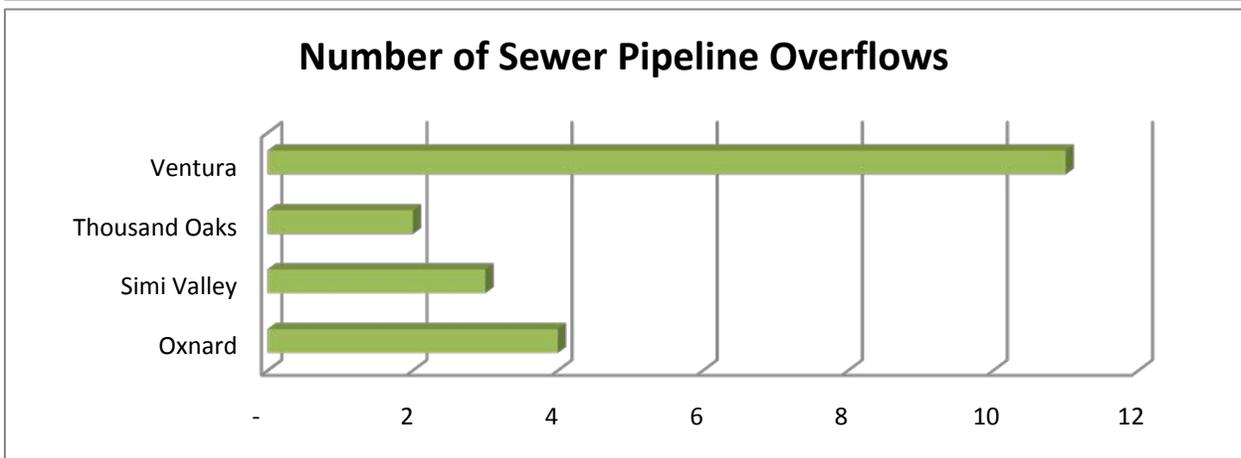
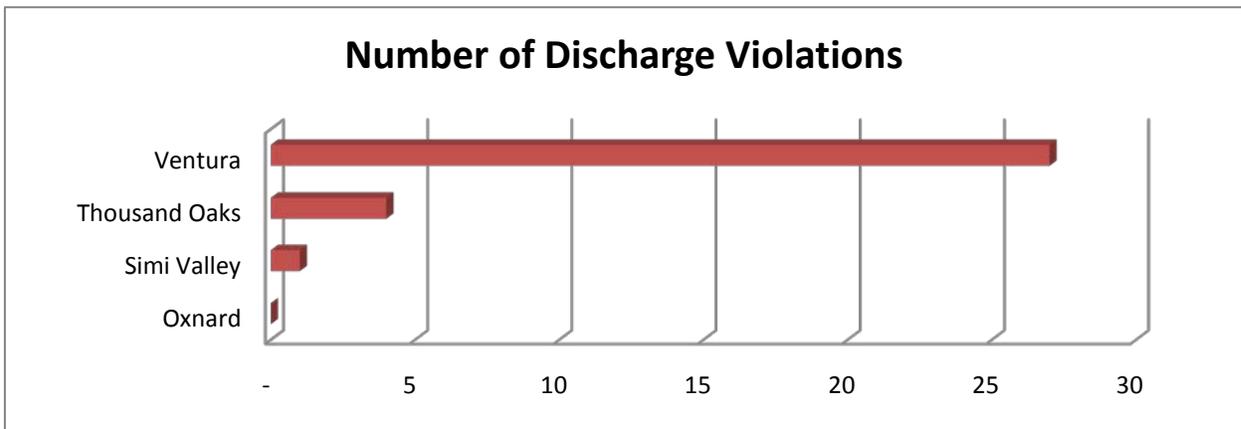
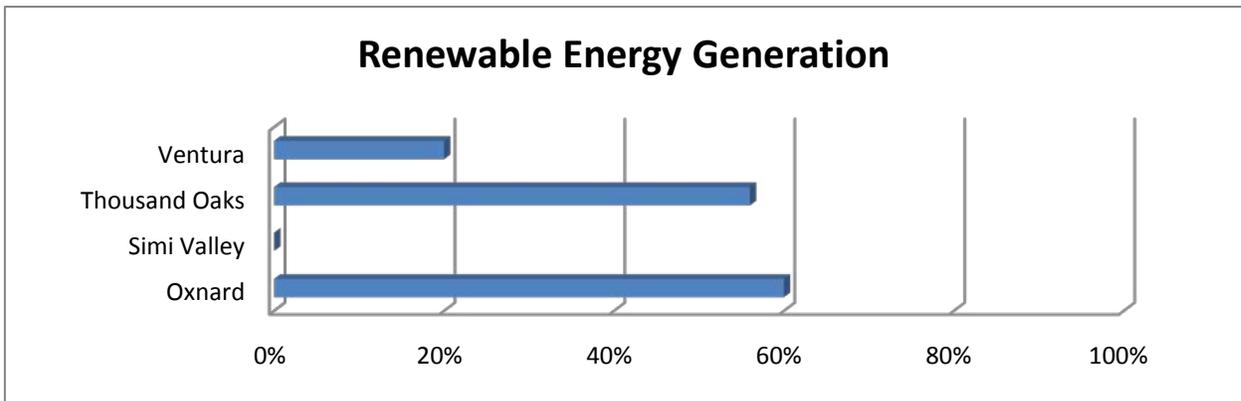


CITYWIDE BENCHMARKS

Utilities

UTILITIES SERVICES	Oxnard	Simi Valley	Thousand Oaks	Ventura
Population as of Jan. 1, 2008	194,905	126,142	128,650	106,360
Renewable energy generation	60%	0%	56%	20%
Number of discharge violations	-	1	4	27
Number of sewer pipeline overflows	4	3	2	11

Data: Public Works Departments of each city

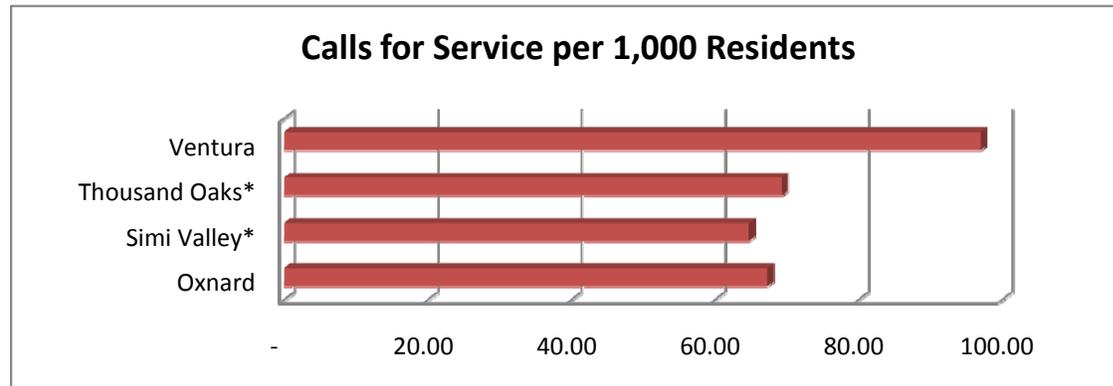
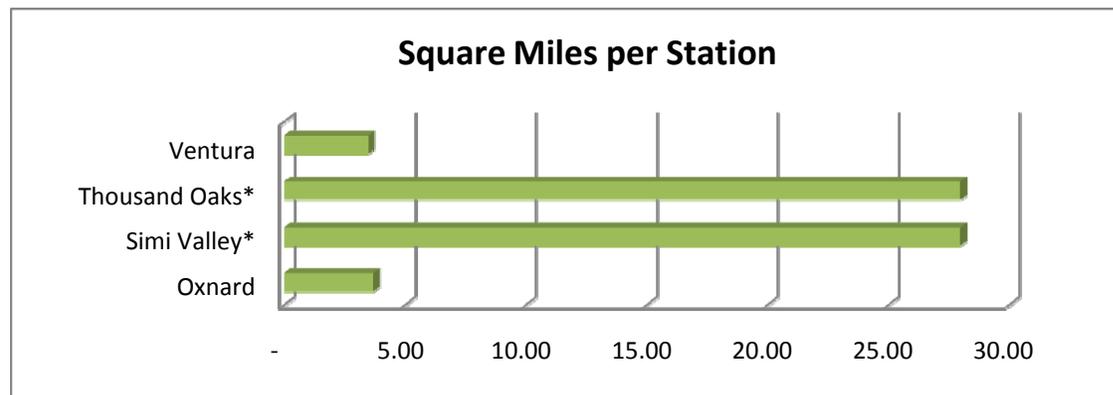
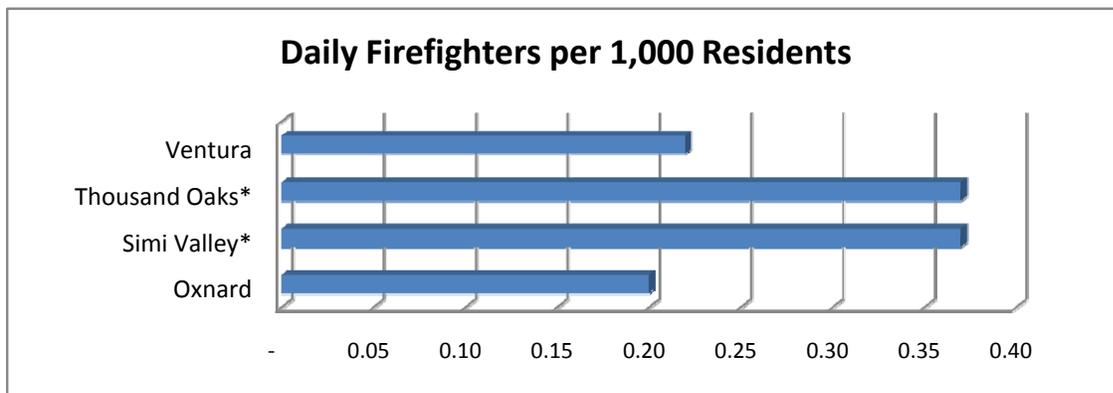


CITYWIDE BENCHMARKS

Fire Department

FIRE SERVICES	Oxnard	Simi Valley*	Thousand Oaks*	Ventura
Population as of Jan. 1, 2008	194,905	484,862	484,862	106,360
Average response times**	5:44	4:42	4:42	4:59
Daily firefighters per 1,000 residents	0.20	0.37	0.37	0.22
Square miles per station	3.71	28.00	28.00	3.50
Calls for service per 1,000 residents***	67.40	64.80	69.40	97.10

*Simi Valley and Thousand Oaks are part of the Ventura County Fire Protection District (VCFPD)
 **Response time is defined as the time a unit is assigned to time the unit arrives on scene
 ***Figures for Thousand Oaks are for the City and not the VCFPD



Debt Obligations

DEBT OBLIGATIONS

Governmental Activities - Tax Allocation Bonds Payable

2005 Tax Allocation Refunding Bonds

On December 22, 2005, the Agency issued \$56,215,000 Thousand Oaks Boulevard Redevelopment Project 2005 Tax Allocation Refunding Bonds, Series A and Series B. The Series A bond proceeds were used to redeem the Agency's 1995 Tax Allocation Refunding Bonds totaling \$42,415,000. The purpose of the Series B bonds is to finance projects to implement the Thousand Oaks Boulevard Redevelopment Plan and fund reserves for the 2005 Bondholder payments. These bonds are special obligations of the Agency and are secured by pledged tax revenues. For the current fiscal year, principal and interest paid and total tax increment revenues were \$4,995,580 and \$16,238,103, respectively. Commencing on December 1, 2006, the bonds mature annually in amounts ranging from \$1,105,000 to \$4,885,000 in 2021. Interest on the bonds is payable on June 1 and December 1 of each year, with interest rates ranging from 4 percent to 5.25 percent. As of June 30, 2009, \$49,625,000 was outstanding.

2005 Housing Tax Allocation Refunding Bonds

On December 22, 2005, the Agency issued \$21,500,000 Low and Moderate Redevelopment Project 2005 Housing Tax Allocation Refunding Bonds, Series A and Series B. The Series A bond proceeds were used to redeem the Agency's 1998 Housing Tax Allocation Bonds totaling \$10,205,000. The purpose of the Series B bonds is to finance additional low and moderate income housing projects and fund reserves for the 2005 Bondholder payments. These bonds are special obligations of the Agency and are secured by pledged tax revenues. For the current fiscal year, principal and interest paid and total tax increment revenues were \$1,999,179 and \$4,595,745, respectively. Commencing on December 1, 2007, the bonds mature annually in amounts ranging from \$1,035,000 to \$1,950,000 in 2021. Interest on the bonds is payable on June 1 and December 1 of each year, with interest rates ranging from 3.5 percent to 5.375 percent. As of June 30, 2009, \$19,385,000 was outstanding.

2002 Tax Allocation Refunding Bonds

On February 6, 2002, the Agency issued \$4,295,000 Newbury Road Redevelopment Project 2002 Tax Allocation Refunding Bonds. The bond proceeds were used to redeem the Agency's 1992 Tax Allocation Bonds totaling \$2,065,000. The purpose of the remaining proceeds is to finance projects to implement the Newbury Road Redevelopment Plan. These bonds are special obligations of the Agency and are secured by pledged tax revenues. For the current fiscal year, principal and interest paid and total tax increment revenues were \$289,859 and \$2,144,878, respectively. Commencing on April 1, 2003, the bonds mature annually in amounts ranging from \$40,000 to \$275,000 in 2032. Interest on the bonds is payable on April 1 and October 1 of each year, with interest rates ranging from 2.5 percent to 5.5 percent. As of June 30, 2009, \$3,785,000 was outstanding.

DEBT OBLIGATIONS

Future Debt Payments - Tax Allocation Bonds

As of June 30, 2009, the total future debt payments for the tax allocation bonds, including interest thereon, are as follows:

Year Ending June30,	Governmental Activities		
	Principle	Interest	Total
2010	\$4,135,000	\$3,148,429	\$7,283,429
2011	4,320,000	2,969,481	7,289,481
2012	4,505,000	2,782,209	7,287,209
2013	4,700,000	2,586,375	7,286,375
2014	4,905,000	2,381,643	7,286,643
2015 - 2019	27,975,000	8,453,196	36,428,196
2020 - 2024	20,410,000	2,027,107	22,437,107
2025 - 2029	1,060,000	397,100	1,457,100
2030 - 2032	785,000	87,725	872,725
Total	\$72,795,000	\$ 24,833,265	\$97,628,265

Governmental Activities - Certificates of Participation

Thousand Oaks Public Financing Authority - 2002 Refunding Certificates of Participation

On February 6, 2002, the Authority issued \$19,655,000 2002 Refunding Certificates of Participation. The Certificate proceeds were used to refinance the 1994 Certificates totaling \$12,745,000 and to make improvements to the Thousand Oaks Library. Each Certificate represents a direct, undivided fractional interest of the registered owner thereof in the lease payments to be made by the City as rent for various capital improvements to be constructed, acquired, furnished, and equipped for the City by the Authority and financed from the sale of the Certificates. Pursuant to the Lease Agreement between the City and the Authority, the Authority has appointed the City as its agent to supervise construction of the improvements.

Lease payments are required to be made by the City on June 1 and December 1 of each year for the use and occupancy of the capital improvement projects. The Certificates are entitled to receive the interest component of the lease payments beginning June 1, 2002, at rates ranging from 3.5 percent to 5.0 percent per annum, payable on each June 1 and December 1. The principal component of the lease payment will mature in amounts ranging from \$340,000 to \$1,150,000 on June 1 of each year, through June 1, 2032. As of June 30, 2009, \$16,520,000 was outstanding.

DEBT OBLIGATIONS

Future Debt Payments - Certificates of Participation

As of June 30, 2009, the total future debt payments for the 2002 Library Certificates of Participation, including interest thereon, are as follows:

Year Ending June 30,	2002 Library Principle	Certificate of Interest	Participation Total
2010	425,000	780,491	1,205,491
2011	450,000	764,341	1,214,341
2012	460,000	746,791	1,206,791
2013	480,000	728,391	1,208,391
2014	500,000	708,591	1,208,591
2015 - 2019	2,840,000	3,190,265	6,030,265
2020 - 2024	3,565,000	2,463,855	6,028,855
2025 - 2029	4,515,000	1,513,200	6,028,200
2030 - 2032	3,285,000	334,000	3,619,000
Total	<u>\$16,520,000</u>	<u>\$ 11,229,925</u>	<u>\$ 27,749,925</u>

Governmental Activities - Notes/loans Payable

CalHFA HELP Loan

On April 20, 2005, the Agency received \$1,600,000 HELP Loan from the State of California, and the funds were loaned to Many Mansions for the acquisition of the Bella Vista Apartments as an affordable housing project. Principal and 3 percent per annum simple interest are due April 20, 2015. As of June 30, 2009, \$1,600,000 was outstanding.

Business-type Activities - Notes/loans Payable

State of California - 1999 State Water Resources Control Board

On March 12, 1999, the State Water Resources Control Board (SWRCB) authorized a State of California loan to the City. The purpose of the loan is for operational improvements to the Hill Canyon Wastewater Treatment Plant (HCTP) in order to comply with all waste discharge requirements and to prepare for the capacity expansion of the HCTP. On October 5, 1999, the City borrowed \$2,355,514. The interest rate on the loan is 2.4 percent and the loan is to be repaid in twenty equal installments (principal and interest) each June 15 beginning 2000 through 2019, with the exception of 2002. As of June 30, 2009, \$1,307,700 was outstanding.

DEBT OBLIGATIONS

State of California - 2000 State Water Resources Control Board

On January 11, 2000, the SWRCB authorized a State of California loan to the City. The purpose of the loan is for operational improvements to the HCTP in order to comply with all waste discharge requirements and to prepare for the capacity expansion of the HCTP. During fiscal year 2000-01, the City borrowed \$20,100,000. During fiscal year 2001-02, the City borrowed an additional \$8,751,032. During fiscal year 2002-03, the City borrowed an additional \$976,474 that resulted in a total state loan of \$29,827,506. The interest rate on the loan is 2.7 percent. Accrued interest accumulated during construction in the amount of \$1,308,946 was transferred to the principal balance. The total amount owed to the state increased to \$31,136,452. Interest and principal installments began in fiscal year ending 2003-04 for twenty fiscal years. As of June 30, 2009, \$23,466,245 was outstanding.

Future Debt Payments - 1999-2000 State Water Resources Control Board Loan Payable

As of June 30, 2009, the total future debt payments for the SWRCB loan payable, including interest thereon, are as follows:

Year Ending June 30,	1999 SWRCB Loan		2000 SWRCB Loan	
	Principle	Interest	Principle	Interest
2010	\$ 117,272	\$ 31,385	\$ 1,401,541	\$ 633,589
2011	120,087	28,570	1,439,383	595,747
2012	123,039	25,618	1,478,247	556,884
2013	125,922	22,735	1,518,159	516,971
2014	128,944	22,735	1,559,150	475,981
2015 - 2019	692,436	50,593	8,450,401	1,725,250
2020 - 2024	-	-	7,619,363	521,156
Total	<u>\$1,307,700</u>	<u>\$178,616</u>	<u>\$23,466,244</u>	<u>\$5,025,578</u>

Business-type Activities - Certificates of Participation

Thousand Oaks Public Financing Authority - 1998 Wastewater System Certificates of Participation

The Authority executed the sale and delivery of \$22,075,000 Certificates of Participation dated November 5, 1998. The Certificates are to provide funds for the purpose of financing certain improvements to the City's wastewater system. Each Certificate represents a direct, undivided fractional interest of the registered owners thereof in the lease payments to be made by the City for acquisition of various capital improvements to be constructed, acquired, furnished, and equipped for the City by the Authority and financed from the sale of the Certificates. Pursuant to the Installment Sale Agreement

DEBT OBLIGATIONS

between the City and the Authority, the Authority will sell the improvements to the City and has appointed the City as its agent to supervise the construction of the improvements to the wastewater system.

Lease payments are required to be made by the City each April 1 and October 1. Commencing on October 1, 1999, the Certificates mature serially in amounts ranging from \$535,000 to \$1,430,000 on October 1 of each year through October 1, 2023. Interest on the Certificates is payable on April 1 and October 1 of each year, with interest rates ranging from 3.4 percent to 4.875 percent per annum. As of June 30, 2009, \$14,815,000 was outstanding.

In April 2009, the City prepaid \$0.5 million in principal. The purpose of the prepayment is to reduce annual debt service payment in future years.

