

TO: Andrew P. Powers, City Manager

FROM: John F. Adams, Finance Director

DATE: June 13, 2017

SUBJECT: Proposed FY 2017-18 and FY 2018-19 Operating and Capital Improvement Program Budgets

RECOMMENDATIONS:

1. Adopt resolution approving Proposed Operating and Capital Improvement Program (CIP) Budgets for FY 2017-18 and FY 2018-19.
2. Adopt updated Financial and Budget Policies, including the Governmental Fund Balance Policy that establishes guidelines and procedures for allocating and reporting fund balance in the financial statements in accordance with Governmental Accounting Standards Board (GASB) Statement No. 54.
3. Authorize City Manager to carry over funds from FY 2016-17 to FY 2017-18 for projects listed as requiring carryover included in the Capital Improvement Program Budget, Grants, and Project-Related Maintenance and Operations budgets.
4. Authorize the City Manager and Finance Director to assign unclassified revenues to a specific purpose when necessary and appropriate.

FINANCIAL IMPACT:

No Additional Funding Requested. Total appropriations (Operating and CIP funding for all funds) for FY 2017-18 are \$195,238,522. Total appropriations (Operating and CIP funding for all funds) for FY 2018-19 are \$196,086,444. The budget for both fiscal years is balanced for operations and only uses reserves for one-time expenditures and capital projects, per City Council Financial Policies.

BACKGROUND:

The City has a biennial budget process where every two years the City Council reviews and adopts an Operating Budget and CIP Budget for two separate fiscal years. The City's fiscal year begins July 1 and ends June 30.

2- Year Budget Timeline

The biennial budget process began in November and involves coordination among each department. For the current budget process, below were key dates for City Council in the budget preparation timeline:

- February 28 – User Fees Study Session
- April 5 – Capital Facilities Committee Meeting
- April 10 – CIP Budget General Plan Consistency by Planning Commission
- April 11 – CIP Study Session
- April 18 – Finance/Audit Committee Meeting
- April 25 – User Fees Public Hearing
- May 9 – City Council Goal Setting Workshop
- May 30 – Operating Budget Study Session

City Council Goal Setting

On May 9, 2017, City Council proposed ten broad Citywide Goals for FY 2017-18 and FY 2018-19 and ten Citywide Top Priorities for FY 2017-18. The Budget contains sufficient resources to achieve City Council's Goals, Top Priorities, and specific Objectives within each Department.

Proposed Operating and Capital Budgets Study Sessions

Study sessions were conducted for both the Proposed Operating and CIP Budgets during which staff provided in-depth presentations outlining each budget. Staff presented City Council with a structurally balanced General Fund Budget at the May 30, 2017, study session and there have been no material changes to the General Fund Budget since then. Staff presented City Council with the proposed CIP Budget at the April 11, 2017, Study Session. Four minor revisions were added. The study session staff reports and presentations are located on the City's website at www.toaks.org/budgetprocess and provide detailed discussions on the Proposed Operating and CIP Budgets that were presented at the study sessions.

Public Hearing

The next step in the budget process is to conduct a public hearing for both the Proposed FY 2017-18 and FY 2018-19 Operating and CIP Budgets. Once the public hearing has been completed and the necessary resolution adopted, (Attachment #1), the FY 2017-18 budget cycle will commence on July 1, 2017.

DISCUSSION AND ANALYSIS:

The Proposed FY 2017-18 and FY 2018-19 Operating Budget is structurally balanced for both fiscal years and represents a fiscally sound plan that fully complies with City Council's formal Financial and Budget Policies. The Proposed Operating and CIP Budgets are provided under separate cover and available at the City of Thousand Oaks Grant R. Brimhall and Newbury Park libraries, in the City of Thousand Oaks City Clerk Department or by visiting the City's website at www.toaks.org/Operating17-19 or www.toaks.org/cipbudget.

Proposed FY 2017-18 and FY 2018-19 Operating and CIP Budget

June 13, 2017

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Summary of the Proposed FY 2017-18 and FY 2018-19 Budget

Total proposed appropriations for the City, including capital and transfers, for all funds for FY 2017-18 is \$195,238,522 and for FY 2018-19 is \$196,086,444, as shown in the following table. The General Fund makes up the largest portion of the Budget at 43.8 percent and 43.9 percent of appropriations in FY 2017-18 and FY 2018-19, respectively.