Future Debt Payments -1998 Wastewater System Certificates of Participation

As of June 30, 2009, the total future debt payments for the 1998 Wastewater System Certificates of Participation, including interest thereon, are as follows:

Year Ending June 30,	1998 Wastewater Certificates of Participation		
	Principle	Interest	Total
2010	760,000	672,700	1,432,700
2011	795,000	640,425	1,435,425
2012	825,000	605,993	1,430,993
2013	860,000	569,335	1,429,335
2014	900,000	530,165	1,430,165
2015 - 2019	5,160,000	1,971,092	7,131,092
2020 - 2024	5,515,000	674,379	6,189,379
	-	-	-
Total	\$ 14,815,000	\$ 5,664,089	\$ 20,479,089



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Capital Improvement Program Projects Summary

Capital Improvement Program

Adopted FY 2009-2010 & FY 2010-2011 CIP Budget = \$105.5 Million

The adopted FY 2009-2010 and FY 2010-2011 CIP Budget totals \$105,532,753. As the City approaches build-out and long-planned, large public infrastructure projects are completed, the need for similar-sized projects that are linked to growth will start to level off.

The CIP Budget is divided into 11 categories, as follows:

<u>No.</u>	<u>Category</u>	<u>FY 2009-2010</u>	<u>FY 2010-2011</u>	<u>Two-Year Total</u>
1.	Street Projects	\$ 11,322,000	\$ 10,155,553	\$ 21,477,553
2.	Undergrounding Projects	250,000	0	250,000
3.	Transportation/Traffic Proj.	13,763,000	10,119,000	23,882,000
4.	Landscape Projects	1,830,000	1,500,000	3,330,000
5.	Stormwater Projects	1,600,000	4,300,000	5,900,000
6.	Water Projects	12,565,000	6,030,000	18,595,000
7.	Wastewater Projects	10,805,000	12,990,000	23,795,000
8.	Open Space Projects	60,000	60,000	120,000
9.	Library Projects	775,000	425,000	1,200,000
10.	Facility Projects	4,492,000	1,915,000	6,407,000
11.	CDBG Projects	288,100	288,100	576,200
TOTAL		\$ 57,750,100	\$ 47,782,653	\$ 105,532,753

Street Projects: The adopted FY 2009-2010 & FY 2010-2011 CIP Budget contains 12 Street Projects totaling \$21,477,553. This represents an increase from the FY 2007-2008 and FY 2008-2009 CIP Budget of \$7,311,553 from \$14,166,000. Two of the more significant non-routine projects include:

- Erbes Road Improvements** (\$6,000,000) – Sidewalks and bike lanes on both sides of the street and improve the intersection of Erbes Road and Hillcrest Drive. Includes undergrounding of electrical lines. The project will reduce maintenance expenses for the roadway, but increases sidewalk maintenance costs (Gas Tax Fund). Increases bicycle fund maintenance expenses for new bike lanes. Due to decrease in Gas Tax funding, alternative funding for future maintenance will need to be reviewed.
- Norwegian Grade Rehabilitation** (\$1,791,553) – Pavement rehabilitation, design, and construction of drainage and shoulder enhancements. City obtained Highway Safety Improvements Program (HSIP) grant of \$800,000 for guardrail and other roadside features, as well as ARRA funding of \$862,000. Primary impact will be possibility of complete road closure for the duration of the project.

Capital Improvement Program

Undergrounding Projects: The adopted FY 2009-2010 & FY 2010-2011 CIP Budget contains two Undergrounding Projects totaling \$250,000. The adopted projects will underground overhead utility lines along Ventu Park Road, between Newbury Road and Lynn Road, and along Hillcrest Drive for one-half mile, just east of Conejo School Road.

The operations impact of the projects will be a slight increase in electrical and service costs for the new street lights, paid for by the Lighting Fund.

Transportation/Traffic Projects: The adopted FY 2009-2010 & FY 2010-2011 CIP Budget contains 23 Transportation/Traffic Projects totaling \$23,882,000. This represents an increase from the FY 2007-2008 and FY 2008-2009 CIP Budget of \$12,811,000 from \$11,071,000. Some of the more significant non-routine projects include:

1. **Route 101 at Wendy Drive Interchange Improvements** (\$8,600,000) – Widen Wendy Drive overcrossing with travel and bike lanes in both directions to maintain Level-of-Service “C” for interchange at build-out for Newbury Park area. Construction costs for the widening partially funded by \$5.6 million in Federal Funds, as well as Developer Impact Fees. Operating costs once completed are increase costs to Roadway and Bicycle Fund maintenance expenses. Caltrans will maintain the bridge.
2. **Route 101/23 Interchange Improvements design** (\$6,500,000) – Design of State Route 101 and 23 Freeway interchange expansion. The City will fund and assume responsibility for the design to a “ready to bid” state. The City will be paid back, without interest when project funding becomes available. \$427,500 recently secured for the project. No impact to the City. All maintenance & operations costs for interchange improvements will be borne by Caltrans.

Landscape/Streetscape Projects: The adopted FY 2009-2010 & FY 2010-2011 CIP Budget contains four Landscape/Streetscape Projects totaling \$3,330,000. This represents a decrease from the FY 2007-2008 and FY 2008-2009 CIP Budget of \$3,780,000 from \$7,110,000. Some of the more significant non-routine projects include:

1. **Landscaping Water Conservation Program** (\$800,000) – Within the General Fund areas citywide replacing existing landscape features with xeriscape or water conservation enhancement materials. This project will provide the City an opportunity to consider advanced landscaping techniques now available, which will reduce landscape maintenance costs. Estimated irrigation water cost savings of \$36,000/year.
2. **Route 23 Interchange Landscaping (\$800,000)** – Landscaping at various locations along State Route 23. Work is scheduled to be included with Caltrans landscaping project. Project will require a five-year plant establishment and maintenance.

Capital Improvement Program

Stormwater Projects: The adopted FY 2009-2010 & FY 2010-2011 CIP Budget contains six Stormwater Projects totaling \$5,900,000. This represents an increase from the FY 2007-2008 and FY 2008-2009 CIP Budget of \$1,725,000 from \$4,175,000. One of the more significant non-routine projects include:

1. **Runoff and Groundwater Recovery Project** (\$3,250,000) – Conduct a feasibility study to assess the sustainable development and exploitation of runoff and groundwater as a non-potable or potable water resource. The project is contingent on receipt of grant funding (ARRA and Prop. 84).
2. **Malibu Creek Bacteria TMDL** (\$300,000) - Ventura County, Los Angeles County, cities on both sides of the countyline, along with the City of Thousand Oaks are tributary to Malibu Creek that ultimately discharges to the North Santa Monica Bay. The adopted Malibu Creek Bacteria Total Maximum Daily Load (TMDL) requires the development and implementation of a plan to monitor and achieve compliance with numeric standards for bacteria. Thousand Oaks is responsible for discharges to Lindero, Russel, and Potrero Creeks. The effective date for compliance was April 1, 2009. Weekly monitoring results for bacteria currently being conducted indicates that standards are consistently being exceeded, which will increase future maintenance and operational costs.

Water Projects: The adopted FY 2009-2010 & FY 2010-2011 CIP Budget contains 15 Water Projects totaling \$18,595,000. This represents an increase from the FY 2007-2008 and FY 2008-2009 CIP Budget of \$11,383,000 from \$7,212,000. Some of the more notable upcoming non-routine Water Projects include:

1. **Wilder #2 Reservoir & Pump Station** (\$3,900,000) – Construction of second Wilder Reservoir and Pump Station for increased storage and as a back-up to the existing system. The construction is contingent on availability of ARRA funding. If completed there will be an increase in maintenance costs to Water Fund by \$4,500 annually.
2. **La Granada Pump Station** (\$1,500,000) – Design and construction of a new pump station near the La Granada reservoir site. Project provides a system redundancy and reduces overload to the existing pumping station.

Wastewater Projects: The adopted FY 2009-2010 & FY 2010-2011 CIP Budget contains 20 Wastewater Projects totaling \$23,795,000. This represents an increase from FY 2007-2008 and FY 2008-2009 CIP Budget of \$11,540,000 from \$12,255,000. New capital projects contained in this adopted CIP Budget are needed to maintain and/or ensure compliance. The more notable upcoming non-routine projects include:

1. **HCTP Upgrade Phase IV – UV Disinfection** (\$5,500,000) – Construction of ultraviolet (UV) disinfection equipment to remove pathogens from the Hill Canyon Treatment Plant (HCTP). New facility will increase maintenance and operational costs. The system's annual operating cost, including power use, is expected to be \$250,000 per year, which will be offset by eliminating the cost of chemicals.

Capital Improvement Program

2. **HCTP Biosolids Management (\$2,200,000)** – Construction of facilities to improve digester operation, co-generation gas production, and piping. Grease and/or food waste receiving stations will be constructed to increase the gas production and improve digester operations. The new facilities will increase maintenance and operational costs.

Open Space: The adopted FY 2009-2010 & FY 2010-2011 CIP Budget contains one Open Space Project totaling \$120,000; COSCA maintenance projects at \$60,000 each year. \$1,200,000 is available in the Open Space Fund for Open Space acquisition.

Library Projects: The adopted FY 2009-2010 & FY 2010-2011 CIP Budget contains three Library Projects totaling \$1,200,000. The new projects are primarily for fire suppression upgrades at the Thousand Oaks Library and a parking lot overlay at the Newbury Park Branch Library.

Facility Projects: The adopted FY 2009-2010 & FY 2010-2011 CIP Budget contains 14 Facility Projects totalling \$6,407,000. This represents a decrease from the FY 2007-2008 and FY 2008-2009 CIP Budget of \$19,375,000 from \$25,782,000. The more notable upcoming non-routine projects include:

1. **Municipal Service Center (MSC) Expansion (\$1,842,000)** – Expand the MSC to include a community recycling facility, transportation/bus storage and maintenance, and meeting room/office space. A \$585,000 Federal Transportation Grant was awarded to the City to offset part of the MSC expansion costs. The facility will increase maintenance and operations expenses.
2. **City Facilities Communications System (\$1,250,000)** – Install a replacement telephone system at the City Hall, Municipal Service Center, Libraries, and Hill Canyon Treatment Plant requires cabling upgrades, network infrastructure equipment to be upgraded, and continuance of consulting services. Subsequent operating cost savings of approximately \$319,000 annually from cost of current phone system.

Community Development Block Grant (CDBG) Projects: The adopted FY 2009-2010 & FY 2010-2011 CIP Budget contains one Community Development Block Grant Project totaling \$576,200. This represents a decrease from the FY 2007-2008 and FY 2008-2009 CIP Budget of \$44,400 from \$620,600. Upcoming capital project is the Neighborhood Improvement Program/Old Town West (\$576,200).

Capital Improvement Program

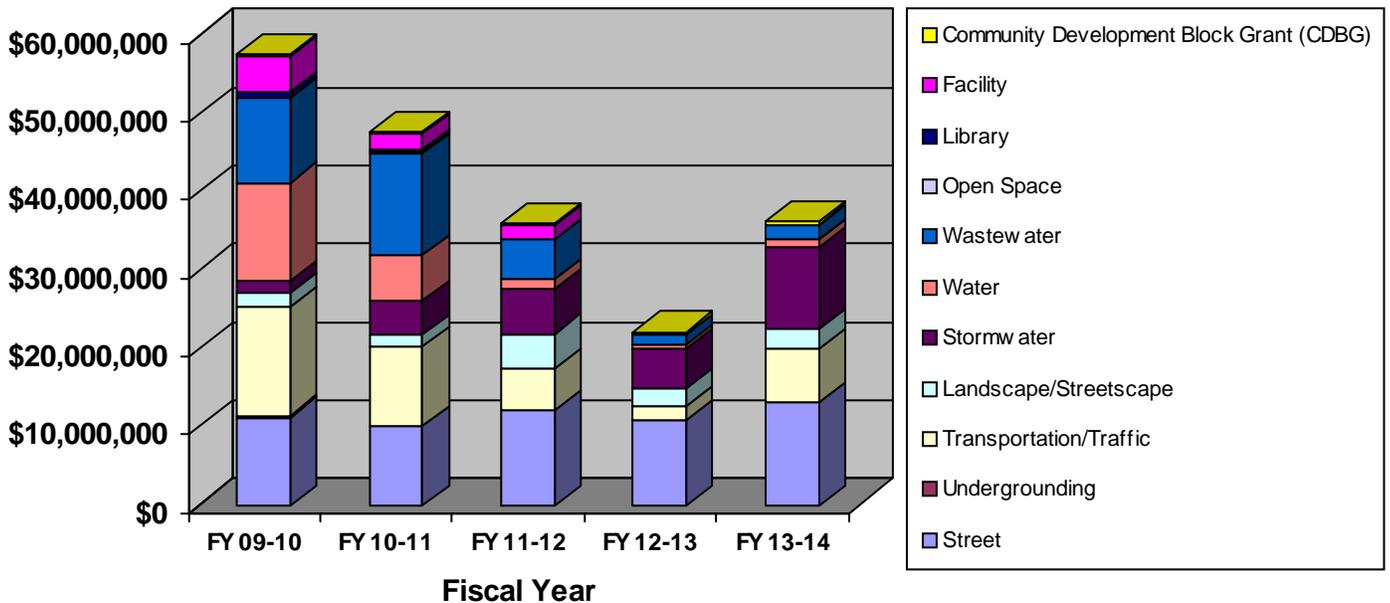
Five-Year Summary by Category

No.	Category	Page	# Projects	Budget To Date	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	Total
1	Street Projects	7	12 / 34	\$5,565,000	\$11,322,000	\$10,155,553	\$12,287,500	\$10,925,000	\$13,165,000	\$63,420,053
2	Undergrounding Projects	25	2 / 2	1,095,400	250,000	0	0	0	0	1,345,400
3	Transportation/Traffic Projects	29	23 / 32	4,672,000	13,763,000	10,119,000	5,310,000	1,710,000	7,010,000	42,584,000
4	Landscape/Streetscape Projects	59	4 / 11	3,675,000	1,830,000	1,500,000	4,398,000	2,314,000	2,480,000	16,197,000
5	Stormwater Projects	67	6 / 14	491,600	1,600,000	4,300,000	5,685,000	5,050,000	10,455,000	27,581,600
6	Water Projects	75	15 / 16	80,000	12,565,000	6,030,000	1,360,000	630,000	1,060,000	21,725,000
7	Wastewater Projects	93	20 / 21	0	10,805,000	12,990,000	5,050,000	1,250,000	1,770,000	31,865,000
8	Open Space Projects	115	1 / 2	1,200,000	60,000	60,000	50,000	50,000	50,000	1,470,000
9	Library Projects	119	3 / 4	400,000	775,000	425,000	0	0	0	1,600,000
10	Facility Projects	125	14 / 34	22,775,333	4,492,000	1,915,000	1,620,000	0	0	30,802,333
11	Community Development Block Grant (CDBG) Pr	159	1 / 1	660,000	288,100	288,100	300,000	300,000	300,000	2,136,200
Grand Total			101 / 171	\$40,614,333	\$57,750,100	\$47,782,653	\$36,060,500	\$22,229,000	\$36,290,000	\$240,726,586

Note: "Budget to Date" refers to budget appropriations approved by City Council prior to June 30, 2009. These appropriations reflect "active" projects and are in addition to those appropriations approved/requested over the next five fiscal years to complete applicable capital improvement projects. "Total" reflects the total of the five fiscal years plus the "Budget to Date" column.

"# Projects" column shows number of projects for proposed Fiscal Years 2009-2010 & 2010-2011 as well as total number of projects listed within each category.

CIP Project Summary FY 2009-10 through 2013-14

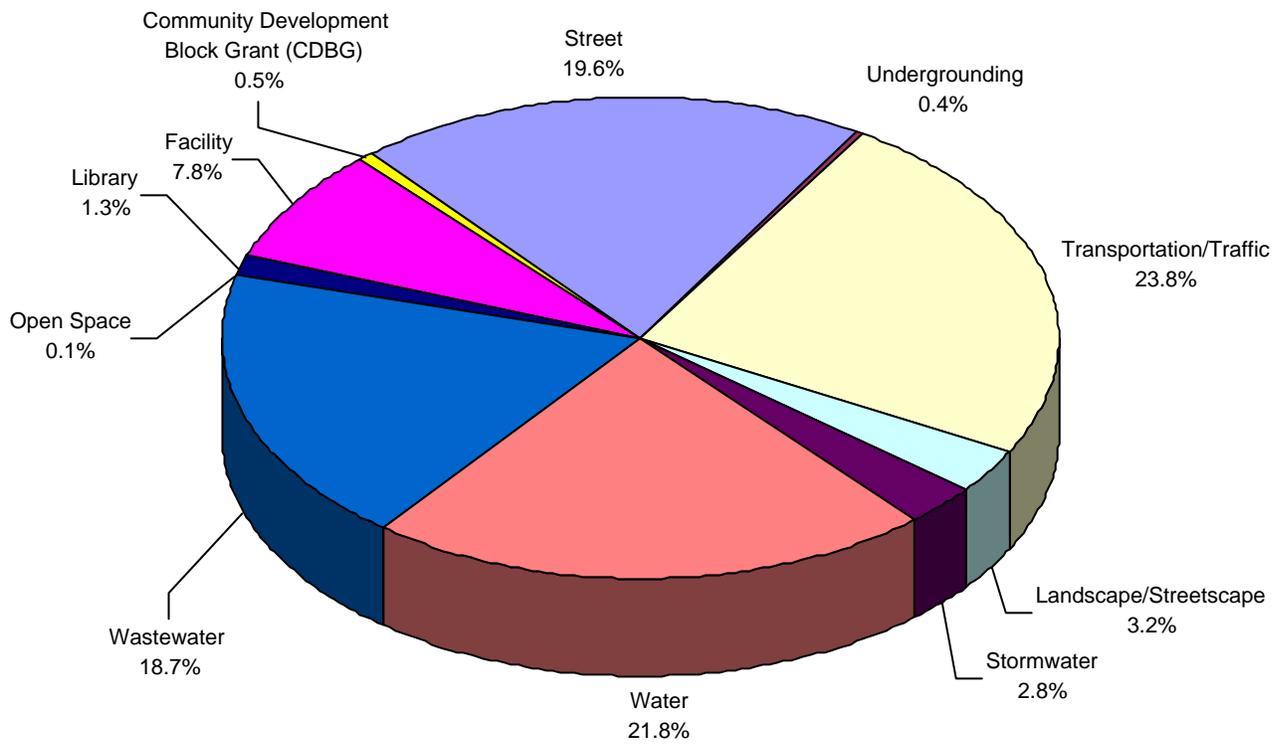


Capital Improvement Program

Overview of Projects

by Category

FY 2009 - 2010

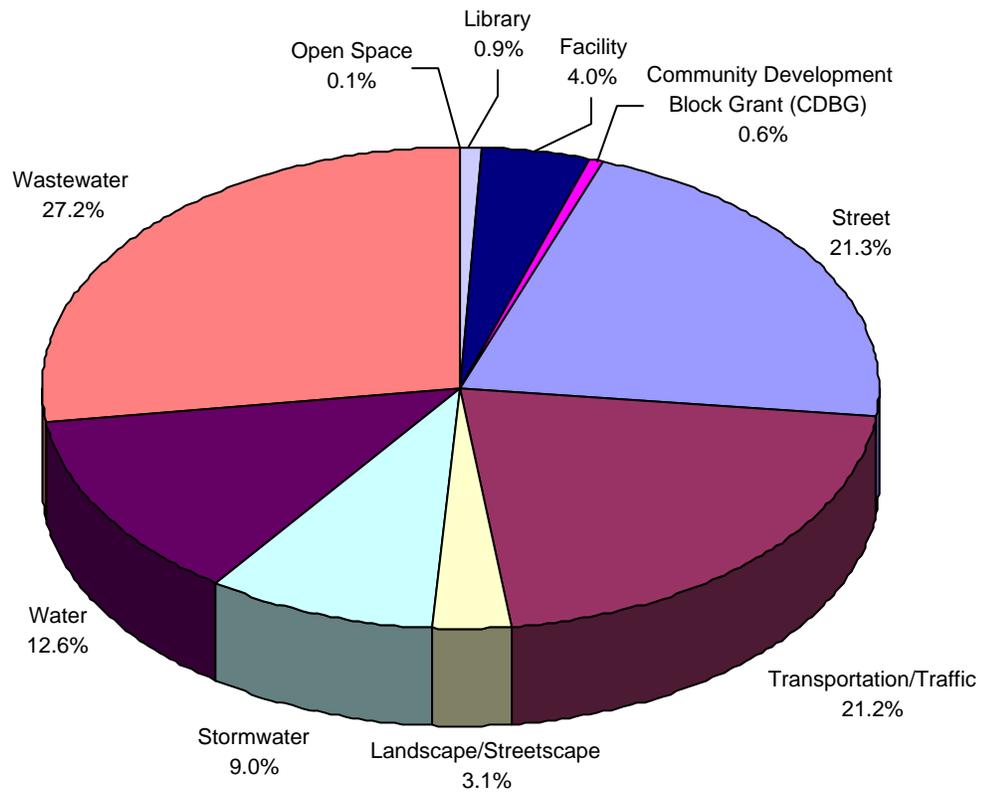


\$57,750,100

Capital Improvement Program

Overview of Projects by Category

FY 2010 - 2011



\$47,782,653

Capital Improvement Program

Five-Year Summary

by Fund

No.	Funds	Page	Budget to Date	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	Total
1	General Fund (001)	163	\$13,849,833	\$3,422,500	53,027,200	\$3,364,800	\$2,063,000	\$2,053,000	\$27,780,333
2	Library (110)	165	400,000	775,000	425,000	0	0	0	1,600,000
3	Comm. Dev. Block Grant CDBG (120)	166	660,000	288,100	288,100	300,000	300,000	300,000	2,136,200
4	Gas Tax 2105 (132)	167	287,000	1,817,000	1,215,000	3,330,000	3,374,000	2,832,500	12,855,500
5	Gas Tax 2106 (133)	169	0	700,000	500,000	1,250,000	450,000	1,350,000	4,250,000
6	Gas Tax TDA (135)	170	2,740,000	4,100,000	1,550,000	5,135,000	5,300,000	5,850,000	24,675,000
7	SB 821 (Bicycle/Pedestrian) (136)	171	238,000	55,000	55,000	60,000	60,000	60,000	528,000
8	City Lighting District (141)	172	617,000	435,300	325,000	225,000	225,000	75,000	1,902,300
9	AD 79-2 Lighting/Landscape District (142)	173	420,500	837,700	1,042,800	1,048,200	762,000	672,000	4,783,200
10	Traffic Congestion (162)	174	0	1,200,000	1,300,000	0	1,500,000	0	4,000,000
11	Streets/Transportation Projects (Federal) (183)	175	3,578,000	15,705,500	14,139,553	3,850,000	650,000	6,750,000	44,673,053
12	Thousand Oaks Blvd (RDA) (420)	176	11,100,000	150,000	0	0	0	0	11,250,000
13	Newbury Road (RDA) (450)	177	1,000,000	0	0	1,000,000	3,750,000	8,660,000	14,410,000
14	Comm. Recreation Facilities Open Space (512)	178	1,200,000	0	0	0	0	0	1,200,000
15	Dev. Fees - Wendy Dr Interchange (530)	179	0	0	0	2,400,000	0	0	2,400,000
16	Dev. Fees - RD Imprv. (532)	180	116,600	320,000	320,000	395,000	730,000	3,112,500	4,894,100
17	Dev. Fees - Air Quality (537)	181	722,000	755,000	570,000	950,000	150,000	150,000	3,297,000
18	Dev. Fee - Underground Utility (540)	182	95,000	0	0	0	0	0	95,000
19	Dev. Fee - Underground Utility CW (541)	183	985,400	250,000	0	0	0	0	1,235,400
20	Dev. Fees - TO RD Imprv. (543)	184	175,000	780,000	480,000	1,777,500	970,000	1,530,000	5,712,500
21	Dev. Fees - Traffic Safety (551)	185	25,000	583,000	195,000	235,000	235,000	235,000	1,508,000
22	Water Cap Programs Dev Fees (612)	186	0	6,534,300	780,000	408,000	220,000	318,000	8,260,300
23	Water Cap Facilities Repair (613)	187	425,000	8,426,000	5,250,000	952,000	410,000	742,000	14,205,000
24	Wastewater Cap Pgm Dev Fees (622)	188	0	3,041,300	3,520,000	732,000	32,000	318,000	7,643,300
25	Wastewater Cap Fac Rep (623)	189	345,000	686,000	550,000	550,000	550,000	550,000	3,231,000
26	Wastewater Cap Pgm Serv. Chrg (624)	190	0	7,568,000	11,750,000	6,598,000	498,000	732,000	27,146,000
27	Solid Waste (631)	191	940,000	370,400	0	0	0	0	1,310,400
28	Transportation - General Art 8C (651)	192	320,000	450,000	400,000	500,000	0	0	1,670,000
29	Golf Course - Los Robles (671)	193	10,000	500,000	100,000	1,000,000	0	0	1,610,000
30	Theatre (681)	194	365,000	0	0	0	0	0	365,000
Grand Total			\$40,614,333	\$57,750,100	\$47,782,653	\$36,060,500	\$22,229,000	\$36,290,000	\$240,726,586

Note: "Budget to Date" refers to budget appropriations approved by City Council prior to June 30, 2009. These appropriations reflect "active" projects and are in addition to those appropriations approved/requested over the next five fiscal years to complete applicable capital improvement projects. "Total" reflects the total of the five fiscal years plus the "Budget to Date" column.

Capital Improvement Program

Five-Year Project Revenue Summary

by Fund

No.	Funds	Page	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	Total	Revenue Source
1	General Fund (001)	163	\$0	\$0	\$0	\$0	\$0	\$0	(a)
2	Library (110)	165	775,000	425,000	0	0	0	1,200,000	(a)
3	Comm. Dev. Block Grant CDBG (120)	166	288,100	288,100	300,000	300,000	300,000	1,476,200	(b)
4	Gas Tax 2105 (132)	167	700,000	700,000	700,000	700,000	700,000	3,500,000	(c)
5	Gas Tax 2106 (133)	169	500,000	500,000	500,000	500,000	500,000	2,500,000	(c)
6	Gas Tax TDA (135)	170	1,456,000	1,456,000	1,456,000	1,456,000	1,456,000	7,280,000	(c)
7	SB 821 (Bicycle/Pedestrian) (136)	171	55,000	55,000	65,900	65,900	65,900	307,700	(c)
8	City Lighting District (141)	172	250,000	260,000	260,000	260,000	260,000	1,290,000	(a)
9	AD 79-2 Lighting/Landscape District (142)	173	0	0	0	0	0	0	(a)
10	Traffic Congestion (162)	174	1,216,876	1,333,395	0	1,300,000	0	3,850,271	(c)
11	Streets/Transportation Projects (Federal) (183)	175	15,705,500	14,139,553	3,850,000	650,000	6,750,000	41,095,053	(b)
12	Thousand Oaks Blvd (RDA) (420)	176	1,338,000	1,381,000	1,425,000	1,471,000	1,518,000	7,133,000	(d)
13	Newbury Road (RDA) (450)	177	252,000	260,000	268,000	277,000	285,000	1,342,000	(d)
14	Comm. Recreation Facilities Open Space (512)	178	48,000	48,000	48,000	48,000	48,000	240,000	(e)
15	Dev. Fees - Wendy Dr Interchange (530)	179	45,600	23,600	23,600	23,600	23,600	140,000	(f)
16	Dev. Fees - RD Imprv. (532)	180	110,000	110,000	110,000	110,000	110,000	550,000	(f)
17	Dev. Fees - Air Quality (537)	181	205,000	125,000	125,000	125,000	125,000	705,000	(f)
18	Dev. Fee - Underground Utility (540)	182	40,000	40,000	40,000	40,000	40,000	200,000	(f)
19	Dev. Fee - Underground Utility CW (541)	183	25,000	0	0	0	0	25,000	(f)
20	Dev. Fees - TO RD Imprv. (543)	184	105,000	105,000	5,000	5,000	5,000	225,000	(f)
21	Dev. Fees - Traffic Safety (551)	185	75,000	75,000	75,000	75,000	75,000	375,000	(f)
22	Water Cap Programs Dev Fees (612)	186	4,356,000	232,000	243,000	245,000	256,000	5,332,000	(g)
23	Water Cap Facilities Repair (613)	187	5,903,000	5,110,000	1,312,000	1,314,000	1,317,000	14,956,000	(g)
24	Wastewater Cap Pgm Dev Fees (622)	188	1,314,000	1,235,000	1,319,000	2,754,000	1,555,000	8,177,000	(g)
25	Wastewater Cap Fac Rep (623)	189	594,000	596,000	598,000	600,000	602,000	2,990,000	(g)
26	Wastewater Cap Pgm Serv. Chrg (624)	190	4,546,000	7,566,000	7,597,000	4,238,000	4,680,000	28,627,000	(g)
27	Solid Waste (631)	191	0	0	0	0	0	0	(a)
28	Transportation - General Art 8C (651)	192	450,000	400,000	500,000	0	0	1,350,000	(a)
29	Golf Course - Los Robles (671)	193	500,000	100,000	1,000,000	0	0	1,600,000	(g)
30	Theatre (681)	194	0	0	0	0	0	0	(g)
Grand Total			\$40,853,076	\$36,563,648	\$21,820,500	\$16,557,500	\$20,671,500	\$136,466,224	

Revenue Source

- (a) Fund Reserves
- (b) Grant Reimbursements
- (c) State Gas Tax Revenues
- (d) Redevelopment Debt
- (e) Bedroom Tax, General Fund/Golf Course Transfer
- (f) Developer Fees/Agreement Funds
- (g) Service Fees/Retained Earnings

Capital Improvement Program

Five-Year Summary

General Fund (001)

Street Projects										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
CI4578	Recycled Rubberized Asphalt Project	Two	15	\$250,000	\$0	\$0	\$0	\$0	\$0	\$250,000
MI2007	Pavement Slurry Seal - Citywide	Two	22	0	100,000	0	0	0	0	100,000
MI2035	Benchmark Circuit & Concourse Monumentation Update	Three		0	0	0	150,000	150,000	150,000	450,000
Street Total				\$250,000	\$100,000	\$0	\$150,000	\$150,000	\$150,000	\$800,000

Transportation/Traffic Projects										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
CI4567	Intersection Level of Service Improvements	Three		\$0	\$0	\$0	\$50,000	\$50,000	\$50,000	\$150,000
MI2042	Traffic Calming Enhancements	Two	57	0	50,000	50,000	100,000	100,000	100,000	400,000
Transportation/Traffic Total				\$0	\$50,000	\$50,000	\$150,000	\$150,000	\$150,000	\$550,000

Landscape/Streetscape Projects										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
CI4066	City Entrance/Gateway Signs	Three		\$0	\$0	\$0	\$500,000	\$200,000	\$1,000,000	\$1,700,000
CI4224	State Route 23 Interchange Landscaping	Two	62	115,000	0	0	0	0	0	115,000
CI5115	Existing Landscaping Upgrades	Two	64	0	58,000	157,200	99,800	68,000	58,000	441,000
CI5171	Landscaping Water Conservation Program	Two	65	0	400,000	400,000	800,000	800,000	0	2,400,000
MI2502	New Citywide Median/Parkway Improvements	Three		0	0	0	250,000	250,000	250,000	750,000
Landscape/Streetscape Total				\$115,000	\$458,000	\$557,200	\$1,649,800	\$1,318,000	\$1,308,000	\$5,406,000

Stormwater Projects										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
CI4215	Replace Existing Corrugated Metal & Other Pipes	Two	69	\$0	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$625,000
CI5152	Lynn Road at Janss Road V-ditch	Two	72	0	100,000	0	0	0	0	100,000
CI5154	Malibu Creek Bacteria TMDL	One	73	0	50,000	250,000	250,000	0	0	550,000
MI2038	Storm Drain System Master Plan, Phase 2	Three		0	0	0	100,000	0	0	100,000
MI2078	Stormwater Quality Improvements	Three		0	0	0	100,000	100,000	100,000	300,000
Stormwater Total				\$0	\$275,000	\$375,000	\$575,000	\$225,000	\$225,000	\$1,675,000

Wastewater Projects										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
MI2025	TMDL Monitoring	One	109	\$0	\$155,000	\$170,000	\$170,000	\$170,000	\$170,000	\$835,000
Wastewater Total				\$0	\$155,000	\$170,000	\$170,000	\$170,000	\$170,000	\$835,000

Open Space Projects										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
CI1170	COSCA Improvements and Renovations - Citywide	One	117	\$0	\$60,000	\$60,000	\$50,000	\$50,000	\$50,000	\$270,000
Open Space Total				\$0	\$60,000	\$60,000	\$50,000	\$50,000	\$50,000	\$270,000

Facility Projects										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
CI4091	Community Center Expansion	Three	127	\$4,996,333	\$0	\$0	\$0	\$0	\$0	\$4,996,333
CI5078	Hillcrest Center Roof Deck	Two	129	200,000	0	1,000,000	0	0	0	1,200,000
CI5079	Hillcrest Energy Savings Upgrades	Two	130	60,000	0	0	0	0	0	60,000

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Capital Improvement Program

Five-Year Summary

General Fund (001)

(Continued)

Facility Projects (Continued)										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
CI5085	Teen and Senior Center Energy Savings Upgrades	Two	132	\$60,000	\$0	\$0	\$0	\$0	\$0	\$60,000
CI5086	Civic Arts Plaza Energy Savings Upgrades	Two	133	480,000	0	0	0	0	0	480,000
CI5090	Parking Structure Improvements	One	134	400,000	0	0	0	0	0	400,000
CI5093	Transportation Center Energy Savings Upgrades	Two	135	22,000	0	0	0	0	0	22,000
CI5131	Municipal Service Center (MSC) Expansion	Two	137	442,500	174,500	0	0	0	0	617,000
CI5142	401 W. Hillcrest Mechanical Repairs	One	138	0	150,000	0	0	0	0	150,000
CI5143	Civic Arts Plaza Fire Alarm System	One	139	0	0	150,000	0	0	0	150,000
CI5144	Civic Arts Plaza Security Upgrades	One	140	0	250,000	250,000	0	0	0	500,000
CI5145	Kavli Theatre Lobby Carpet Replacement	Two		0	0	0	125,000	0	0	125,000
CI5147	Teen and Senior Center Roof Replacement	Two	141	0	400,000	0	0	0	0	400,000
CI5175	City Facilities Communications System	Two	144	600,000	1,250,000	0	0	0	0	1,850,000
CI5178	Civic Arts Plaza - Security Bollards & Lighting	One	145	400,000	0	0	0	0	0	400,000
MI2020	Cameron Center Parking Lot	One	146	75,000	0	0	0	0	0	75,000
MI2043	Lawrence Drive RV Storage Site Feasibility Study	Two	147	66,000	0	0	0	0	0	66,000
MI2048	Lang Ranch Community Park - Holding Account	Two	149	5,000,000	0	0	0	0	0	5,000,000
MI2062	Rancho Potrero Specific Plan	One	151	33,000	100,000	100,000	200,000	0	0	433,000
MI2064	Civic Arts Plaza Interior Theatre Painting	Two		0	0	0	125,000	0	0	125,000
MI2065	Kavli Theatre Lobby Upgrades	Two	152	0	0	70,000	170,000	0	0	240,000
MI2066	401/403 Hillcrest Exterior Painting	Two	153	0	0	125,000	0	0	0	125,000
MI2067	Slurry Coat at Various City Facilities	Two	154	0	0	60,000	0	0	0	60,000
MI2068	Teen and Senior Center Exterior Painting	Two	155	0	0	60,000	0	0	0	60,000
MI2081	401 Hillcrest Carpet & Paint	Two	156	150,000	0	0	0	0	0	150,000
MI2506	Boys and Girls Club Projects	Three	158	500,000	0	0	0	0	0	500,000
Facility Total				\$13,484,833	\$2,324,500	\$1,815,000	\$620,000	\$0	\$0	\$18,244,333

	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
001 - General Fund Total	\$13,849,833	\$3,422,500	\$3,027,200	\$3,364,800	\$2,063,000	\$2,053,000	\$27,780,333

General Fund Fund Balance Summary						
	Budget To Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014
Beginning Fund Balance Available for Capital Improvements	\$20,640,833	\$6,791,000	\$3,368,500	\$341,300	(\$3,023,500)	(\$5,086,500)
Project Appropriations	(\$13,849,833)	(\$3,422,500)	(\$3,027,200)	(\$3,364,800)	(\$2,063,000)	(\$2,053,000)
Project Revenues	\$0	\$0	\$0	\$0	\$0	\$0
Ending Fund Balance	\$6,791,000	\$3,368,500	\$341,300	(\$3,023,500)	(\$5,086,500)	(\$7,139,500)

Capital Improvement Program

Five-Year Summary

Library Fund (110)

Library Projects										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
C15082	Newbury Park Branch Library Carpet Upgrade	Two	121	\$150,000	\$0	\$0	\$0	\$0	\$0	\$150,000
C15146	Libraries Mechanical Upgrades	Two	122	0	75,000	425,000	0	0	0	500,000
C15169	Newbury Park Branch Library Parking Lot	One	123	250,000	500,000	0	0	0	0	750,000
C15174	Library Fire Suppression Systems	One	124	0	200,000	0	0	0	0	200,000
Library Total				\$400,000	\$775,000	\$425,000	\$0	\$0	\$0	\$1,600,000

	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
110 - Library Total	\$400,000	\$775,000	\$425,000	\$0	\$0	\$0	\$1,600,000

Library Fund Balance Summary						
	Budget To Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014
Beginning Fund Balance Available for Capital Improvements	\$400,000	\$0	\$0	\$0	\$0	\$0
Project Appropriations	(\$400,000)	(\$775,000)	(\$425,000)	\$0	\$0	\$0
Project Revenues	\$0	\$775,000	\$425,000	\$0	\$0	\$0
Ending Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0

Capital Improvement Program

Five-Year Summary

Comm. Dev. Block Grant CDBG Fund (120)

Community Development Block Grant (CDBG) Projects									
Proj. No.	Project Title	Priority	Page	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
CI4298	Neighborhood Improvement Program	One	161						\$2,136,200
Community Development Block Grant (CDBG) Total									\$2,136,200

	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
120 - Comm. Dev. Block Grant CDBG Total	\$660,000	\$288,100	\$288,100	\$300,000	\$300,000	\$300,000	\$2,136,200

Comm. Dev. Block Grant CDBG Fund Balance Summary						
	Budget To Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014
Beginning Fund Balance Available for Capital Improvements	\$660,000	\$0	\$0	\$0	\$0	\$0
Project Appropriations	(\$660,000)	(\$288,100)	(\$288,100)	(\$300,000)	(\$300,000)	(\$300,000)
Project Revenues	\$0	\$288,100	\$288,100	\$300,000	\$300,000	\$300,000
Ending Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0

Capital Improvement Program

Five-Year Summary

Gas Tax 2105 Fund (132)

Street Projects										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
CI4202	Pavement Overlay - Arterial	Two	10	\$0	\$650,000	\$650,000	\$0	\$0	\$0	\$1,300,000
CI4208	TDA Article 3 Pedestrian and Bicycle Upgrades	Two	12	47,000	0	0	0	0	0	47,000
CI4225	Moorpark Road at Hillcrest Drive	Three		0	0	0	875,000	0	0	875,000
CI4226	TO Boulevard - Moorpark Road to Duesenberg Drive	Three		0	0	0	250,000	0	0	250,000
CI4231	Lynn Road 101 Improvements	Three		0	0	0	200,000	250,000	1,072,500	1,522,500
CI4233	Gainsborough Road from Camino Manzanas to Tuolumne	Three		0	0	0	80,000	250,000	0	330,000
CI4235	Lynn Road - Wendy to Reino Median Improvements	Three		0	0	0	80,000	100,000	450,000	630,000
CI4239	Vontu Park Road Improvements	Three		0	0	0	0	200,000	150,000	350,000
CI4240	Reino Road, Kimber Drive - Borchard Road	Three		0	0	0	0	50,000	150,000	200,000
CI4246	Lawrence Drive at Teller Road	Three		0	0	0	50,000	245,000	0	295,000
CI4247	Moorpark Road at Thousand Oaks Boulevard	Three		0	0	0	50,000	200,000	0	250,000
CI4251	Moorpark Road North of Thousand Oaks Boulevard	Three		0	0	0	0	0	100,000	100,000
CI4252	Conejo School Road/Hillcrest Drive to TO Boulevard	Three		0	0	0	0	0	150,000	150,000
CI4254	Borchard Road at Michael Drive	Three		0	0	0	0	0	65,000	65,000
CI4564	Sidewalk Construction Citywide - Annual	Three		0	0	0	130,000	130,000	130,000	390,000
CI4565	SB 821 Annual Bicycle/Pedestrian Projects	Two	14	80,000	87,000	90,000	90,000	90,000	90,000	527,000
CI5164	Olson Road Widening at City Limit	Two	19	0	150,000	0	0	0	0	150,000
CI5165	Norwegian Grade Rehabilitation	One	20	100,000	130,000	0	0	0	0	230,000
CI5170	Moorpark Road Widening	Three		0	0	0	50,000	1,050,000	0	1,100,000
MI2029	Unscheduled Street Repairs and Enhancements	Two	24	0	100,000	100,000	100,000	100,000	100,000	500,000
Street Total				\$227,000	\$1,117,000	\$840,000	\$1,955,000	\$2,665,000	\$2,457,500	\$9,261,500