Proposed FY 2017-18 & FY 2018-19 Operating Budget Summary

Fund	Budget 2017-18	% of Total	Budget 2018-19	% of Total
General Fund	\$ 85,426,767	43.8%	\$ 86,160,745	43.9%
Water Fund	31,405,596	16.1%	27,927,117	14.2%
Wastewater Fund	24,664,518	12.6%	25,000,849	12.7%
Transportation Fund	10,237,143	5.2%	13,036,361	6.6%
Library Fund	8,187,353	4.2%	8,933,024	4.6%
Capital Projects Funds	8,106,535	4.2%	7,293,200	3.7%
Landscaping Assessment District Fund	6,148,690	3.1%	6,520,952	3.3%
Los Robles Golf Course Fund	5,413,500	2.8%	5,460,700	2.8%
Street Improvement Funds	5,184,965	2.7%	4,541,000	2.3%
Theatres Fund	4,013,119	2.1%	4,267,717	2.2%
Lighting Assessment District Fund	1,882,813	1.0%	1,952,202	1.0%
Solid Waste Fund	1,534,699	0.8%	1,769,037	0.9%
Public Financing Authority Fund	1,154,800	0.6%	1,155,900	0.6%
Stormwater / Flood Control Assessment Funds	1,012,298	0.5%	1,191,183	0.6%
Community Development Block Grant (CDBG)	600,000	0.3%	600,000	0.3%
Housing Trust Fund	265,726	0.1%	276,457	0.1%
Total Citywide Appropriations	\$ 195,238,522	100.0%	\$ 196,086,444	100.0%

General Fund

The following table summarizes the Proposed FY 2017-18 and FY 2018-19 General Fund Budget, which is structurally balanced. Reserves are only used for capital improvement projects to maintain facilities and infrastructure or other one-time operating expenditures, which is compliant with City Council Financial Policies.

General Fund

	Prior Year Actual 2015-16	Revised Budget 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19
Revenues:				
Current Revenues	\$ 79,549,160	\$ 76,568,375	\$ 80,342,400	\$ 81,029,755
Transfers From Other Funds	2,020,429	2,047,000	1,883,200	1,883,200
Reserve Account	-	19,011,582	3,201,167	3,247,790
Total Available for Allocation	\$ 81,569,589	\$ 97,626,957	\$ 85,426,767	\$ 86,160,745

General Fund (cont.)

	Prior Year Actual 2015-16	Revised Budget 2016-17	Proposed Budget 2017-18	Proposed Budget 2018-19
Appropriations:				
Salaries and Benefits	\$ 29,150,648	\$ 30,634,928	\$ 31,361,051	\$ 32,949,441
Maintenance and Operations	9,893,890	16,649,198	11,357,672	11,809,160
Police Contract Services	26,707,575	29,053,900	30,093,594	31,163,538
Capital Outlay	270,919	-	50,000	-
Total Operating Expenses	<u>\$ 66,023,032</u>	<u>\$ 76,338,026</u>	<u>\$ 72,862,317</u>	<u>\$ 75,922,139</u>
Capital & Maintenance Improvements	3,975,240	17,041,833	4,130,000	1,392,500
Transfers to Other Funds	2,198,086	4,247,098	8,434,450	8,846,106
Reserve Account	9,373,231	-	-	-
Total Estimated Requirements	<u>\$ 81,569,589</u>	<u>\$ 97,626,957</u>	<u>\$ 85,426,767</u>	<u>\$ 86,160,745</u>

General Fund Budget Changes Since the Study Session

Since the May 30, 2017, Operating Budget study session, there have been no significant changes to the General Fund in the Proposed FY 2017-18 and FY 2018-19 Operating Budget.

Other Funds

There have been no significant changes to any other funds in the Proposed FY 2017-18 and FY 2018-19 Operating Budget.