Transportation/Traffic Projects										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
CI4541	Roadside Safety Enhancements	One	36	\$0	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000
MI2041	Pedestrian Safety Enhancement	One	56	0	100,000	100,000	100,000	100,000	100,000	500,000
Transportation/Traffic Total				\$0	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000

Landscape/Streetscape Projects										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
CI4048	Route 101 at Rancho Road Landscaping	Three		\$0	\$0	\$0	\$1,000,000	\$0	\$0	\$1,000,000
CI4224	State Route 23 Interchange Landscaping	Two	62	60,000	325,000	0	0	0	0	385,000
CI4230	Sunset Hills Boulevard Interchange	Three		0	0	0	0	149,000	0	149,000
CI4232	Olson Road Interchange	Three		0	0	0	0	185,000	0	185,000
Landscape/Streetscape Total				\$60,000	\$325,000	\$0	\$1,000,000	\$334,000	\$0	\$1,719,000

Stormwater Projects										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
CI4215	Replace Existing Corrugated Metal & Other Pipes	Two	69	\$0	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$625,000
Stormwater Total				\$0	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$625,000

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Capital Improvement Program

Five-Year Summary

Gas Tax 2105 Fund (132)

(Continued)

	Budget To Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
132 - Gas Tax 2105 Total	\$287,000	\$1,817,000	\$1,215,000	\$3,330,000	\$3,374,000	\$2,832,500	\$12,855,500

Gas Tax 2105 Fund Balance Summary
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	Budget To Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014
Beginning Fund Balance Available for Capital Improvements	\$2,030,832	\$1,743,832	\$626,832	\$111,832	(\$2,518,168)	(\$5,192,168)
Project Appropriations	(\$287,000)	(\$1,817,000)	(\$1,215,000)	(\$3,330,000)	(\$3,374,000)	(\$2,832,500)
Project Revenues	\$0	\$700,000	\$700,000	\$700,000	\$700,000	\$700,000
Ending Fund Balance	\$1,743,832	\$626,832	\$111,832	(\$2,518,168)	(\$5,192,168)	(\$7,324,668)

Capital Improvement Program

Five-Year Summary

Gas Tax 2106 Fund (133)

Street Projects										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
MI2007	Pavement Slurry Seal - Citywide	Two	22	\$0	\$400,000	\$200,000	\$800,000	\$0	\$900,000	\$2,300,000
MI2012	Concrete Replacement and Sidewalk Repair - Citywide	Two	23	0	300,000	300,000	450,000	450,000	450,000	1,950,000
Street Total				\$0	\$700,000	\$500,000	\$1,250,000	\$450,000	\$1,350,000	\$4,250,000

	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
133 - Gas Tax 2106 Total	\$0	\$700,000	\$500,000	\$1,250,000	\$450,000	\$1,350,000	\$4,250,000

Gas Tax 2106 Fund Balance Summary						
	Budget To Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014
Beginning Fund Balance Available for Capital Improvements	\$232,462	\$232,462	\$32,462	\$32,462	(\$717,538)	(\$667,538)
Project Appropriations	\$0	(\$700,000)	(\$500,000)	(\$1,250,000)	(\$450,000)	(\$1,350,000)
Project Revenues	\$0	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000
Ending Fund Balance	\$232,462	\$32,462	\$32,462	(\$717,538)	(\$667,538)	(\$1,517,538)

Capital Improvement Program

Five-Year Summary

Gas Tax TDA Fund (135)

Street Projects										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
CI1236	Erbes Road Improvements	One	9	\$1,200,000	\$0	\$0	\$0	\$0	\$0	\$1,200,000
CI4202	Pavement Overlay - Arterial	Two	10	200,000	0	0	0	0	0	200,000
CI4203	Moorpark Road Repaving Project	Two	11	0	850,000	0	0	0	0	850,000
CI4528	Bridge Evaluations	Two	13	150,000	0	0	300,000	1,000,000	1,000,000	2,450,000
CI4565	SB 821 Annual Bicycle/Pedestrian Projects	Two	14	0	300,000	0	0	0	0	300,000
CI5122	Pavement Overlay Citywide - Annual	Two	17	0	2,300,000	1,500,000	4,250,000	3,900,000	4,500,000	16,450,000
CI5124	Curb Ramps with Overlays Citywide - Annual	Three	18	1,100,000	0	0	350,000	350,000	350,000	2,150,000
Street Total				\$2,650,000	\$3,450,000	\$1,500,000	\$4,900,000	\$5,250,000	\$5,850,000	\$23,600,000

Transportation/Traffic Projects										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
CI5050	Route 101 at Wendy Drive Interchange Improvements	Two	39	\$0	\$600,000	\$0	\$0	\$0	\$0	\$600,000
CI5168	Traffic Sign Upgrade	Two	49	90,000	50,000	50,000	50,000	50,000	0	290,000
Transportation/Traffic Total				\$90,000	\$650,000	\$50,000	\$50,000	\$50,000	\$50,000	\$890,000

Stormwater Projects										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
MI2038	Storm Drain System Master Plan, Phase 2	Three		\$0	\$0	\$0	\$185,000	\$0	\$0	\$185,000
Stormwater Total				\$0	\$0	\$0	\$185,000	\$0	\$0	\$185,000

135 - Gas Tax TDA Total										
				Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
				\$2,740,000	\$4,100,000	\$1,550,000	\$5,135,000	\$5,300,000	\$5,850,000	\$24,675,000

Gas Tax TDA Fund Balance Summary						
	Budget To Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014
Beginning Fund Balance Available for Capital Improvements	\$5,969,757	\$3,229,757	\$585,757	\$491,757	(\$3,187,243)	(\$7,031,243)
Project Appropriations	(\$2,740,000)	(\$4,100,000)	(\$1,550,000)	(\$5,135,000)	(\$5,300,000)	(\$5,850,000)
Project Revenues	\$0	\$1,456,000	\$1,456,000	\$1,456,000	\$1,456,000	\$1,456,000
Ending Fund Balance	\$3,229,757	\$585,757	\$491,757	(\$3,187,243)	(\$7,031,243)	(\$11,425,243)

Capital Improvement Program

Five-Year Summary

SB 821 (Bicycle/Pedestrian) Fund (136)

Street Projects										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
CI4208	TDA Article 3 Pedestrian and Bicycle Upgrades	Two	12	\$52,000	\$0	\$0	\$0	\$0	\$0	\$52,000
CI4565	SB 821 Annual Bicycle/Pedestrian Projects	Two	14	186,000	55,000	55,000	60,000	60,000	60,000	476,000
Street Total				\$238,000	\$55,000	\$55,000	\$60,000	\$60,000	\$60,000	\$528,000

	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
136 - SB 821 (Bicycle/Pedestrian) Total	\$238,000	\$55,000	\$55,000	\$60,000	\$60,000	\$60,000	\$528,000

SB 821 (Bicycle/Pedestrian) Fund Balance Summary						
	Budget To Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014
Beginning Fund Balance Available for Capital Improvements	\$239,233	\$1,233	\$1,233	\$1,233	\$7,133	\$13,033
Project Appropriations	(\$238,000)	(\$55,000)	(\$55,000)	(\$60,000)	(\$60,000)	(\$60,000)
Project Revenues	\$0	\$55,000	\$55,000	\$65,900	\$65,900	\$65,900
Ending Fund Balance	\$1,233	\$1,233	\$1,233	\$7,133	\$13,033	\$18,933

Capital Improvement Program

Five-Year Summary

City Lighting District Fund (141)

Street Projects										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
CI5114	Street Lights at Intersections	Two	16	\$200,000	\$100,000	\$100,000	\$0	\$0	\$0	\$400,000
Street Total				\$200,000	\$100,000	\$100,000	\$0	\$0	\$0	\$400,000

Undergrounding Projects										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
CI4568	Hillcrest Drive Undergrounding	Two	27	\$15,000	\$0	\$0	\$0	\$0	\$0	\$15,000
Undergrounding Total				\$15,000	\$0	\$0	\$0	\$0	\$0	\$15,000

Transportation/Traffic Projects										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
CI1225	Signal Equipment Replacement - Citywide	One	32	\$0	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$375,000
CI4569	Expand Traffic Signal Coordination	Two	37	76,000	0	0	0	0	0	76,000
CI4570	Lynn Road Signal Synchronization	Two	38	46,000	0	0	0	0	0	46,000
MI2080	Signal Maintenance	Two	58	0	150,000	150,000	150,000	150,000	0	600,000
Transportation/Traffic Total				\$122,000	\$225,000	\$225,000	\$225,000	\$225,000	\$75,000	\$1,097,000

Facility Projects										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
CI5131	Municipal Service Center (MSC) Expansion	Two	137	\$280,000	\$110,300	\$0	\$0	\$0	\$0	\$390,300
Facility Total				\$280,000	\$110,300	\$0	\$0	\$0	\$0	\$390,300

141 - City Lighting District Total										
				Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
				\$617,000	\$435,300	\$325,000	\$225,000	\$225,000	\$75,000	\$1,902,300

City Lighting District Fund Balance Summary							
	Budget To Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	
Beginning Fund Balance Available for Capital Improvements	\$2,206,122	\$1,589,122	\$1,403,822	\$1,338,822	\$1,373,822	\$1,408,822	
Project Appropriations	(\$617,000)	(\$435,300)	(\$325,000)	(\$225,000)	(\$225,000)	(\$75,000)	
Project Revenues	\$0	\$250,000	\$260,000	\$260,000	\$260,000	\$260,000	
Ending Fund Balance	\$1,589,122	\$1,403,822	\$1,338,822	\$1,373,822	\$1,408,822	\$1,593,822	

Capital Improvement Program Five-Year Summary

AD 79-2 Lighting/Landscape District Fund (142)

Street Projects										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
MI2012	Concrete Replacement and Sidewalk Repair - Citywide	Two	23	\$0	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Street Total				\$0	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000

Landscape/Streetscape Projects										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
CI5115	Existing Landscaping Upgrades	Two	64	\$0	\$522,000	\$892,800	\$898,200	\$612,000	\$522,000	\$3,447,000
MI2079	Landscape Unscheduled Repairs	Two	66	0	50,000	50,000	50,000	50,000	50,000	250,000
Landscape/Streetscape Total				\$0	\$572,000	\$942,800	\$948,200	\$662,000	\$572,000	\$3,697,000

Facility Projects										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
CI5131	Municipal Service Center (MSC) Expansion	Two	137	\$420,500	\$165,700	\$0	\$0	\$0	\$0	\$586,200
Facility Total				\$420,500	\$165,700	\$0	\$0	\$0	\$0	\$586,200

AD 79-2 Lighting/Landscape District Total										
				Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
142 - AD 79-2 Lighting/Landscape District Total				\$420,500	\$837,700	\$1,042,800	\$1,048,200	\$762,000	\$672,000	\$4,783,200

AD 79-2 Lighting/Landscape District Fund Balance Summary						
	Budget To Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014
Beginning Fund Balance Available for Capital Improvements	\$4,748,097	\$4,327,597	\$3,489,897	\$2,447,097	\$1,398,897	\$636,897
Project Appropriations	(\$420,500)	(\$837,700)	(\$1,042,800)	(\$1,048,200)	(\$762,000)	(\$672,000)
Project Revenues	\$0	\$0	\$0	\$0	\$0	\$0
Ending Fund Balance	\$4,327,597	\$3,489,897	\$2,447,097	\$1,398,897	\$636,897	(\$35,103)

Capital Improvement Program

Five-Year Summary

Traffic Congestion Fund (162)

Street Projects										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
CI5122	Pavement Overlay Citywide - Annual	Two	17	\$0	\$1,200,000	\$600,000	\$0	\$600,000	\$0	\$2,400,000
MI2007	Pavement Slurry Seal - Citywide	Two	22	0	0	700,000	0	900,000	0	1,600,000
Street Total				\$0	\$1,200,000	\$1,300,000	\$0	\$1,500,000	\$0	\$4,000,000

	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
162 - Traffic Congestion Total	\$0	\$1,200,000	\$1,300,000	\$0	\$1,500,000	\$0	\$4,000,000

Traffic Congestion Fund Balance Summary						
	Budget To Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014
Beginning Fund Balance Available for Capital Improvements	\$0	\$0	\$16,876	\$50,271	\$50,271	(\$149,729)
Project Appropriations	\$0	(\$1,200,000)	(\$1,300,000)	\$0	(\$1,500,000)	\$0
Project Revenues	\$0	\$1,216,876	\$1,333,395	\$0	\$1,300,000	\$0
Ending Fund Balance	\$0	\$16,876	\$50,271	\$50,271	(\$149,729)	(\$149,729)

Capital Improvement Program

Five-Year Summary

Streets/Transportation Projects (Federal) Fund (183)

Street Projects										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
CI1236	Erbes Road Improvements	One	9	\$0	\$3,000,000	\$3,000,000	\$0	\$0	\$0	\$6,000,000
CI4202	Pavement Overlay - Arterial	Two	10	1,600,000	0	0	2,500,000	0	0	4,100,000
CI5122	Pavement Overlay Citywide - Annual	Two	17	0	0	1,899,000	0	0	0	1,899,000
CI5165	Norwegian Grade Rehabilitation	One	20	0	800,000	861,553	0	0	0	1,661,553
CI5176	Westlake Blvd/Potrero Rd Sidewalk Construction	One	21	0	400,000	0	0	0	0	400,000
Street Total				\$1,600,000	\$4,200,000	\$5,760,553	\$2,500,000	\$0	\$0	\$14,060,553

Transportation/Traffic Projects										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
CI1195	Concho Creek Bike Path	Two	31	\$0	\$1,300,000	\$0	\$0	\$0	\$0	\$1,300,000
CI1326	Wildwood School Lighted Crosswalk	One	33	72,000	0	0	0	0	0	72,000
CI4046	Route 101 at Lynn Road Soundwall	Three		0	0	0	0	0	1,100,000	1,100,000
CI4047	Route 101 at Ventura Park Road Soundwall	Three		0	0	0	0	0	1,700,000	1,700,000
CI4245	Lynn Road Bike Lanes - Hillcrest to Arboles	One	35	0	300,000	1,300,000	0	0	0	1,600,000
CI4569	Expand Traffic Signal Coordination	Two	37	240,000	0	0	0	0	0	240,000
CI4570	Lynn Road Signal Synchronization	Two	38	354,000	0	0	0	0	0	354,000
CI5050	Route 101 at Wendy Drive Interchange Improvements	Two	39	0	4,000,000	4,000,000	0	0	0	8,000,000
CI5074	Safe Routes to School Grants	One	41	120,000	150,000	50,000	50,000	50,000	50,000	470,000
CI5155	Community Transportation Center	Two	46	0	100,000	400,000	500,000	0	0	1,000,000
CI5157	Weatherfield School Lighted Crosswalk	One	48	0	0	40,000	0	0	0	40,000
CI5166	Route 23 Whitcliff Road Soundwall	Three		0	0	0	0	600,000	3,300,000	3,900,000
CI5172	101/23 Interchange Improvements	Two	50	0	4,500,000	2,000,000	0	0	0	6,500,000
CI5173	Hillcrest Drive Bike Lane Project	Two	51	607,000	450,000	589,000	0	0	0	1,646,000
Transportation/Traffic Total				\$1,393,000	\$10,800,000	\$8,379,000	\$550,000	\$650,000	\$6,150,000	\$27,922,000

Landscape/Streetscape Projects										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
CI4224	State Route 23 Interchange Landscaping	Two	62	\$0	\$475,000	\$0	\$800,000	\$0	\$600,000	\$1,875,000
Landscape/Streetscape Total				\$0	\$475,000	\$0	\$800,000	\$0	\$600,000	\$1,875,000

Facility Projects										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
CI5131	Municipal Service Center (MSC) Expansion	Two	137	\$585,000	\$230,500	\$0	\$0	\$0	\$0	\$815,500
Facility Total				\$585,000	\$230,500	\$0	\$0	\$0	\$0	\$815,500

	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
183 - Streets/Transportation Projects (Federal) Total	\$3,578,000	\$15,705,500	\$14,139,553	\$3,850,000	\$650,000	\$6,750,000	\$44,673,053

Streets/Transportation Projects (Federal) Fund Balance Summary						
	Budget To Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014
Beginning Fund Balance Available for Capital Improvements	\$3,578,000	\$0	\$0	\$0	\$0	\$0
Project Appropriations	(\$3,578,000)	(\$15,705,500)	(\$14,139,553)	(\$3,850,000)	(\$650,000)	(\$6,750,000)
Project Revenues	\$0	\$15,705,500	\$14,139,553	\$3,850,000	\$650,000	\$6,750,000
Ending Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0

Capital Improvement Program Five-Year Summary Thousand Oaks Blvd (RDA) Fund (420)

Street Projects										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
CI4202	Pavement Overlay - Arterial	Two	10	\$400,000	\$0	\$0	\$0	\$0	\$0	\$400,000
Street Total				\$400,000	\$0	\$0	\$0	\$0	\$0	\$400,000

Transportation/Traffic Projects										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
CI5118	Auto Mall Street Parking Modifications	Two	42	\$2,000,000	\$0	\$0	\$0	\$0	\$0	\$2,000,000
Transportation/Traffic Total				\$2,000,000	\$0	\$0	\$0	\$0	\$0	\$2,000,000

Landscape/Streetscape Projects										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
CI4068	Thousand Oaks Boulevard Improvements - Phase II	Three	61	\$2,500,000	\$0	\$0	\$0	\$0	\$0	\$2,500,000
CI4299	Thousand Oaks Boulevard Improvements, Phase III	Three	63	1,000,000	0	0	0	0	0	1,000,000
Landscape/Streetscape Total				\$3,500,000	\$0	\$0	\$0	\$0	\$0	\$3,500,000

Stormwater Projects										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
CI5133	Thousand Oaks Boulevard Drainage Improvement	Two	71	\$200,000	\$150,000	\$0	\$0	\$0	\$0	\$350,000
Stormwater Total				\$200,000	\$150,000	\$0	\$0	\$0	\$0	\$350,000

Facility Projects										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
MI2047	Discovery Center - Holding Account	Three	148	\$5,000,000	\$0	\$0	\$0	\$0	\$0	\$5,000,000
Facility Total				\$5,000,000	\$0	\$0	\$0	\$0	\$0	\$5,000,000

420 - Thousand Oaks Blvd (RDA) Total										
Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total				
\$11,100,000	\$150,000	\$0	\$0	\$0	\$0	\$11,250,000				

Thousand Oaks Blvd (RDA) Fund Balance Summary						
	Budget To Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014
Beginning Fund Balance Available for Capital Improvements	\$17,692,000	\$6,592,000	\$7,780,000	\$9,161,000	\$10,586,000	\$12,057,000
Project Appropriations	(\$11,100,000)	(\$150,000)	\$0	\$0	\$0	\$0
Project Revenues	\$0	\$1,338,000	\$1,381,000	\$1,425,000	\$1,471,000	\$1,518,000
Ending Fund Balance	\$6,592,000	\$7,780,000	\$9,161,000	\$10,586,000	\$12,057,000	\$13,575,000

Capital Improvement Program

Five-Year Summary

Newbury Road (RDA) Fund (450)

Street Projects										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
CI4501	Newbury Road Improvements East of Ventu Park Road	Three		\$0	\$0	\$0	\$0	\$200,000	\$750,000	\$950,000
CI5163	Newbury Road Improvements	Three		0	0	0	0	50,000	310,000	360,000
Street Total				\$0	\$0	\$0	\$0	\$250,000	\$1,060,000	\$1,310,000

Stormwater Projects										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
CI4297	Kelley Road Storm Drain, Phase 2	Three		\$0	\$0	\$0	\$0	\$0	\$7,600,000	\$7,600,000
CI5140	Kelley Road Storm Drain, Phase 3	Three		0	0	0	1,000,000	3,500,000	0	4,500,000
Stormwater Total				\$0	\$0	\$0	\$1,000,000	\$3,500,000	\$7,600,000	\$12,100,000

Facility Projects										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
MI2500	Timber School Historic Preservation	Three	157	\$1,000,000	\$0	\$0	\$0	\$0	\$0	\$1,000,000
Facility Total				\$1,000,000	\$0	\$0	\$0	\$0	\$0	\$1,000,000

450 - Newbury Road (RDA) Total										
				Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
				\$1,000,000	\$0	\$0	\$1,000,000	\$3,750,000	\$8,660,000	\$14,410,000

Newbury Road (RDA) Fund Balance Summary						
	Budget To Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014
Beginning Fund Balance Available for Capital Improvements	\$4,285,000	\$3,285,000	\$3,537,000	\$3,797,000	\$3,065,000	(\$408,000)
Project Appropriations	(\$1,000,000)	\$0	\$0	(\$1,000,000)	(\$3,750,000)	(\$8,660,000)
Project Revenues	\$0	\$252,000	\$260,000	\$268,000	\$277,000	\$285,000
Ending Fund Balance	\$3,285,000	\$3,537,000	\$3,797,000	\$3,065,000	(\$408,000)	(\$8,783,000)

Capital Improvement Program Five-Year Summary

Comm. Recreation Facilities Open Space Fund (512)

Open Space Projects										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
C11227	Open Space Acquisition - Citywide	Two	118	\$1,200,000	\$0	\$0	\$0	\$0	\$0	\$1,200,000
Open Space Total				\$1,200,000	\$0	\$0	\$0	\$0	\$0	\$1,200,000

	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
512 - Comm. Recreation Facilities Open Space Total	\$1,200,000	\$0	\$0	\$0	\$0	\$0	\$1,200,000

Comm. Recreation Facilities Open Space Fund Balance Summary							
	Budget To Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	
Beginning Fund Balance Available for Capital Improvements	\$1,200,000	\$0	\$48,000	\$96,000	\$144,000	\$192,000	
Project Appropriations	(\$1,200,000)	\$0	\$0	\$0	\$0	\$0	
Project Revenues	\$0	\$48,000	\$48,000	\$48,000	\$48,000	\$48,000	
Ending Fund Balance	\$0	\$48,000	\$96,000	\$144,000	\$192,000	\$240,000	

Capital Improvement Program

Five-Year Summary

Dev. Fees - Wendy Dr Interchange Fund (530)

Transportation/Traffic Projects										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
CI5050	Route 101 at Wendy Drive Interchange Improvements	Two	39	\$0	\$0	\$0	\$2,400,000	\$0	\$0	\$2,400,000
Transportation/Traffic Total:				\$0	\$0	\$0	\$2,400,000	\$0	\$0	\$2,400,000

	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
530 - Dev. Fees - Wendy Dr Interchange Total	\$0	\$0	\$0	\$2,400,000	\$0	\$0	\$2,400,000

Dev. Fees - Wendy Dr Interchange Fund Balance Summary						
	Budget To Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014
Beginning Fund Balance Available for Capital Improvements	\$13,478	\$13,478	\$59,078	\$82,678	(\$2,293,722)	(\$2,270,122)
Project Appropriations	\$0	\$0	\$0	(\$2,400,000)	\$0	\$0
Project Revenues	\$0	\$45,600	\$23,600	\$23,600	\$23,600	\$23,600
Ending Fund Balance	\$13,478	\$59,078	\$82,678	(\$2,293,722)	(\$2,270,122)	(\$2,246,522)

Capital Improvement Program

Five-Year Summary

Dev. Fees - RD Imprv. Fund (532)

Street Projects										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
CI4231	Lynn Road/101 Improvements	Three		\$0	\$0	\$0	\$0	\$0	\$1,072,500	\$1,072,500
CI4235	Lynn Road - Wendy to Reino Median Improvements	Three		0	0	0	0	0	450,000	450,000
CI5163	Newbury Road Improvements	Three		0	0	0	0	150,000	465,000	615,000
MI2030	Old Conejo Road - Reino Road to Wendy Drive	Three		0	0	0	75,000	100,000	0	175,000
Street Total				\$0	\$0	\$0	\$75,000	\$250,000	\$1,987,500	\$2,312,500

Stormwater Projects										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
CI4249	La Grange Avenue, Reino Road/Meadowcrest Street	Three		\$0	\$0	\$0	\$0	\$0	\$80,000	\$80,000
CI4253	La Cam/West Kelly Road, Alice Ann Road - Michael Drive	Three		0	0	0	0	0	125,000	125,000
CI5127	High-Maintenance Relief Drainage Improvement	One	70	116,600	320,000	320,000	320,000	320,000	320,000	1,716,600
CI5151	Borchard Road Drainage Improvements	Three		0	0	0	0	80,000	300,000	380,000
CI5153	Young Avenue Drainage Improvements	Three		0	0	0	0	80,000	300,000	380,000
Stormwater Total				\$116,600	\$320,000	\$320,000	\$320,000	\$480,000	\$1,125,000	\$2,681,600

				Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
532 - Dev. Fees - RD Imprv. Total				\$116,600	\$320,000	\$320,000	\$395,000	\$730,000	\$3,112,500	\$4,994,100

Dev. Fees - RD Imprv. Fund Balance Summary						
	Budget To Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014
Beginning Fund Balance Available for Capital Improvements	\$3,803,661	\$3,687,061	\$3,477,061	\$3,267,061	\$2,982,061	\$2,362,061
Project Appropriations	(\$116,600)	(\$320,000)	(\$320,000)	(\$395,000)	(\$730,000)	(\$3,112,500)
Project Revenues	\$0	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000
Ending Fund Balance	\$3,687,061	\$3,477,061	\$3,267,061	\$2,982,061	\$2,362,061	(\$640,439)

Capital Improvement Program

Five-Year Summary

Dev. Fees - Air Quality Fund (537)

Transportation/Traffic Projects										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
C11195	Concho Creek Bike Path	Two	31	\$0	\$80,000	\$250,000	\$0	\$0	\$0	\$330,000
C14001	Traffic Signal Operations Center	Three	34	0	10,000	10,000	0	0	0	20,000
C14245	Lynn Road Bike Lanes - Hillcrest to Arboles	One	35	200,000	200,000	0	0	0	0	400,000
C14569	Expand Traffic Signal Coordination	Two	37	76,000	0	0	0	0	0	76,000
C14570	Lynn Road Signal Synchronization	Two	38	46,000	0	0	0	0	0	46,000
C15068	Road Road Bike Path Connector	One	40	300,000	150,000	0	0	0	0	450,000
C15137	Traffic Signal - Annual	Two	45	0	100,000	100,000	100,000	100,000	100,000	500,000
C15155	Community Transportation Center	Two	46	0	100,000	0	0	0	0	100,000
C15156	Moorpark Road Bike Staging Area	Two	47	0	0	50,000	750,000	0	0	800,000
C15157	Weatherfield School Lighted Crosswalk	One	48	0	15,000	60,000	0	0	0	75,000
C15173	Hillcrest Drive Bike Lane Project	Two	51	100,000	50,000	50,000	50,000	0	0	250,000
M12040	Bicycle Safety Improvements Citywide	One	55	0	50,000	50,000	50,000	50,000	50,000	250,000
Transportation/Traffic Total				\$722,000	\$755,000	\$570,000	\$950,000	\$150,000	\$150,000	\$3,297,000

	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
537 - Dev. Fees - Air Quality Total	\$722,000	\$755,000	\$570,000	\$950,000	\$150,000	\$150,000	\$3,297,000

Dev. Fees - Air Quality Fund Balance Summary						
	Budget To Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014
Beginning Fund Balance Available for Capital Improvements	\$2,486,149	\$1,764,149	\$1,214,149	\$769,149	(\$55,851)	(\$80,851)
Project Appropriations	(\$722,000)	(\$755,000)	(\$570,000)	(\$950,000)	(\$150,000)	(\$150,000)
Project Revenues	\$0	\$205,000	\$125,000	\$125,000	\$125,000	\$125,000
Ending Fund Balance	\$1,764,149	\$1,214,149	\$769,149	(\$55,851)	(\$80,851)	(\$105,851)

Capital Improvement Program

Five-Year Summary

Dev. Fee - Underground Utility Fund (540)

Undergrounding Projects										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
CI4568	Hillcrest Drive Undergrounding	Two	27	\$95,000	\$0	\$0	\$0	\$0	\$0	\$95,000
Undergrounding Total				\$95,000	\$0	\$0	\$0	\$0	\$0	\$95,000

	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
540 - Dev. Fee - Underground Utility Total	\$95,000	\$0	\$0	\$0	\$0	\$0	\$95,000

Dev. Fee - Underground Utility Fund Balance Summary						
	Budget To Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014
Beginning Fund Balance Available for Capital Improvements	\$185,688	\$90,688	\$130,688	\$170,688	\$210,688	\$250,688
Project Appropriations	(\$95,000)	\$0	\$0	\$0	\$0	\$0
Project Revenues	\$0	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000
Ending Fund Balance	\$90,688	\$130,688	\$170,688	\$210,688	\$250,688	\$290,688

Capital Improvement Program

Five-Year Summary

Dev. Fee - Underground Utility CW Fund (541)

Undergrounding Projects										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
CI4568	Hillcrest Drive Undergrounding	Two	27	\$200,000	\$200,000	\$0	\$0	\$0	\$0	\$400,000
CI5117	Undergrounding Citywide with Development Projects	Two	28	785,400	50,000	0	0	0	0	835,400
Undergrounding Total				\$985,400	\$250,000	\$0	\$0	\$0	\$0	\$1,235,400

	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
541 - Dev. Fee - Underground Utility CW Total	\$985,400	\$250,000	\$0	\$0	\$0	\$0	\$1,235,400

Dev. Fee - Underground Utility CW Fund Balance Summary						
	Budget To Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014
Beginning Fund Balance Available for Capital Improvements	\$1,232,805	\$247,405	\$22,405	\$22,405	\$22,405	\$22,405
Project Appropriations	(\$985,400)	(\$250,000)	\$0	\$0	\$0	\$0
Project Revenues	\$0	\$25,000	\$0	\$0	\$0	\$0
Ending Fund Balance	\$247,405	\$22,405	\$22,405	\$22,405	\$22,405	\$22,405

Capital Improvement Program

Five-Year Summary

Dev. Fees - TO RD Imprv. Fund (543)

Street Projects										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
CI4203	Moorpark Road Repaving Project	Two	11	\$0	\$300,000	\$0	\$0	\$0	\$0	\$300,000
CI4225	Moorpark Road at Hillcrest Drive	Three		0	0	0	35,000	0	0	35,000
CI4226	TO Boulevard - Moorpark Road to Ducsonberg Drive	Three		0	0	0	1,262,500	0	0	1,262,500
CI4233	Gainsborough Road from Camino Manzanitas to Tuolumne	Three		0	0	0	0	250,000	0	250,000
CI4247	Moorpark Road at Thousand Oaks Boulevard	Three		0	0	0	0	0	150,000	150,000
Street Total				\$0	\$300,000	\$0	\$1,297,500	\$250,000	\$150,000	\$1,997,500

Stormwater Projects										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
CI5127	High-Maintenance Relief Drainage Improvement	One	70	\$175,000	\$480,000	\$480,000	\$480,000	\$480,000	\$480,000	\$2,575,000
CI5151	Borchard Road Drainage Improvements	Three		0	0	0	0	120,000	450,000	570,000
CI5153	Young Avenue Drainage Improvements	Three		0	0	0	0	120,000	450,000	570,000
Stormwater Total				\$175,000	\$480,000	\$480,000	\$480,000	\$720,000	\$1,380,000	\$3,715,000

	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
543 - Dev. Fees - TO RD Imprv. Total	\$175,000	\$780,000	\$480,000	\$1,777,500	\$970,000	\$1,530,000	\$5,712,500

Dev. Fees - TO RD Imprv. Fund Balance Summary						
	Budget To Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014
Beginning Fund Balance Available for Capital Improvements	\$2,864,251	\$2,689,251	\$2,014,251	\$1,639,251	(\$133,249)	(\$1,098,249)
Project Appropriations	(\$175,000)	(\$780,000)	(\$480,000)	(\$1,777,500)	(\$970,000)	(\$1,530,000)
Project Revenues	\$0	\$105,000	\$105,000	\$5,000	\$5,000	\$5,000
Ending Fund Balance	\$2,689,251	\$2,014,251	\$1,639,251	(\$133,249)	(\$1,098,249)	(\$2,623,249)

Capital Improvement Program

Five-Year Summary

Dev. Fees - Traffic Safety Fund (551)

Transportation/Traffic Projects										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
CI1225	Signal Equipment Replacement - Citywide	One	32	\$0	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$375,000
CI1326	Wildwood School Lighted Crosswalk	One	33	0	8,000	0	0	0	0	8,000
CI5074	Safe Routes to School Grants	One	41	25,000	50,000	10,000	10,000	10,000	10,000	115,000
CI5137	Traffic Signal - Annual	Two	45	0	100,000	100,000	100,000	100,000	100,000	500,000
MI2033	Intersection Safety Improvements	One	53	0	0	10,000	50,000	50,000	50,000	160,000
MI2034	YMCA Driveway Left Turn Lane	One	54	0	350,000	0	0	0	0	350,000
Transportation/Traffic Total				\$25,000	\$583,000	\$195,000	\$235,000	\$235,000	\$235,000	\$1,508,000

	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
551 - Dev. Fees - Traffic Safety Total	\$25,000	\$583,000	\$195,000	\$235,000	\$235,000	\$235,000	\$1,508,000

Dev. Fees - Traffic Safety Fund Balance Summary						
	Budget To Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014
Beginning Fund Balance Available for Capital Improvements	\$814,407	\$789,407	\$281,407	\$161,407	\$1,407	(\$158,593)
Project Appropriations	(\$25,000)	(\$583,000)	(\$195,000)	(\$235,000)	(\$235,000)	(\$235,000)
Project Revenues	\$0	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000
Ending Fund Balance	\$789,407	\$281,407	\$161,407	\$1,407	(\$158,593)	(\$318,593)

Capital Improvement Program

Five-Year Summary

Water Cap Programs Dev Fees Fund (612)

Water Projects										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
CI1164	Ventura Park Hydro Line Replacement	One	78	\$0	\$300,000	\$0	\$0	\$0	\$0	\$300,000
CI1167	Wilder No. 2 Reservoir and Pump Station	Two	79	0	3,900,000	0	0	0	0	3,900,000
CI4030	Water System Unscheduled Improvements	One	80	0	157,000	157,000	157,000	157,000	157,000	785,000
CI4267	Reservoir Security Enhancement	One	81	0	105,000	35,000	0	0	0	140,000
CI4290	Automated Chlorine Analyzer	Three		0	0	0	90,000	0	0	90,000
CI4549	Reservoir Seismic Study/Structural Retrofit	Two	82	0	0	385,000	0	0	0	385,000
CI4571	Water Facilities Misc. Replacement/Upgrade Program	Two	84	0	63,000	63,000	63,000	63,000	63,000	315,000
CI5041	Water System Looping Program - Various Locations	Two	85	0	98,000	0	98,000	0	98,000	294,000
CI5044	Calleguas Municipal Water District Turnout Improvements	Two	86	0	35,000	0	0	0	0	35,000
CI5053	Pump Station and Miscellaneous Reservoir Improvements	Two	87	0	49,000	140,000	0	0	0	189,000
CI8082	La Granada Pump Station	Two	88	0	1,500,000	0	0	0	0	1,500,000
MI2023	Reservoir Site Development - Ventura Park	Two	90	0	40,000	0	0	0	0	40,000
MI2036	Reservoir Mixing Improvements	Two	91	0	28,000	0	0	0	0	28,000
Water Total				\$0	\$6,275,000	\$780,000	\$408,000	\$220,000	\$318,000	\$8,001,000

Facility Projects										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
CI5131	Municipal Service Center (MSC) Expansion	Two	137	\$0	\$259,300	\$0	\$0	\$0	\$0	\$259,300
Facility Total				\$0	\$259,300	\$0	\$0	\$0	\$0	\$259,300

	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
612 - Water Cap Programs Dev Fees Total	\$0	\$6,534,300	\$780,000	\$408,000	\$220,000	\$318,000	\$8,260,300

Water Cap Programs Dev Fees Fund Balance Summary						
	Budget To Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014
Beginning Fund Balance Available for Capital Improvements	\$4,618,303	\$4,618,303	\$2,440,003	\$1,892,003	\$1,727,003	\$1,752,003
Project Appropriations	\$0	(\$6,534,300)	(\$780,000)	(\$408,000)	(\$220,000)	(\$318,000)
Project Revenues	\$0	\$4,356,000	\$232,000	\$243,000	\$245,000	\$256,000
Ending Fund Balance	\$4,618,303	\$2,440,003	\$1,892,003	\$1,727,003	\$1,752,003	\$1,690,003

Capital Improvement Program

Five-Year Summary

Water Cap Facilities Repair Fund (613)

Water Projects										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
CI1162	Water Service Line Upgrade	Two	77	\$0	\$2,800,000	\$2,800,000	\$0	\$0	\$0	\$5,600,000
CI1164	Ventu Park Hydro Line Replacement	One	78	0	550,000	0	0	0	0	550,000
CI4030	Water System Unscheduled Improvements	One	80	0	293,000	293,000	293,000	293,000	293,000	1,465,000
CI4267	Reservoir Security Enhancement	One	81	0	195,000	65,000	0	0	0	260,000
CI4290	Automated Chlorine Analyzer	Three		0	0	0	210,000	0	0	210,000
CI4549	Reservoir Seismic Study/Structural Retrofit	Two	82	0	0	715,000	0	0	0	715,000
CI4551	Automatic Meter Reading (AMR) Program	Two	83	80,000	1,125,000	0	150,000	0	150,000	1,505,000
CI4571	Water Facilities Misc. Replacement/Upgrade Program	Two	84	0	117,000	117,000	117,000	117,000	117,000	585,000
CI5041	Water System Looping Program - Various Locations	Two	85	0	182,000	0	182,000	0	182,000	546,000
CI5044	Calleguas Municipal Water District Turnout Improvements	Two	86	0	65,000	0	0	0	0	65,000
CI5053	Pump Station and Miscellaneous Reservoir Improvements	Two	87	0	91,000	260,000	0	0	0	351,000
MI2010	Reservoir Coating and Painting Program	Two	89	0	500,000	1,000,000	0	0	0	1,500,000
MI2036	Reservoir Mixing Improvements	Two	91	0	372,000	0	0	0	0	372,000
Water Total				\$80,000	\$6,290,000	\$5,250,000	\$952,000	\$410,000	\$742,000	\$13,724,000

Facility Projects										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
CI5131	Municipal Service Center (MSC) Expansion	Two	137	\$345,000	\$136,000	\$0	\$0	\$0	\$0	\$481,000
Facility Total				\$345,000	\$136,000	\$0	\$0	\$0	\$0	\$481,000

	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
613 - Water Cap Facilities Repair Total	\$425,000	\$6,426,000	\$5,250,000	\$952,000	\$410,000	\$742,000	\$14,205,000

Water Cap Facilities Repair Fund Balance Summary						
	Budget To Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014
Beginning Fund Balance Available for Capital Improvements	\$2,273,908	\$1,848,908	\$1,325,908	\$1,185,908	\$1,545,908	\$2,449,908
Project Appropriations	(\$425,000)	(\$6,426,000)	(\$5,250,000)	(\$952,000)	(\$410,000)	(\$742,000)
Project Revenues	\$0	\$5,903,000	\$5,110,000	\$1,312,000	\$1,314,000	\$1,317,000
Ending Fund Balance	\$1,848,908	\$1,325,908	\$1,185,908	\$1,545,908	\$2,449,908	\$3,024,908

Capital Improvement Program

Five-Year Summary

Wastewater Cap Pgm Dev Fees Fund (622)

Wastewater Projects										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
CI4270	Interceptor CIP Phase III - Units E & V	Two	95	\$0	\$1,400,000	\$1,750,000	\$0	\$0	\$0	\$3,150,000
CI4287	Wastewater Asset Management	Two	96	0	10,000	10,000	0	0	0	20,000
CI4533	HCTP Upgrade Phase 4 - UV Disinfection	Two	97	0	100,000	1,000,000	0	0	0	1,100,000
CI5058	HCTP Biosolids Management	Two	98	0	440,000	0	0	0	0	440,000
CI5060	HCTP Cogen Facility Expansion/Buyout	Three		0	0	0	0	0	286,000	286,000
CI5061	HCTP North and South Headworks	Two	99	0	380,000	0	0	0	0	380,000
CI5062	TMDL Implementation	One	100	0	100,000	420,000	700,000	0	0	1,220,000
CI5064	Interceptor CIP Phase IV - Units A & Y	Two	101	0	200,000	200,000	0	0	0	400,000
CI5149	HCTP Secondary Access	Two	104	0	20,000	80,000	0	0	0	100,000
CI5150	Wastewater Flowmeter Installation	Two	105	0	25,000	0	0	0	0	25,000
MI2025	TMDL Monitoring	One	109	0	29,000	32,000	32,000	32,000	32,000	157,000
MI2026	HCTP Wetlands Mitigation Bank	One	110	0	50,000	0	0	0	0	50,000
MI2027	Unit W Wastewater Interceptor Mitigation	One	111	0	28,000	28,000	0	0	0	56,000
Wastewater Total				\$0	\$2,782,000	\$3,520,000	\$732,000	\$32,000	\$318,000	\$7,384,000