Proposed FY 2017-18 and FY 2018-19 Capital Improvement Program Budget

The Proposed CIP Budget for FY 2017-18 and FY 2018-19 is \$32,893,300 and \$26,926,000, respectively. The following chart illustrates the Proposed CIP appropriations for FY 2017-18 and FY 2018-19:

Proposed FY 2017-18 & FY 2018-19 CIP Budget

Category	Carryover	FY 2017-18	FY 2018-19	Total
1. Transportation/Traffic	\$ 13,502,767	\$ 2,665,000	\$ 4,753,000	\$ 20,920,767
2. Streets	2,516,806	10,003,300	8,323,000	20,843,106
3. Water	6,950,000	8,905,000	3,895,000	19,750,000
4. Facility	11,420,991	2,185,000	1,085,000	14,690,991
5. Wastewater	3,390,600	5,595,000	5,660,000	14,645,600
6. Landscape/Streetscape	1,100,000	2,545,000	2,025,000	5,670,000
7. Open Space	2,001,500	70,000	70,000	2,141,500
8. Stormwater	800,000	750,000	500,000	2,050,000
9. Library	-	175,000	525,000	700,000
10. Undergrounding	527,700	-	90,000	617,700
Total	<u>\$ 42,210,364</u>	<u>\$ 32,893,300</u>	<u>\$ 26,926,000</u>	<u>\$ 102,029,664</u>

Capital Improvement Program Budget Changes Since the Study Session

Since the April 11, 2017, CIP study session, there have been minor funding changes to four projects within the CIP Budget as indicated below

Staff added two projects, one each to the Street and Transportation/Traffic categories. The Avenida de los Arboles Median Improvements (CI 5525) was added to improve the median at Avenida de los Arboles and Big Sky Drive for \$100,000 from developer fees (pg. 72). Conejo Creek North Park Equestrian (CI 5409) was added mid-budget cycle to install paved bike path, equestrian trail, and signage for \$200,000 from developer fees (pg. 94).

Two projects' funding increased, one each to the Facilities and Landscape/Streetscape categories. Hillcrest Accessibility Upgrades (MI 2090) carryover budget increased \$287,000 (pg. 30). Thousand Oaks Boulevard Streetscape Improvements (CI 5391) budget increased \$500,000 from the General Fund (pg. 39).

Additional Gas Tax Funding

As discussed at the Operating Budget Study Session, the State Legislature passed the Road Repair and Accountability Act of 2017 (RRAA) in April 2017, which is estimated to provide the City an additional \$30.3 million during the next ten years to be used for transportation infrastructure. Allocations are set to commence in the fall of 2017 with \$0.9 million and \$2.3 million anticipated in FY 2017-18 and FY 2018-19, respectively.

After discussions with the Finance/Audit Committee and the Capital Facilities Committee, it was decided that any additional funding during this budget cycle will be retained in fund balance for future determination.

Community Engagement Process

At the January 26, 2016, City Council meeting and City Council Goal Setting session held on May 10, 2016, Councilmembers requested that staff provide public outreach and community engagement to acquire information from community stakeholders and residents on what services provided by the City are important to them.

Starting in January 2017, staff worked with a consultant to address the need for community engagement related to budget priorities and educating residents on the City's budget and budget process. Through this process, staff developed a robust community outreach campaign and civic engagement program titled "Your Budget, Your Priorities," which featured a dedicated budget resource page on the City's website at www.toaks.org/yourbudget and the launch of an interactive online budget survey tool for residents and community stakeholders to select and prioritize various budget areas of importance to them.

Extensive community outreach and promotion was conducted to inform the public of the new budget engagement program and budget survey tool. Outreach activities consisted of: "Pop-Up" events at various locations and events throughout the City including the Farmer's Market, Oaks Mall, Coffee with the Chiefs, and Arbor Earth Day. Staff also promoted the budget program and survey tool in City newsletters, utility bill inserts, local newspapers the *Acorn* and *Ventura County Star*, KCLU radio ads, and across the City's numerous social media outlets. Printed information cards, posters, and flyers were distributed at City Hall public counters, libraries, Chamber of Commerce, and front counters at partner agencies.

As of the May 9, 2017, City Council Goal Setting meeting, there were over 600 survey participants, nearly 5,000 visits to the budget resource webpage, and over 1,000 face-to-face interactions at pop-up events. The final report (refer to Attachment #2) documenting the results of the community engagement process was prepared by Michael Baker International with input from City staff.