Facility Projects										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
CI5131	Municipal Service Center (MSC) Expansion	Two	137	\$0	\$259,300	\$0	\$0	\$0	\$0	\$259,300
Facility Total				\$0	\$259,300	\$0	\$0	\$0	\$0	\$259,300

	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
622 - Wastewater Cap Pgm Dev Fees Total	\$0	\$3,041,300	\$3,520,000	\$732,000	\$32,000	\$318,000	\$7,643,300

Wastewater Cap Pgm Dev Fees Fund Balance Summary						
	Budget To Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014
Beginning Fund Balance Available for Capital Improvements	\$5,000,000	\$5,000,000	\$3,272,700	\$987,700	\$1,574,700	\$4,296,700
Project Appropriations	\$0	(\$3,041,300)	(\$3,520,000)	(\$732,000)	(\$32,000)	(\$318,000)
Project Revenues	\$0	\$1,314,000	\$1,235,000	\$1,319,000	\$2,754,000	\$1,555,000
Ending Fund Balance	\$5,000,000	\$3,272,700	\$987,700	\$1,574,700	\$4,296,700	\$5,533,700

Capital Improvement Program

Five-Year Summary

Wastewater Cap Fac Rep Fund (623)

Wastewater Projects										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
MI2055	HCTP - Unscheduled Repairs & Replacements	Two	112	\$0	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000
MI2056	HCTP Equipment Replacement	Two	113	0	150,000	150,000	150,000	150,000	150,000	750,000
MI2077	High Maintenance Repair Projects - Wastewater Lines	Two	114	0	100,000	100,000	100,000	100,000	100,000	500,000
Wastewater Total				\$0	\$550,000	\$550,000	\$550,000	\$550,000	\$550,000	\$2,750,000

Facility Projects										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
CI5131	Municipal Service Center (MSC) Expansion	Two	137	\$345,000	\$136,000	\$0	\$0	\$0	\$0	\$481,000
Facility Total				\$345,000	\$136,000	\$0	\$0	\$0	\$0	\$481,000

				Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
623 - Wastewater Cap Fac Rep Total				\$345,000	\$686,000	\$550,000	\$550,000	\$550,000	\$550,000	\$3,231,000

Wastewater Cap Fac Rep Fund Balance Summary						
	Budget To Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014
Beginning Fund Balance Available for Capital Improvements	\$2,050,293	\$1,705,293	\$1,613,293	\$1,659,293	\$1,707,293	\$1,757,293
Project Appropriations	(\$345,000)	(\$686,000)	(\$550,000)	(\$550,000)	(\$550,000)	(\$550,000)
Project Revenues	\$0	\$594,000	\$596,000	\$598,000	\$600,000	\$602,000
Ending Fund Balance	\$1,705,293	\$1,613,293	\$1,659,293	\$1,707,293	\$1,757,293	\$1,809,293

Capital Improvement Program

Five-Year Summary

Wastewater Cap Pgm Serv. Chrg Fund (624)

Stormwater Projects										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
CI5167	Runoff and Groundwater Recovery Project	Three	74	\$0	\$250,000	\$3,000,000	\$3,000,000	\$0	\$0	\$6,250,000
Stormwater Total				\$0	\$250,000	\$3,000,000	\$3,000,000	\$0	\$0	\$6,250,000

Wastewater Projects										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
CI4270	Interceptor CIP Phase III - Units E & V	Two	95	\$0	\$600,000	\$750,000	\$0	\$0	\$0	\$1,350,000
CI4287	Wastewater Asset Management	Two	96	0	40,000	40,000	0	0	0	80,000
CI4533	HCTP Upgrade Phase 4 - UV Disinfection	Two	97	0	400,000	4,000,000	0	0	0	4,400,000
CI5058	HCTP Biosolids Management	Two	98	0	1,760,000	0	0	0	0	1,760,000
CI5060	HCTP Cogn Facility Expansion/Byout	Three		0	0	0	0	0	234,000	234,000
CI5061	HCTP North and South Headworks	Two	99	0	1,520,000	0	0	0	0	1,520,000
CI5062	TMDL Implementation	One	100	0	400,000	1,680,000	2,800,000	0	0	4,880,000
CI5064	Interceptor CIP Phase IV - Units A & Y	Two	101	0	800,000	800,000	0	0	0	1,600,000
CI5066	Olsen Road Lift Station Upgrades	Two	102	0	350,000	0	0	0	0	350,000
CI5067	Waste Processing Facility	Two	103	0	120,000	0	0	0	0	120,000
CI5149	HCTP Secondary Access	Two	104	0	90,000	320,000	0	0	0	400,000
CI5150	Wastewater Flowmeter Installation	Two	105	0	100,000	0	0	0	0	100,000
CI8028	Wastewater Line Relining Program	Two	106	0	500,000	500,000	500,000	200,000	200,000	1,900,000
CI8030	Inflow/Infiltration Program - Manhole Rehabilitation	Two	107	0	250,000	250,000	0	0	0	500,000
MI2024	Wastewater Unscheduled Repairs - Wastewater Lines	Two	108	0	150,000	150,000	150,000	150,000	150,000	750,000
MI2025	TMDL Monitoring	One	109	0	116,000	128,000	128,000	128,000	128,000	628,000
MI2026	HCTP Wetlands Mitigation Bank	One	110	0	20,000	20,000	20,000	20,000	20,000	100,000
MI2027	Unit W Wastewater Interceptor Mitigation	One	111	0	112,000	112,000	0	0	0	224,000
Wastewater Total				\$0	\$7,318,000	\$8,750,000	\$3,598,000	\$498,000	\$732,000	\$20,896,000

	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
624 - Wastewater Cap Pgm Serv. Chrgs Total	\$0	\$7,568,000	\$11,750,000	\$6,598,000	\$498,000	\$732,000	\$27,146,000

Wastewater Cap Pgm Serv. Chrgs Fund Balance Summary						
	Budget To Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014
Beginning Fund Balance Available for Capital Improvements	\$10,242,461	\$10,242,461	\$7,220,461	\$3,036,461	\$4,035,461	\$7,775,461
Project Appropriations	\$0	(\$7,568,000)	(\$11,750,000)	(\$6,598,000)	(\$498,000)	(\$732,000)
Project Revenues	\$0	\$4,546,000	\$7,566,000	\$7,597,000	\$4,238,000	\$4,680,000
Ending Fund Balance	\$10,242,461	\$7,220,461	\$3,036,461	\$4,035,461	\$7,775,461	\$11,723,461

Capital Improvement Program

Five-Year Summary

Solid Waste Fund (631)

Facility Projects										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
CI5131	Municipal Service Center (MSC) Expansion	Two	137	\$940,000	\$370,400	\$0	\$0	\$0	\$0	\$1,310,400
Facility Total				\$940,000	\$370,400	\$0	\$0	\$0	\$0	\$1,310,400

	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
631 - Solid Waste Total	\$940,000	\$370,400	\$0	\$0	\$0	\$0	\$1,310,400

Solid Waste Fund Balance Summary						
	Budget To Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014
Beginning Fund Balance Available for Capital Improvements	\$5,263,000	\$4,323,000	\$3,952,600	\$3,952,600	\$3,952,600	\$3,952,600
Project Appropriations	(\$940,000)	(\$370,400)	\$0	\$0	\$0	\$0
Project Revenues	\$0	\$0	\$0	\$0	\$0	\$0
Ending Fund Balance	\$4,323,000	\$3,952,600	\$3,952,600	\$3,952,600	\$3,952,600	\$3,952,600

Capital Improvement Program

Five-Year Summary

Transportation - General Art 8C Fund (651)

Transportation/Traffic Projects										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
CI5119	Purchase Bus Wash System	Two	43	\$200,000	\$0	\$0	\$0	\$0	\$0	\$200,000
CI5120	Purchase Bus Lift	Two	44	120,000	0	0	0	0	0	120,000
CI5155	Community Transportation Center	Two	46	0	0	400,000	500,000	0	0	900,000
CI5177	Dial-A-Ride (DAR) Vehicle Purchase	Two	52	0	450,000	0	0	0	0	450,000
Transportation/Traffic Total:				\$320,000	\$450,000	\$400,000	\$500,000	\$0	\$0	\$1,670,000

	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
651 - Transportation - General Art 8C Total	\$320,000	\$450,000	\$400,000	\$500,000	\$0	\$0	\$1,670,000

Transportation - General Art 8C Fund Balance Summary						
	Budget To Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014
Beginning Fund Balance Available for Capital Improvements	\$320,000	\$0	\$0	\$0	\$0	\$0
Project Appropriations	(\$320,000)	(\$450,000)	(\$400,000)	(\$500,000)	\$0	\$0
Project Revenues	\$0	\$450,000	\$400,000	\$500,000	\$0	\$0
Ending Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0

Capital Improvement Program

Five-Year Summary

Golf Course - Los Robles Fund (671)

Facility Projects										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
CI5081	Los Robles Greens Golf Course Energy Savings Upgrade	Two	131	\$10,000	\$0	\$0	\$0	\$0	\$0	\$10,000
CI5159	Los Robles Golf Course Maintenance Facility	Two	142	0	0	100,000	1,000,000	0	0	1,100,000
CI5160	Los Robles Golf Course Event Area	Two	143	0	500,000	0	0	0	0	500,000
Facility Total				\$10,000	\$500,000	\$100,000	\$1,000,000	\$0	\$0	\$1,610,000

	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
671 - Golf Course - Los Robles Total	\$10,000	\$500,000	\$100,000	\$1,000,000	\$0	\$0	\$1,610,000

Golf Course - Los Robles Fund Balance Summary						
	Budget To Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014
Beginning Fund Balance Available for Capital Improvements	\$10,000	\$0	\$0	\$0	\$0	\$0
Project Appropriations	(\$10,000)	(\$500,000)	(\$100,000)	(\$1,000,000)	\$0	\$0
Project Revenues	\$0	\$500,000	\$100,000	\$1,000,000	\$0	\$0
Ending Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0

Capital Improvement Program

Five-Year Summary

Theatre Fund (681)

Facility Projects										
Proj. No.	Project Title	Priority	Page	Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
CI5057	Marquee Replacement	Three	128	\$150,000	\$0	\$0	\$0	\$0	\$0	\$150,000
CI5108	Scherr Forum Theatre Seat Wagons	Two	136	180,000	0	0	0	0	0	180,000
MI2049	Kavli Theatre Light Booth Upgrade	Two	150	35,000	0	0	0	0	0	35,000
Facility Total				\$365,000	\$0	\$0	\$0	\$0	\$0	\$365,000

Budget to Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	Total
681 - Theatre Total	\$365,000	\$0	\$0	\$0	\$0	\$365,000

Theatre Fund Balance Summary						
	Budget To Date	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014
Beginning Fund Balance Available for Capital Improvements	\$2,204,640	\$1,839,640	\$1,839,640	\$1,839,640	\$1,839,640	\$1,839,640
Project Appropriations	(\$365,000)	\$0	\$0	\$0	\$0	\$0
Project Revenues	\$0	\$0	\$0	\$0	\$0	\$0
Ending Fund Balance	\$1,839,640	\$1,839,640	\$1,839,640	\$1,839,640	\$1,839,640	\$1,839,640



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FINANCIAL SUMMARIES

General Government Revenues by Source
General Government Expenditures by Function
General Fund – Ten-Year Forecast



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BUDGET SUMMARY

GENERAL GOVERNMENTAL REVENUES BY SOURCE

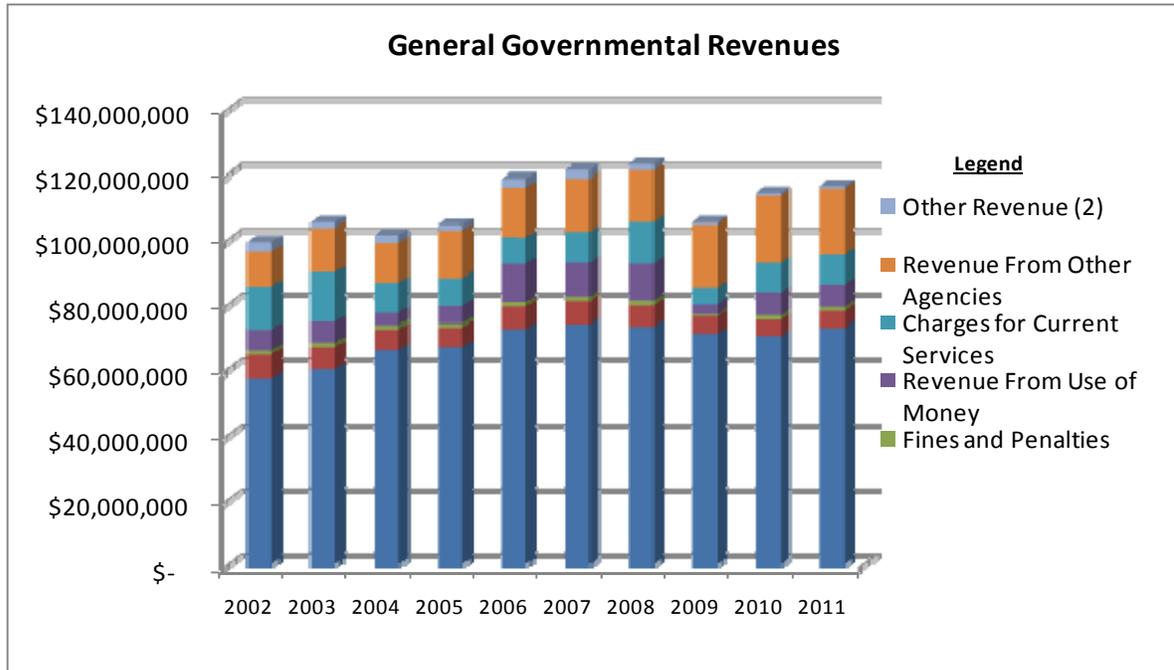
(Page 1 of 2)

Fiscal Year Ended June 30,	Actual 2001-2002	Actual 2002-2003	Actual 2003-2004	Actual 2004-2005	Actual 2005-2006
Population	119,411	120,975	123,986	126,081	127,112
Revenue					
Taxes and Fees	\$ 57,562,562	\$ 60,006,178	\$ 66,138,570	\$ 66,968,618	\$ 72,644,232
Licenses and Permits	7,239,208	6,982,590	6,333,498	6,069,507	6,828,237
Fines and Penalties	1,167,411	1,321,663	1,332,619	1,271,982	1,315,310
Revenue From Use of Money	6,497,769	6,463,226	3,757,861	5,374,862	11,767,522
Charges for Current Services	13,247,498	15,183,181	9,364,412	8,589,077	8,262,238
Revenue From Other Agencies	10,597,982	13,649,835	12,189,331	14,623,435	15,264,763
Other Revenue (2)	3,047,646	1,652,397	2,414,649	1,719,365	2,701,602
Total Revenue	\$ 99,360,076	\$ 105,259,070	\$ 101,530,940	\$ 104,616,846	\$ 118,783,904

Revenue Per Capita					
Taxes and Fees	\$ 482.05	496.02	533.44	531.16	\$ 571.50
Licenses and Permits	60.62	57.72	51.08	48.14	53.72
Fines and Penalties	9.78	10.93	10.75	10.09	10.35
Revenue From Use of Money	54.42	53.43	30.31	42.63	92.58
Charges for Current Services	110.94	125.51	75.53	68.12	65.00
Revenue From Other Agencies	88.75	112.83	98.31	115.98	120.09
Other Revenue	25.52	13.66	19.48	13.64	21.25
Total Revenue Per Capita	\$ 832.08	\$ 870.09	\$ 818.89	\$ 829.76	\$ 934.48

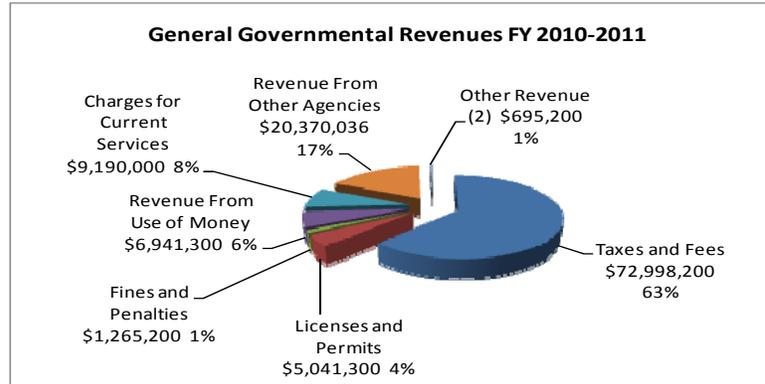
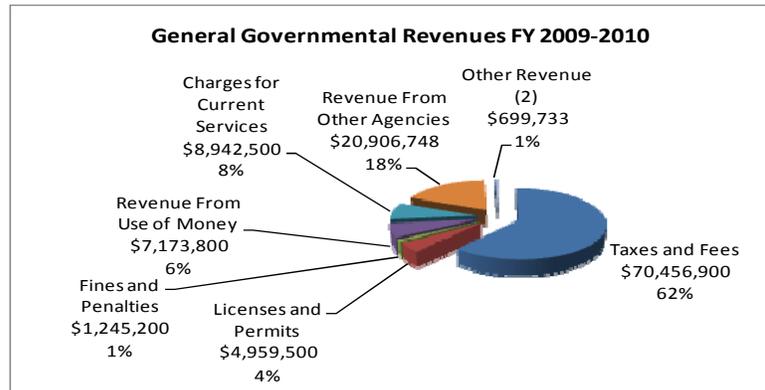
(1) Includes General Fund, Special Revenue Funds, Debt Service Funds, and Capital Projects Funds.

(2) Reimbursements included in Other Revenue.