This information, along with the results from the Community Attitude Survey has been used during the budget process to ensure that community priorities are addressed and the City plans to implement the "Your City, Your Priorities" budget engagement program for future budgets.

Summary

During the past few years, staff has worked diligently to maintain local municipal services that residents, businesses, and visitors have come to expect. The Proposed Budgets for the next two fiscal years represent a spending plan that is fiscally responsible and responsive to our community's current needs. In the years ahead, the City will be faced with challenges due to its transition from a growth-oriented community to a maintenance-oriented community with an aging local infrastructure system.

Long-Term Fund Strategy Options

Staff presented the Long-Term Financial Strategic Plan to City Council on January 26, 2016, with long-term strategy options for various City Funds with the goal of achieving and maintaining balanced budgets for various City Funds. Staff developed various strategies to maintain long-term financial stability Citywide.

At the May 9, 2017, City Council Goal Setting, additional focus was placed on strategies for Landscape Districts, economic development, and transient occupancy tax to achieve long-term fiscal sustainability. Staff will focus on these areas over this budget cycle.

Continuous Monitoring & Reporting

Staff will continue to monitor City revenues and expenditures on a monthly basis to ensure that any material changes to revenues or expenditures/expenses are communicated to City Council, with staff taking proactive steps to ensure strong financial health for the City in the future.

Acknowledgments

Preparation of the City's Operating and CIP Budgets would not be possible without the leadership, dedication, and hard work from City Council, the Citywide Budget Team, and staff from all departments that spent time working on the budgets. It is through cooperation and teamwork between all departmental staff that have allowed for an efficient budget preparation process. A list of the City's Budget Team is included in Attachment #3.

COUNCIL GOAL COMPLIANCE:

Meets City Council Goals A and B:

- 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 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.

PREPARED BY: Brent S. Sakaida, Budget Officer

Attachments:

- Attachment #1 – Resolution Adopting Annual Operating and CIP Budgets for FY 2017-18 and FY 2018-19
- Attachment #2 – May 23, 2017 Community Engagement Report (Michael Baker International)
- Attachment #3 – Citywide Budget Team

Documents Provided Under Separate Cover:

- #1 – Proposed FY 2017-18 and FY 2018-19 Operating Budget with City Manager's Operating Budget Message
- #2 – Proposed FY 2017-18 and FY 2018-19 CIP Budget with City Manager's Capital Budget Message

RESOLUTION NO.

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 2017-2018 AND 2018-2019; AND ADOPTING FINANCIAL POLICIES

WHEREAS, in November 2016 the budget process began with a calendar being set for all critical deadlines in order to conclude the budget preparation process with a June 13, 2017, Public Hearing; and

WHEREAS, on April 10, 2017, the Thousand Oaks Planning Commission reviewed the Capital Improvement Program Budget and found it to be consistent with the General Plan; and

WHEREAS, on April 11, 2017, the City Council held a Study Session to review the Capital Improvement Program Budget; and

WHEREAS, on May 30, 2017, the City Council held a Study Session to review the Operating Budget; and

WHEREAS, the City Manager's recommended budgets have been forwarded to the City Council; and

WHEREAS, a Public Hearing was noticed and held by the City Council on June 13, 2017; and

WHEREAS, included in the City of Thousand Oaks Operating Budget are Financial Policies which include: Budget, Budget Appropriation/Transfer, Capital Improvement Program (CIP), User Fee, Fund Balance (GASB 54), Accounting, Audit, Fixed Asset Replacement, Investment, and Debt Policies; and

WHEREAS, GASB 54 requires classification of the ending fund balances into five categories: Non-Spendable, Restricted, Committed, Assigned and Unassigned; and

WHEREAS, GASB 54 requires that a policy for use of financial resources be developed and adopted; and

WHEREAS, the City Manager and Finance Director may assign unclassified revenues to a specific purpose when necessary and appropriate.

NOW, THEREFORE BE IT RESOLVED THAT, the City Council of the City of Thousand Oaks does hereby adopt the following:

SECTION 1: The City of Thousand Oaks Fiscal Year 2017-2018 Operating Budget of \$162,345,222, and Capital Improvement Program Budget of \$32,893,300, which totals \$195,238,522, and Fiscal Year 2018-2019 Operating Budget of \$169,160,444 and Capital Improvement Program Budget of \$26,926,000, which totals \$196,086,444.

SECTION 2: The City Manager is authorized to carry over funds from Fiscal Year 2016-2017 to Fiscal Year 2017-2018 for projects listed as requiring carryover included in the Capital Improvement Program Budget, Grants, and Project-Related Maintenance and Operations budgets.

SECTION 3: The City of Thousand Oaks Financial Policies for Fiscal Year 2017-2018 and Fiscal Year 2018-2019, including GASB 54 (required fund balance policy), are adopted and the ending fund balance of all governmental funds are to be classified into the aforementioned five categories.

PASSED AND ADOPTED this

Claudia Bill-de la Peña, Mayor
City of Thousand Oaks, California

ATTEST:

Cynthia M. Rodriguez, City Clerk

APPROVED AS TO FORM:

Tracy Friedl, Deputy City Attorney

APPROVED AS TO ADMINISTRATION:

Andrew P. Powers, City Manager



Thousand Oaks Community Budget Engagement

Summary Report

May 23, 2017



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Executive Summary

Project Summary

The project was a collaboration between the CMO and PIO with assistance from consultants from Michael Baker International and CivicMakers LLC. Project deliverables included:

- Project brand & style guide
- Online budget survey tool
- Pop-up workshops
- Communications & marketing campaign

Results Summary

Over a 3 month period, more than 4,000 people visited the City of Thousand Oaks' budget educational web page, over 1,200 people learned about the budget and/or had the opportunity to provide feedback at a pop-up workshop, and over 600 residents shared their priorities and comments via the online budget simulation survey.

Community input collected is summarized in detail in the report that follows. At a high level, public sentiment regarding the budget can be summarized as follows:

- Increase funding for Police Services by 3 - 4%
- Increase funding for Open Space by 3 - 4%
- Increase funding for Library Services by 2 - 3%
- Maintain funding for Transit Operations at current levels
- Decrease funding for the Community Center but .5 - 1%
- Decrease funding for the Teen Center by 1 - 2%
- Prioritize ways to address traffic congestion through traffic light synchronization and other traffic light improvements
- Maintain streets and roads (do not defer maintenance), even if it means cutting budget in other areas or levying a sales/gas tax.
- Adopt business-friendly strategies to support small businesses
- Continue to invest in cultural affairs at current levels and diversify performances

Project Overview

Background

At a time when the City of Thousand Oaks was forecasting future budget deficits and amidst concern about its ability to maintain future service levels, staff sought a consultant to facilitate a dialogue between residents and the City to better understand community priorities for future spending. The goal of the Community Budget Engagement program is to educate and consult with residents about the public budget to produce meaningful insights, allowing for the City to most effectively plan for the future in partnership with its residents.

Goals & Objectives

The project goals and desired outcomes were defined early on and included:

- Educate and engage community members about the municipal budget
- Collect community priorities for future spending allocations
- Establish community engagement as a best practice to be integrated into each budget cycle
- Combine digital and in-person engagement opportunities to reach the broadest possible audience

Approach

To reach a broad cross-section of Thousand Oaks residents, we took a digital engagement approach augmented by pop-up workshops at a farmers' market and shopping mall. These input-gathering methods were supported by a robust outreach strategy, which included a utility bill insert, newspaper ads, newsletter, press release, and social media campaign. We began by developing a project brand that would be a recognizable look for the project this year and in the years to come. We collaborated with staff to select the best-suited digital engagement platform, Citizen Budget from Open North, and developed a series of questions designed to ascertain public priorities regarding the municipal budget. The pop-up workshops were designed to meet people where they are, bring them in with engaging activities (including a spin wheel, hop scotch, and bucket toss game), share facts about the budget, and gather input about community budget priorities.

Outreach Methods

Branding

The consultant team worked with City staff to create a unique project logo (below) and style guide to establish a recognizable identity for the budget engagement process and to garner ongoing enthusiasm for participation. The brand and style guide were used for all project products, including the website, marketing and educational materials, and final reports. This project brand can be used for all future community budget engagement initiatives. See Appendix A for the full Brand and Style Guide.