	Actual 2006-2007	Actual 2007-2008	Actual 2008-2009	Budget 2009-2010	Budget 2010-2011
	127,644	127,739	128,650	128,564	128,564
\$	74,087,967	\$ 73,371,615	\$ 71,191,995	\$ 70,456,900	\$ 72,998,200
	7,067,251	6,444,165	5,206,207	4,959,500	5,041,300
	1,355,570	1,406,029	571,742	1,245,200	1,265,200
	10,372,723	11,324,470	3,122,707	7,173,800	6,941,300
	9,658,202	12,746,634	5,262,633	8,942,500	9,190,000
	16,333,547	15,926,155	19,382,688	20,906,748	20,370,036
	2,461,112	2,034,423	622,983	699,733	695,200
\$	121,336,372	123,253,491	105,360,955	114,384,381	116,501,236

\$	580.43	\$ 574.39	\$ 553.38	\$ 548.03	\$ 567.80
	55.37	50.45	40.47	38.58	39.21
	10.62	11.01	4.44	9.69	9.84
	81.26	88.65	24.27	55.80	53.99
	75.67	99.79	40.91	69.56	71.48
	127.96	124.68	150.66	162.62	158.44
	19.28	15.93	4.84	5.44	5.41
\$	950.58	964.89	818.97	889.71	906.17



BUDGET SUMMARY

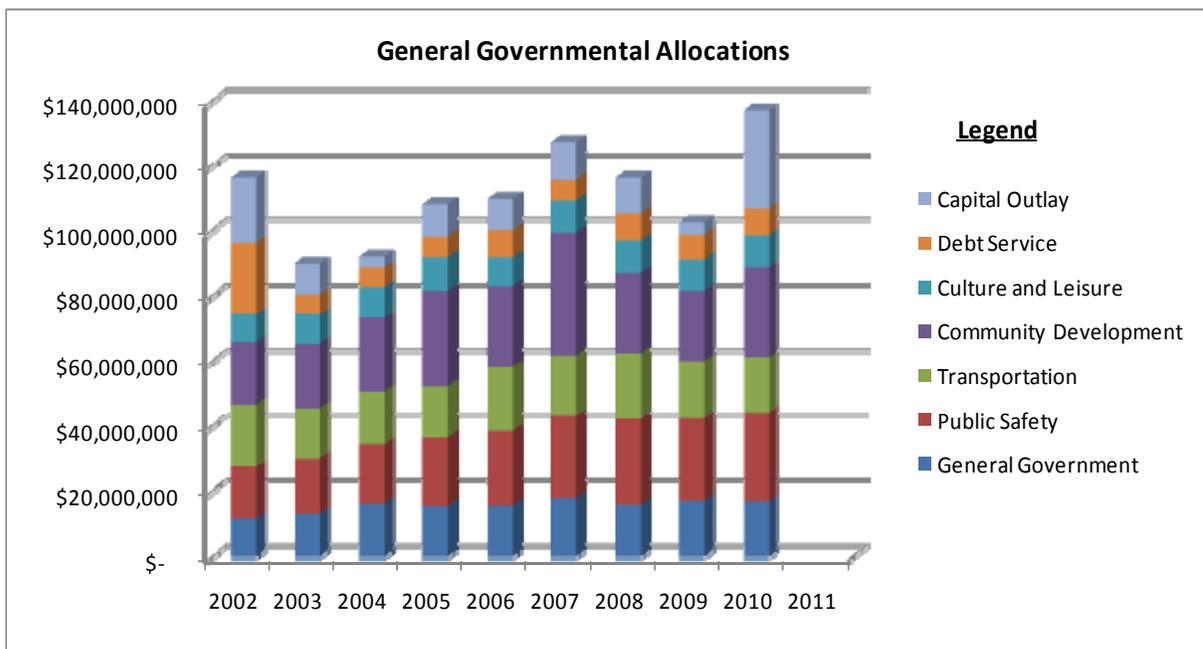
GENERAL GOVERNMENTAL EXPENDITURES BY FUNCTION

(Page 1 of 2)

Fiscal Year Ended June 30,	<u>Actual 2001-2002</u>	<u>Actual 2002-2003</u>	<u>Actual 2003-2004</u>	<u>Actual 2004-2005</u>	<u>Actual 2005-2006</u>
Population	119,411	120,975	123,986	126,081	127,112
Expenditures					
General Government	\$ 11,319,112	\$ 13,208,695	\$ 16,283,067	\$ 15,621,138	\$ 15,766,855
Public Safety	16,073,327	16,931,218	18,153,673	20,810,401	22,695,988
Transportation	19,286,208	15,336,249	16,170,952	15,743,581	19,517,689
Community Development	19,134,039	19,803,419	22,587,027	29,297,954	24,898,340
Culture and Leisure	8,447,716	8,957,013	9,346,445	10,559,066	9,155,333
Debt Service	21,966,621	6,053,846	6,032,602	6,054,449	8,037,135
Capital Outlay	19,893,683	9,827,731	3,674,055	10,187,907	9,789,053
Total Expenditures	\$ 116,120,706	\$ 90,118,171	\$ 92,247,821	\$ 108,274,496	\$ 109,860,393

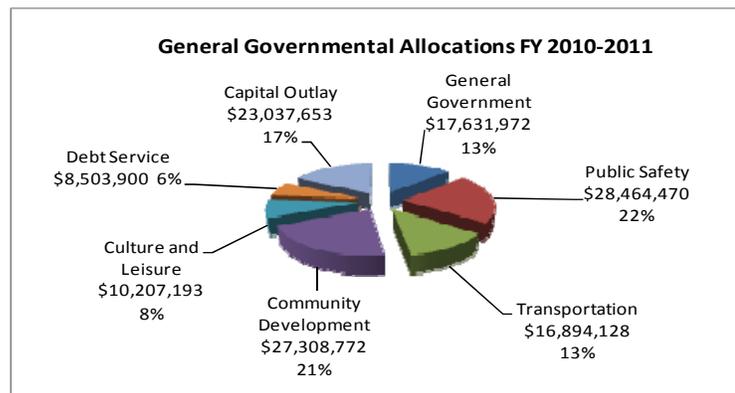
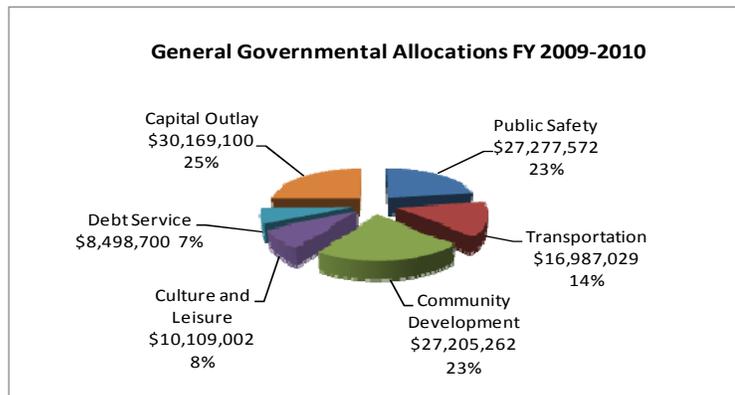
Expenditures Per Capita					
General Government	\$ 94.79	\$ 109.19	\$ 131.33	\$ 123.90	\$ 124.04
Public Safety	134.61	139.96	146.42	165.06	178.55
Transportation	161.51	126.77	130.43	124.87	153.55
Community Development	160.24	163.70	182.17	232.37	195.88
Culture and Leisure	70.74	74.04	75.38	83.75	72.03
Debt Service	183.96	50.04	48.66	48.02	63.23
Capital Outlay	166.60	81.24	29.63	80.80	77.01
Total Expenditures	\$ 972.45	\$ 744.93	\$ 744.02	\$ 858.77	\$ 864.28

(1) Includes General Fund, Special Revenue Funds, Debt Service Funds, and Capital Projects Funds.



Actual 2006-2007	Actual 2007-2008	Actual 2008-2009	Budget 2009-2010	Budget 2010-2011
127,644	127,739	128,650	128,564	128,564
\$ 17,977,207	\$ 16,062,522	\$ 17,083,039	\$ 16,995,269	\$ 17,631,972
25,042,113	26,105,855	25,241,019	27,277,572	28,464,470
18,745,267	20,280,207	17,699,317	16,987,029	16,894,128
37,478,789	24,442,524	21,457,062	27,205,262	27,308,772
10,205,274	10,130,739	9,900,957	10,109,002	10,207,193
6,093,991	8,642,340	7,306,431	8,498,700	8,503,900
11,603,594	10,528,549	3,648,513	30,169,100	23,037,653
\$ 127,146,235	\$ 116,192,736	\$ 102,336,338	\$ 137,241,934	\$ 132,048,088

\$ 140.84	\$ 125.74	\$ 132.79	\$ 132.19	\$ 137.15
196.19	204.37	196.20	212.17	221.40
146.86	158.76	137.58	132.13	131.41
293.62	191.35	166.79	211.61	212.41
79.95	79.31	76.96	78.63	79.39
47.74	67.66	56.79	66.10	66.15
90.91	82.42	28.36	234.66	179.19
\$ 996.10	\$ 909.61	\$ 795.46	\$ 1,067.50	\$ 1,027.10



BUDGET SUMMARY

GENERAL FUND - TEN-YEAR FORECAST

Page 1 of 2

Fiscal Year Ended June 30,	Actual 2007-2008	Revised Budget 2008-2009	Actual 2008-2009	2009-2010	2010-2011
Estimated Revenue					
Taxes and Fees	\$ 42,362,627	43,260,800	39,550,765	39,084,500	40,830,000
Licenses and Permits	6,444,165	5,922,000	5,206,207	4,959,500	5,041,300
Fines and Penalties	417,114	411,200	406,406	400,200	420,200
Revenue From Use of Money	4,388,066	3,723,900	3,461,172	3,173,100	2,893,000
Charge for Current Service	4,973,114	4,947,100	5,042,301	5,430,700	5,640,200
Revenue From Other Agencies	10,915,885	10,675,416	10,512,008	10,597,000	10,805,000
Reimbursements	232,949	187,000	472,361	280,400	294,200
Other Revenue	344,491	189,600	160,965	172,833	154,500
Total Estimated Revenue	\$ 70,078,411	69,317,016	64,812,185	64,098,233	66,078,400
Transfers From Other Funds					
Gas Tax Fund	\$ 908,987	1,000,000	870,003	1,005,000	1,005,000
Traffic Safety Fund	759,428	775,000	598,580	750,000	750,000
Other Funds	473,559	465,000	273,004	295,000	295,000
Total Transfers From Other Funds	\$ 2,141,974	2,240,000	1,741,587	2,050,000	2,050,000
Total Revenue Available	\$ 72,220,385	71,557,016	66,553,772	66,148,233	68,128,400
Estimated Requirements:					
Operating Expenses					
Salaries	\$ 20,517,688	21,385,053	20,939,463	21,644,299	22,283,768
Fringe Benefits	9,756,661	10,292,500	9,625,626	9,845,460	9,572,917
Maintenance and Operations	32,491,857	45,079,580	35,098,748	32,022,392	33,425,664
Capital Outlay	661,702	1,015,973	300,763	1,236,600	374,800
Use of Asset Replacement Funds	(633,237)	(934,848)	(300,763)	(1,236,600)	(374,800)
Total Operating Expenses	\$ 62,794,671	76,838,258	65,663,837	63,512,151	65,282,349
Capital Improvements and Debt Service					
Capital / Facilities Improvements	\$ 3,543,811	18,639,835	2,115,155	3,422,500	3,027,200
Debt Service	-	-	-	-	-
Total Capital Improvements and Debt Service	\$ 3,543,811	18,639,835	2,115,155	3,422,500	3,027,200
Transfers to Other Funds					
Library Fund	\$ 2,722,202	3,446,111	2,209,249	2,549,861	1,991,598
Transportation Fund	87,500	709,503	-	-	-
Childcare Grant Fund	123,830	149,931	165,214	220,288	121,768
CRFOSF	100,000	-	-	-	-
Theatres Fund	-	-	1,698	-	-
PFA Fund	1,200,087	1,211,100	1,194,244	1,205,500	1,214,400
Stormwater Fund	47,000	196,000	101,290	152,233	153,285
Total Transfers to Other Funds	\$ 4,280,619	5,712,645	3,671,695	4,127,882	3,481,051
Total Estimated Requirements	\$ 70,619,101	101,190,738	71,450,687	71,062,533	71,790,600
Net Change in Fund Balance	\$ 1,601,284	(29,633,722)	(4,896,915)	(4,914,300)	(3,662,199)
Adjustments - Unposted FY 2007-08 Carry-overs		(16,048,589)			
Fund Balance - Beginning	82,961,152		84,562,436	79,665,521	74,751,221
Fund Balance Ending	\$ 84,562,436		79,665,521	74,751,221	71,089,022

Projections							
2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
41,646,600	42,601,932	43,609,238	44,640,721	45,728,593	46,844,046	47,987,818	49,160,663
5,082,700	5,124,928	5,168,001	5,211,935	5,256,747	5,302,456	5,349,079	5,396,635
428,604	441,462	454,706	468,347	482,398	496,870	511,776	527,129
2,989,390	3,079,072	3,171,444	3,266,587	3,364,585	3,465,522	3,569,488	3,676,573
5,780,647	5,925,267	6,076,384	6,232,036	6,392,360	6,557,494	6,727,584	6,902,779
10,985,140	11,197,591	11,414,436	11,635,760	11,861,649	12,092,193	12,327,482	12,567,607
298,514	302,914	307,403	311,981	316,650	321,413	326,271	331,227
157,310	160,176	163,100	166,082	169,123	172,226	175,390	178,618
67,368,905	68,833,342	70,364,711	71,933,448	73,572,105	75,252,221	76,974,889	78,741,231
954,800	907,300	862,100	819,200	778,400	739,700	703,000	668,000
712,500	676,900	643,100	611,000	580,500	551,500	524,000	497,800
290,800	286,800	283,000	279,400	276,000	272,700	269,600	266,700
1,958,100	1,871,000	1,788,200	1,709,600	1,634,900	1,563,900	1,496,600	1,432,500
69,327,005	70,704,342	72,152,911	73,643,048	75,207,005	76,816,121	78,471,489	80,173,731
22,970,038	23,677,783	24,407,693	25,160,480	25,936,878	26,737,647	27,563,572	28,415,465
11,110,105	11,405,908	11,710,585	12,024,402	12,347,634	12,680,564	13,023,480	13,376,685
35,235,187	36,875,253	38,505,264	40,304,425	42,098,659	44,072,927	46,048,326	48,215,467
416,067	428,549	441,406	454,648	468,288	482,336	496,806	511,711
(416,067)	(428,549)	(441,406)	(454,648)	(468,288)	(482,336)	(496,806)	(511,711)
69,315,329	71,958,944	74,623,542	77,489,307	80,383,172	83,491,138	86,635,378	90,007,618
3,109,651	3,112,234	3,114,829	3,117,508	3,120,253	3,123,134	3,126,127	3,129,205
-	-	-	-	-	-	-	-
3,109,651	3,112,234	3,114,829	3,117,508	3,120,253	3,123,134	3,126,127	3,129,205
2,351,400	2,722,000	3,103,700	3,496,900	3,901,900	4,319,000	4,748,600	5,191,100
-	-	-	-	-	-	-	-
125,500	129,300	133,200	137,200	141,400	145,700	150,100	154,700
100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
-	-	-	-	-	-	-	-
1,206,800	1,208,400	1,208,600	1,207,400	1,209,000	1,204,500	1,203,500	1,206,200
253,285	353,285	453,285	553,285	653,285	753,285	853,285	953,285
4,036,985	4,512,985	4,998,785	5,494,785	6,005,585	6,522,485	7,055,485	7,605,285
76,461,965	79,584,162	82,737,156	86,101,601	89,509,010	93,136,757	96,816,991	100,742,108
(7,134,960)	(8,879,820)	(10,584,245)	(12,458,553)	(14,302,005)	(16,320,636)	(18,345,502)	(20,568,377)
71,089,022	63,954,062	55,074,242	44,489,996	32,031,444	17,729,438	1,408,802	(16,936,699)
63,954,062	55,074,242	44,489,996	32,031,444	17,729,438	1,408,802	(16,936,699)	(37,505,076)



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RESOLUTIONS

City of Thousand Oaks Operating and Capital
Improvement Program Budget Resolution

Redevelopment Agency Operating and Capital
Improvement Program Budget Resolution

Planning Commission Reporting on the Consistency of
the Capital Improvement Program Budget with the
Thousand Oaks General Plan Resolution

City of Thousand Oaks Establishing the Appropriations
(GANN) Limit Resolution

RESOLUTION NO. 2009-050

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF THOUSAND OAKS ADOPTING THE ANNUAL CITY OF THOUSAND OAKS OPERATING AND CAPITAL IMPROVEMENT PROGRAM BUDGETS FOR FISCAL YEARS 2009-10 AND 2010-11 AND REPEALING FEES FOR INTER-LIBRARY REQUESTS AND NON-RESIDENT BORROWER

WHEREAS, in November 2008 the budget process began with a calendar being set for all critical deadlines in order to conclude the budget preparation process with a June 9, 2009 Public Hearing; and

WHEREAS, on April 7, 2009, the City Council held a Study Session to review the Capital Improvement Program Budget; and

WHEREAS, on April 27, 2009, the Thousand Oaks Planning Commission reviewed the Capital Improvement Program Budget for General Plan consistency and found it to be consistent; and

WHEREAS, on May 5, 2009, the City Council held a Study Session to review the Operating Budget; and

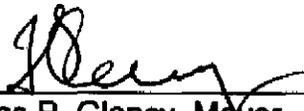
WHEREAS, the City Manager's recommended budgets were forwarded to the City Council in June 2009; and

WHEREAS, a Public Hearing was noticed and held by the City Council on June 9, 2009.

NOW, THEREFORE BE IT RESOLVED THAT, the City Council of the City of Thousand Oaks does hereby adopt the City of Thousand Oaks Fiscal Year 2009-2010 Operating Budget of \$170,881,892, and Capital Improvement Program Budget of \$57,750,100, which totals \$228,631,992, and Fiscal Year 2010-2011 Operating Budget of \$170,558,616 and Capital Improvement Program Budget of \$47,782,653, which totals \$218,341,269.

BE IT FURTHER RESOLVED THAT library fees LI-08A Inter-Library Requests (set at \$5 per item) and LI-10 Non-Resident Borrower's Fee (set at \$70 per year) are hereby repealed effective July 1, 2009.

PASSED AND ADOPTED this 9th day of June, 2009.



Thomas P. Glancy, Mayor
City of Thousand Oaks, California

ATTEST:



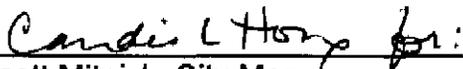
Linda D. Lawrence, City Clerk

APPROVED AS TO FORM:



Amy Albano, City Attorney

APPROVED AS TO ADMINISTRATION:



Scott Mitnick, City Manager

CERTIFICATION

STATE OF CALIFORNIA)
COUNTY OF VENTURA) SS.
CITY OF THOUSAND OAKS)

I, LINDA D. LAWRENCE, City Clerk of the City of Thousand Oaks, DO HEREBY CERTIFY that the foregoing is a full, true, and correct copy of Resolution No. 2009-050, which was duly and regularly passed and adopted by said City Council at a regular meeting held June 9, 2009, by the following vote:

AYES: Councilmembers Irwin, Fox, Gillette and Mayor Glancy

NOES: Councilmember Bill-de la Peña

ABSENT: None

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the official seal of the City of Thousand Oaks, California.



Linda D. Lawrence, City Clerk
City of Thousand Oaks, California

Res. No. 2009-050

RDA RESOLUTION NO. 272

A RESOLUTION OF THE AGENCY BOARD OF THE THOUSAND OAKS REDEVELOPMENT AGENCY ADOPTING THE ANNUAL REDEVELOPMENT AGENCY OPERATING AND CAPITAL IMPROVEMENT PROGRAM BUDGETS FOR FISCAL YEARS 2009-10 AND 2010-11

WHEREAS, in November 2008, the budget process began with a calendar being set for all critical deadlines in order to conclude the budget preparation process with a June 9, 2009 Public Hearing; and

WHEREAS, on April 7, 2009, the City Council/Redevelopment Agency Board held a Study Session to review the Capital Improvement Program Budget; and

WHEREAS, on April 27, 2009, the Thousand Oaks Planning Commission reviewed the Capital Improvement Program Budget for General Plan consistency and found it to be consistent; and

WHEREAS, on May 5, 2009, the City Council/Redevelopment Agency Board held a Study Session to review the Operating Budget; and

WHEREAS, the Executive Director's recommended budgets were forwarded to the City Council/Redevelopment Agency in June 2009; and

WHEREAS, a Public Hearing was noticed and held by the City Council/Redevelopment Agency Board on June 9, 2009.

NOW, THEREFORE BE IT RESOLVED THAT, the Thousand Oaks Redevelopment Agency does hereby adopt the Thousand Oaks Redevelopment Agency Operating and Capital Improvement Budgets for Fiscal Years 2009-2010 and 2010-2011, detailed as follows:

Section 1: The Thousand Oaks Redevelopment Agency does hereby adopt the Thousand Oaks Redevelopment Agency Operating and Capital Improvement Budgets for Fiscal Years 2009-2010 and 2010-2011 as follows:

	<u>Operating</u>	<u>Capital</u>	<u>2009-2010 Total</u>
1. Thousand Oaks Blvd. CRA #2	\$17,902,396	\$ 150,000	\$18,052,396
2. Newbury Road CRA #5	\$ 2,117,389	\$ 0	\$ 2,117,389
3. Low/Moderate Housing Fund	<u>\$ 4,216,644</u>	<u>\$ 0</u>	<u>\$ 4,216,644</u>
	\$24,236,429	\$ 150,000	\$24,386,429

	<u>Operating</u>	<u>Capital</u>	<u>2010-2011 Total</u>
1. Thousand Oaks Blvd. CRA #2	\$17,804,631	\$ 0	\$17,804,631
2. Newbury Road CRA #5	\$ 2,163,190	\$ 0	\$ 2,163,190
3. Low/Moderate Housing Fund	<u>\$ 4,258,817</u>	<u>\$ 0</u>	<u>\$ 4,258,817</u>
	\$24,226,638	\$ 0	\$24,226,638

Section 2: The use of taxes allocated from the Project for the purposes of improving and increasing the community's supply of low- and moderate-income housing available at affordable cost outside the Project Area and within the City of Thousand Oaks will be of benefit to the Project.

Section 3: The Low/Moderate Housing Fund has been reviewed and is found to be in compliance with the expenditure schedule relating to excess surplus amounts. The Redevelopment Agency determines that the planning and administrative expenses from the Low/Moderate Housing Fund are necessary for the production, improvement, or preservation of low- and moderate-income housing.

PASSED AND ADOPTED this 9th day of June, 2009.



Thomas P. Glancy, Chair
Thousand Oaks Redevelopment Agency

ATTEST:



Linda D. Lawrence, Secretary

APPROVED AS TO FORM:



Amy Albano, Agency Counsel

APPROVED AS TO ADMINISTRATION:



Scott Mitnick, Executive Director

CERTIFICATION

STATE OF CALIFORNIA)
COUNTY OF VENTURA) SS.
CITY OF THOUSAND OAKS)

I, LINDA D. LAWRENCE, Secretary of the City of Thousand Oaks Redevelopment Agency, DO HEREBY CERTIFY that the foregoing is a full, true, and correct copy of RDA Resolution No. 272 which was duly passed and adopted by the Redevelopment Agency at a regular meeting held June 9, 2009, by the following vote:

AYES: Directors Irwin, Fox, Gillette and Chair Glancy

NOES: Director Bill-de la Peña

ABSENT: None

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the official seal of the Redevelopment Agency of the City of Thousand Oaks, California.



Linda D. Lawrence, Secretary
City of Thousand Oaks, California

RDA Res. No. 272

CITY OF THOUSAND OAKS

PLANNING COMMISSION

RESOLUTION NO. 32-2009 PC

A RESOLUTION OF THE PLANNING COMMISSION OF
THE CITY OF THOUSAND OAKS REPORTING ON THE
CONSISTENCY OF THE FISCAL YEAR 2009-2010 AND
2010-2011 CITY CAPITAL IMPROVEMENT PROGRAM
WITH THE THOUSAND OAKS GENERAL PLAN

WHEREAS, Section 65401 of the California Government Code requires the Planning Commission to review the proposed Capital Improvement Program and report to the City Council as to its conformity with the City's General Plan; and,

WHEREAS, on April 27, 2009, the Planning Commission reviewed the City's proposed Capital Improvement Program for FY's 2009-2010 and 2010-2011.

NOW, THEREFORE, BE IT RESOLVED that the Planning Commission hereby finds that the projects presented in the FY 2009-2010 and 2010-2011 Capital Improvement Program are consistent with the Thousand Oaks General Plan.

I HEREBY CERTIFY, that the foregoing resolution was adopted by the Planning Commission of the City of Thousand Oaks at a regular meeting held on the 27th day of April, 2009, per the following vote:

AYES:	COMMISSIONERS:	Adam, Grumney, Reynolds, and Chair Lunn
NOES:	COMMISSIONERS:	None
ABSENT:	COMMISSIONERS:	Fisher



Mark Lunn, Chair
Planning Commission



John C. Prescott, Secretary
Planning Commission

Res. No. 32-2009 PC

RESOLUTION NO. 2009-058

**A RESOLUTION OF THE CITY COUNCIL
OF THE CITY OF THOUSAND OAKS
ESTABLISHING THE APPROPRIATIONS
LIMIT FOR FISCAL YEAR 2009-2010**

WHEREAS, the Gann Spending Limitation Initiative added Article XIII B to the Constitution of the State of California to establish and define annual appropriation limits on state and local government entities; and

WHEREAS, Government Code Section 7900, et seq. provides for the implementation of Article XIII B by defining various terms and prescribing procedures to be used in implementing specific provisions, including the establishment each year by the governing body of each local jurisdiction of its appropriation limit; and

WHEREAS, the required computation to determine the City of Thousand Oaks Appropriation Limit for fiscal year 2009-2010 has been performed by the Finance Department and is on file with the Finance Department, and available for public review for fifteen days prior to the Council meeting on this action; and

WHEREAS, a summary of this computation is provided in "Attachment #1" which is herein incorporated by reference and attached hereto.

NOW, THEREFORE, the City Council of the City of Thousand Oaks resolves as follows:

1. The City of Thousand Oaks Appropriation Limit for Fiscal Year 2009-2010 is \$128,335,761.
2. This Appropriation Limit includes adjustments made pursuant to Section 3 of Article XIII B of the California Constitution and SB 1352, as of the date of this Resolution.

3. This Appropriation Limit is subject to amendments, deletions and additions, which may be provided pursuant to Article XIII B of the California Constitution and legislation in implementation thereof. This limitation may be amended from time to time to reflect new or changed information as such is encountered.

PASSED AND ADOPTED this 23rd day of June, 2009.



Thomas P. Glancy, Mayor
City of Thousand Oaks, California

ATTEST:



Linda D. Lawrence, City Clerk

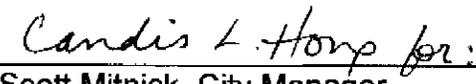
APPROVED AS TO FORM:

Office of City Attorney

By 

Amy Alban, City Attorney

APPROVED AS TO ADMINISTRATION:



Scott Mitnick, City Manager

CERTIFICATION

STATE OF CALIFORNIA)
COUNTY OF VENTURA) SS.
CITY OF THOUSAND OAKS)

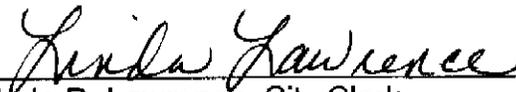
I, LINDA D. LAWRENCE, City Clerk of the City of Thousand Oaks, DO HEREBY CERTIFY that the foregoing is a full, true, and correct copy of Resolution No. 2009-058, which was duly and regularly passed and adopted by said City Council at a regular meeting held June 23, 2009 by the following vote:

AYES: Councilmembers Irwin, Fox, Bill-de la Peña and Mayor Glancy

NOES: None

ABSENT: Councilmember Gillette

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the official seal of the City of Thousand Oaks, California.



Linda D. Lawrence, City Clerk
City of Thousand Oaks, California

Res. No. 2009-058

Appropriations Limit

Calculation of Limitation

Appropriations Limit for Fiscal Year ended June 30, 2009: \$ 109,487,490

Adjustment Factors:	<u>% Ratio</u>
Population Factor (County)	1.010300
Economic Factor	<u>1.160200</u>

Population Ratio * Economic Ratio 1.172150

Appropriations Limit for Fiscal Year ended June 30, 2010: \$ 128,335,761

Appropriation Limits and Total General Fund Appropriations

The appropriation limitations imposed by Propositions 4 and 111 create restrictions on the amount of revenue that can be budgeted for expenditures in any fiscal year. Not all revenues are restricted by the limit, only those which are referred to as "proceeds of taxes." The purpose of the law is to limit government spending by putting a cap on the total proceeds of taxes that may be appropriated each year. This limit is increased annually through a formula that takes into consideration changes in the Consumer Price Index and California per capita income. The City of Thousand Oaks is not constrained in the current budget by these limits.

Fiscal Year	Appropriations Limit	Subject to Limit	Difference
1999-2000	\$ 66,003,417	\$ 35,928,346	\$ 30,075,071
2000-2001	\$ 70,836,801	\$ 35,757,212	\$ 35,079,589
2001-2002	\$ 77,796,837	\$ 41,137,929	\$ 36,658,908
2002-2003	\$ 78,736,719	\$ 43,294,257	\$ 35,442,462
2003-2004	\$ 82,311,648	\$ 48,464,561	\$ 33,847,087
2004-2005	\$ 86,482,132	\$ 51,352,920	\$ 35,129,212
2005-2006	\$ 92,005,140	\$ 57,712,131	\$ 34,293,009
2006-2007	\$ 96,432,887	\$ 56,840,880	\$ 39,592,007
2007-2008	\$ 101,712,202	\$ 63,218,463	\$ 38,493,739
2008-2009	\$ 109,487,490	\$ 65,856,918	\$ 43,630,572
2009-2010	\$ 128,335,761	\$ 62,166,324	\$ 66,169,437



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GLOSSARY

Glossary
Acronyms and Abbreviations

GLOSSARY

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

Adopted Budget – A budget which typically has been reviewed by the public and “Adopted” (approved) by the City Council prior to the start of the fiscal year.

Air Quality Maintenance District – This program was established to reduce air pollution through community based transportation sources.

Allocation – A distribution of funds or an expenditure limit established for an organizational unit.

Appropriation – An authorization made by the City Council that permits officials to incur obligations against and to make expenditures of resources. Appropriations are usually made for fixed amounts and are typically granted for a one-year period.

Assessed Valuation – The value of real property and improvements, as determined by the County Assessor, against which the property tax levy is assessed.

Balanced Budget – The Operating Budget will be balanced with current revenues, which may include beginning fund balances less required reserves as established by City Council, greater than or equal to current expenditures/expenses.

Beginning/Ending Fund Balance – Appropriated resources available in a fund from the prior/current year after payment of the prior/current year’s expenses. This is not necessarily cash on hand.

Bond – A city may raise capital by issuing a written promise to pay a specific sum of money, called the face value or principal amount, at a specified date or dates in the future, together with periodic interest at a special rate.

Budget – A plan of financial operation embodying an estimate of proposed appropriations for a given period of time and the proposed means of financing them.

Budget Message – A general discussion of the proposed budget as presented in writing by the City Manager to the City Council. The message contains an explanation of principal budget items and summaries found in the prepared budget relative to the current year adopted budget.

Budgetary Practices – The City of Thousand Oaks is a general law city in the State of California and does not legally require a budget; however, the City Council biennially reviews and adopts the budget that is controlled at the fund levels on a modified accrual basis. Operating appropriations lapse at the end of each fiscal year. Changes to appropriations during the year are submitted by the City Manager for Council review and approval.

GLOSSARY

Building Permit Fee – Fee required for new construction or for any alteration or addition to a residence or commercial building.

Business License Tax – A tax imposed upon businesses in the community.

California Society of Municipal Finance Officers – The purpose of this organization is to promote professional administration of municipal finance and to strive for the attainment of professional status of all those responsible for the conduct of the activities of the field.

Capital Assets – Assets of significant value and having a useful life of several years (the term fixed assets is also used).

Capital Improvement – Typically capital improvements include new street improvements, construction of public facilities, and major maintenance/repair projects such as street resurfacing or modifications to public facilities.

Capital Improvement Budget – A financial plan of authorized expenditures for tangible, long-term construction of, or improvement to, public physical facilities/infrastructure.

Capital Improvement Program (CIP) – A comprehensive 5-year plan of implementing proposed capital projects which identifies priorities as to need, cost and method of financing during the 5 years. The first 2 years of the CIP are typically adopted as the current capital budget.

Capital Outlay – Expenditures for the acquisition of capital assets.

Community Development Block Grant Fund (CDBG) – As required by the grant regulations, this fund was established in order to account for the receipt and expenditure of CDBG funds allocated to the City by the U.S. Department of Housing and Urban Development (HUD).

Community Facilities District – A Community Facilities District (CFD) is established as a funding mechanism for capital improvements for a specific area of development.

Conejo Open Space Conservation Agency (COSCA) – In 1977, the City entered into a Joint Powers Agreement with the Conejo Recreation and Park District to form the Conejo Open Space Conservation Agency (COSCA). The Agency is governed by a five-member board consisting of two City Council members, two Park District members and one private citizen of the City. Expenditures of COSCA are shared equally between the City and the Conejo Recreation and Park District. The City is responsible for the fiscal management of COSCA activities, but does not have primary oversight responsibility for the Agency.

Debt Service – Payment of interest and repayment of principal to holders of the City's debt instruments (bonds).

GLOSSARY

Deferred Compensation Funds – The City offers a deferred compensation plan to its' employees pursuant to applicable federal and state laws. Employees participating in the program may defer income tax recognition of contributions to the plan, up to specified amounts, and on earnings resulting from the investment of these contributions.

Deficit – An excess of expenditures or expenses over resources or revenues.

Encumbrances – An amount of money committed for the payment of goods and services not yet received or paid for. A purchase order is a common encumbrance.

Enterprise Funds – These funds are used to account for City operations that are financed and operated in a manner to private business enterprises. The intent of the City in using this type of fund is to see that the costs (expenses, including depreciation) of providing these services to the general public on a continuing basis are financed or recovered primarily through user charges.

Estimated Economic (Useful) Life – The period over which property is expected to be usable, by one or more users, with normal repairs and maintenance, for the purpose for which it is intended.

Expenditure – The actual payment for goods and services.

External Audit – A view of the City's accounts by an independent auditing firm to substantiate year-end fund balances, salaries, reserves, and cash on hand.

Fiscal Year – A 12-month period of time to which the budget applies. For the City of Thousand Oaks it is July 1 through June 30.

Franchise Fee – A regulatory fee charged to utility companies for the privilege of doing business in the City of Thousand Oaks, i.e. trash, gas, electric, and water franchise fees.

Full-Time Equivalents (FTE) – The amount of time a position has been budgeted for in terms of the amount of time a regular, full-time employee normally works in a year.

Fund – An accounting entity with a set of self-balancing revenue and expenditure accounts used to record the financial affairs of a governmental organization.

Fund Balance – The difference between the assets (revenues and other resources) and liabilities (expenditures incurred or committed to) for a particular fund.

General Fund – The General Fund is the general operating fund of the City. All revenues and receipts that are not allocated by law or contractual agreement to some other fund are accounted for in this fund. Expenditures of this fund include the general operating expenditures and capital improvement costs that are not paid through other funds.

GLOSSARY

Geographic Information System (GIS) – A computer based system established by the Information Technology Division for the tracking and monitoring of development projects and parcels.

Grant – Contribution or gift of cash or other assets from another governmental entity to be used or expended for a specific purpose, activity, or facility.

Golf Course Fund – This fund was established as a separate fund to account for the operations of the Los Robles Golf Course.

Infrastructure – The physical assets of the City, i.e., streets, water, wastewater, public buildings, and the support structures within a development.

Interest – Income resulting from the prudent investment of idle cash. The types of investments are controlled by the City's Investment Policy in accordance with the California Government Code.

Interfund Transfers – Monies moved from one fund to another. The money is transferred to finance the operations of another fund or to reimburse the fund for expenses.

Internal Audit – The review of financial transactions and operations (efficiency/effectiveness) in operating departments for compliance with local policy and Generally Accepted Accounting Principals (GAAP).

Landscape & Lighting Districts – The various Thousand Oaks Maintenance Districts and the Thousand Oaks Citywide Lighting District were established to provide landscape/open space maintenance and street lighting throughout the City of Thousand Oaks. Property taxes and service fees are levied specifically for these purposes.

Library Fund – Property taxes, library assistance from the State of California, and other revenues are restricted for library maintenance and operations expenditures in this fund.

Line Item – The description of an object of expenditure, i.e. salaries, supplies, professional service, and other operational costs.

Maintenance and Operations – The category of line items that describe non-salary and non-capital outlay expenditures.

Maintenance of Effort – Criteria that must be met in street improvements, mandated by the State.

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

Municipal Code – A book that contains City Council approved ordinances currently in effect. The Code defines City policy with respect to areas such as planning, zoning, building, etc.

GLOSSARY

Objectives – The expected results or achievements of a budget program.

Operating Budget - Day-to-day costs of delivering City services.

Operating Expenses - Expenditures for materials, supplies, and services which are ordinarily consumed within a fiscal year and which are not included in program inventories.

Ordinance – A formal legislative enactment by City Council. It is the full force and effect of law within City boundaries unless pre-empted by a higher form of law. An ordinance has a higher legal standing than a resolution.

Program Budget – A budget wherein expenditures are displayed according to division/cost centers within each department budget.

Property Tax – A tax imposed on real property (land and permanently attached improvements) based upon the assessed value of the property.

Reimbursement – Payment of amount remitted on behalf of another party, department, or fund.

Reserve – An account used to indicate that a portion of a fund's balance is legally restricted for a specific purpose and is, therefore, not available for general appropriations.

Resolution – A special order of the City Council, which has a lower legal standing than an ordinance.

Retained Earnings – An equity account reflecting the accumulated earnings of an enterprise or internal service fund.

Revenue – Income received through such sources as taxes, fines, fees, grants, or service charges that can be used to finance operations or capital assets.

Revenue Bonds – A type of bond usually issued to construct facilities. The bonds are repaid from the revenue produced by the operation of these facilities.

Sales Tax – The single largest source of General Fund revenue of the City of Thousand Oaks. Of the 7.25% paid when shopping in Thousand Oaks, 1.0% is returned to the City.

Solid Waste Management Fund – Fund was established to account for the solid waste management activities of the City, which includes recycling, source reduction, hazardous waste disposal, composting, etc.

Special Revenue Funds – Special Revenue Funds are utilized to account for revenues derived from specific sources, which are legally restricted to expenditures for specified purposes.

GLOSSARY

State Gas Tax Funds – Portions of the tax rate per gallon levied by the State of California on all gasoline purchases are allocated to cities throughout the state. These funds are restricted to expenditures for transit and street-related purposes only.

Traffic Signal Fees – Fees required of a developer/builder for purposes of defraying the actual or estimated costs of constructing future traffic signalization improvement in the vicinity of the development/building. These funds may be used only for the construction or reimbursement for construction of traffic signals within the area from which the fees comprising the fund were collected. Interest accruing from these funds can be used anywhere within the City.

Traffic and Bicycle Safety Funds – Traffic and court fines, as well as traffic signal fees, are collected in these funds. Traffic signal fees are restricted to be used for the construction and maintenance of traffic signals.

Transient Occupancy Tax – This is a hotel/motel tax imposed for general purposes. The tax is currently 10% of hotel/motel receipts.

Transportation Fund – This is a separate fund established to account for the expenses of operating the Thousand Oaks Transit (TOT) operations. The fare revenues, as well as operating transfers from the City, are recognized in this fund.

Vehicle License Fees – A share of the revenue derived from registration fees charged by the State.

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

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



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ACRONYMS AND ABBREVIATIONS

AD – Assessment District

ADA – Americans with Disabilities Act

AFY – Acre/feet per year

AHA – Area Housing Authority

ARHM – Asphalt rubber hot mix pavement

ARRA – American Recovery & Reinvestment Act of 2009

BAG – Brainstorming Action Group

BTA – Bicycle Transportation Account (Grant)

CAP – Civic Arts Plaza

CAFR – Comprehensive Annual Financial Report

CBTF – Community Budget Task Force

CCWMP – Calleguas Creek Watershed Management Program

CDBG – Federal Community Development Block Grants Program

CEQA or C.E.Q.A. – California Environmental Quality Act

CERT – City Emergency Response Team

CFD – Community Facilities District

CIP – Capital Improvement Program

CIWMB – California Integrated Waste Management Board

CMAQ – Congestion Mitigation and Air Quality Program

CMOM – EPA's Capacity, Management, Operation, and Maintenance Program

CMP – Corrugated Metal Pipe

ACRONYMS AND ABBREVIATIONS

COPPS - Community Oriented Policing and Problem Solving

COSCA - Conejo Open Space Conservation Agency

CSMFO – California Society of Municipal Finance Officers

CRPD – Conejo Recreation and Park District

CSAPA – Conejo Substance Abuse Prevention Authority

CVUSD – Conejo Valley Unified School District

DAR – Dial-A-Ride Service

DART or D.A.R.T – Disaster Assistance Response Team

DPT – Designated Part-time

EIR – Environmental Impact Report

EOC – Emergency Operations Center

EPA – Environmental Protection Agency

ERAF – Educational Relief Augmentation Fund

F/C – Foot Candles

FEMA – Federal Emergency Management Agency

FSP – Financial Strategic Plan

FTTP – Fiber to the Premises

FY – Fiscal Year

GFOA – Government Finance Officers Association

GIS – Geographic Information System

HCTP – Hill Canyon Treatment Plant (Wastewater)

ACRONYMS AND ABBREVIATIONS

HSIP – Highway Safety Improvement Program

HUD – U.S. Department of Housing and Urban Development

ISTEA – Intermodal Surface Transportation Efficiency Act

IT – Information Technology

LAFCO – Local Agency Formation Commission

LAIF – State Treasurer’s Local Agency Investment Fund

LED – Light-emitting diode

LEED – Leadership in Energy & Environmental Design

LLAD – Landscaping and Lighting Assessment District

LOS – Level of Service

MCC – Motor Control Center

MGD – Million gallons per day

MOU – Memorandum of Understanding

MSC – City of Thousand Oaks Municipal Service Center

MUTCD – State Manual on Uniform Control Devices

NPDES – National Pollutant Discharge Elimination System

OES – California Office of Emergency Services

PFA – Public Financing Authority

RAP – Rubberized Asphalt Pavement

RDA – Redevelopment Agency

RFP – Request for Proposals

ACRONYMS AND ABBREVIATIONS

SCADA – System Control and Data Acquisition system

SSO – Sanitary Sewer Overflow

STA – State Transit Assistance; State Transportation Account

SWRCB – State Water Resources Control Board

TDA – Transportation Development Act

TEA – Transportation Efficiency Act for 21st Century

TMDL – Total Maximum Daily Load

TOT – Thousand Oaks Transit or Transient Occupancy Tax

TOPASS – Thousand Oak’s Plan to Assist School Sites

VCAT – Ventura County Combined Agency Task Force

VCOG – Ventura Council of Governments

VCWPD – Ventura County Watershed Protection District

VCTC – Ventura County Transportation Commission

VIP – Volunteers in Policing

VRSD – Ventura Regional Sanitation District

WCVC – Watershed Coalition of Ventura County



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