Online Survey

The consultant team worked with City staff to select an online budget engagement tool for the project. Criteria for the tool included the ability to balance the budget using sliders, share budget priorities, add comments, and show the financial impacts of participants' choices in real time, thereby educating them about the trade-offs and constraints of the municipal budget. The selected tool was **Citizen Budget**, a product of Open North (a not-for-profit, social enterprise that specializes in the development of innovative online tools). The other tools that were considered included: Next10BudgetChallenge, Budget Simulator by Delib, Balancing Act by Engaged Public, and Budget Allocator.

The online budget survey went live at the following URL: toaks.citizenbudget.com. The survey included an overview of the city budget, instructions for participation, 6 allocation questions (with options to add comments for each), 4 open-ended questions, and 2 demographics questions. In total, the survey received 1,268 visitors with nearly 50%

completing the survey (606 responses), and an average of 9 minutes to respond to the survey.

Pop-Up Workshops

In tandem with the online budgeting exercise, the consultant team worked with the City to design community pop-up workshops in order to further promote budget engagement and collect community input on budget priorities. The event(s) were designed to be fun, informative, and interactive, drawing on a variety of in-person techniques to guide the conversation.



Pop-up workshops included the following materials and activities:

- **Informational Poster.** A large vinyl poster hung from the pop-up tent and provided project information (e.g., the “what, why, and how”), infographics illustrating basic budget concepts, public participation opportunities, project timeline, and a link the project webpage.
- **Budget Trivia Wheel & Prizes.**



A trivia wheel showing fun facts about the City of Thousand Oaks’ municipal budget was displayed on a central table. Participants were invited to spin the wheel and answer the trivia questions accordingly. Those who answer 2 out of 3 correct answers correctly won a prize, such as a City-branded tote bag or City-branded piggy bank.

- Educational Tree.** A small tree was decorated with business card “leaves” that included a link to the online budget survey. Visitors were invited to take a leaf and learn more online.



- Budget Bucket Game.** Each participant was invited to choose their top priorities from a set of “buckets” representing each budget category (police, library, roads, etc..) using size/color-coded balls. Balls were large/green (increase funding), medium/yellow (maintain funding) and small/red (reduce funding). Each bucket was labeled with a specific category to match the topics covered in the online budget simulator. The goal of the exercise was for participants to provide input on which services are most important to them, and will be designed to mirror the online budget exercise. A large, vinyl poster with infographics and written information about each budget area aligned with the buckets and hang behind the buckets to provide additional details.
- Mailing List Sign-up Sheet.** A sign-up sheet for participants to join the mailing list and comment cards where participants can share feedback privately.

- **Children’s Activities.** One table was set up with activities for children, include kid-friendly budget coloring games. For a few outdoor events, a large chalk hopscotch was also drawn on the sidewalk with increasing dollar signs for each square. Children were also given prizes for their participation.



In total, the City hosted four pop-up workshops, including:

- **Farmer’s Market** (2/9/2017) - 200 interactions, 45 participants
- **The Oaks Mall** (2/11/2017) - 260 interactions, 33 participants
- **Coffee with Chiefs** (3/23/2017) - 50 interactions
- **Arbor Earth Day** (4/8/2017) - 615 interactions

Marketing & Communications

The consultant team collaborated with City staff to define key project messages and identify appropriate promotional methods and marketing opportunities, which were integrated into a strategic Communications and Marketing Plan. This plan was used to

guide all efforts to inform residents about the project and promote participation in the budgeting process. See Appendix B for the full Communications and Marketing Plan.

The following methods were used to promote the budget engagement project:

1. City Web page (toaks.org/yourbudget) - A splash page with background information, FAQ, email subscription, and a link to online budget tool.
 - Total unique visitors: 4,265
 - Primary sources: Facebook, NextDoor, Acorn
 - Average time on page: 5 minutes
2. Utility Bill Inserts:
 - 48,000 sent over 3 weeks
3. Social Media - Facebook, NextDoor, Twitter, LinkedIn
 - NextDoor: 3 posts, 31 thanks, 20 replies
 - Twitter: 11 posts, 13,064 impressions, 501 engagements
 - Facebook: 10 posts, 4,832 views, 22 likes
 - LinkedIn: 5 posts, 1,996 impressions, 38 clicks
 - Instagram: 1 post, 13 likes
4. Digital Ads - Acorn, Facebook, VC Star
 - VC Star: 9,489 impressions, 19 clicks
 - Acorn: 3,000 impressions, 59 clicks
 - Facebook: 2 ads, 207,000 impressions, 3,407 clicks
 - KCLU: 130,200 weekly listeners
 - Press Release
5. Print Ads
 - Acorn: 3 ads, each sent to 40,246 households
6. City Media - monthly newsletters, mailing lists
 - City newsletter
 - GoGreen, Chamber, & other partner newsletter
7. Posters and Flyers - CRPD, Committees, CVUSD, Library, CAP
 - 600 flyers
 - 15 posters
 - Distributed to our network of community partners
8. Radio & Video Ads -

- KCLU Public Radio Ad
- Video PSA

Prizes

The City offered prizes as an incentive for participation. Two raffle drawings were conducted, one half-way through the project and one at the conclusion. The prizes included rounds of golf and theater tickets.

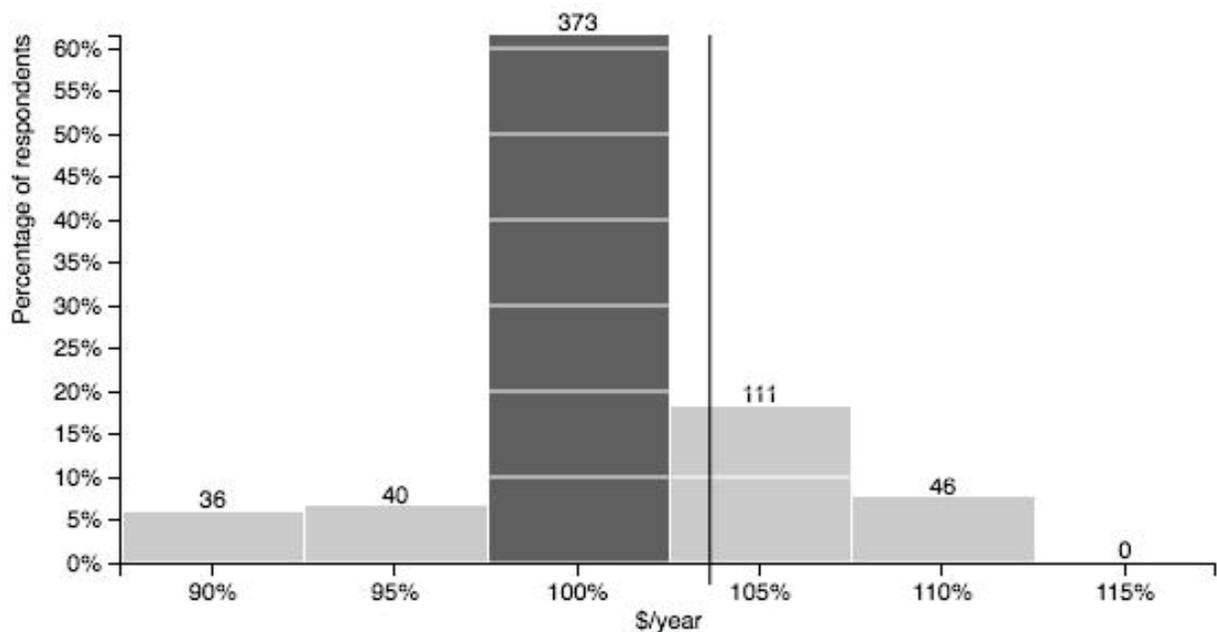
- **Winners:** 4 in each drawing
- **Winner Profile:** Tiffany G.
 - Tiffany was excited for the opportunity to win golf tickets
 - She moved to TO last year with her family
 - She heard about the survey via email
 - Here's what she told us about her experience: *"The survey was very easy to complete, less than 10 minutes, and very informational. I learned a lot!"*

Analysis of Results

Online Survey

In total there were 606 participants in the online survey and completed all budget simulation questions, which were required for submission. More than half of all participants also responded to the open-ended questions and/or included additional comments. The demographic questions at the conclusion of the survey were also completed by the majority of participants.

Police Services

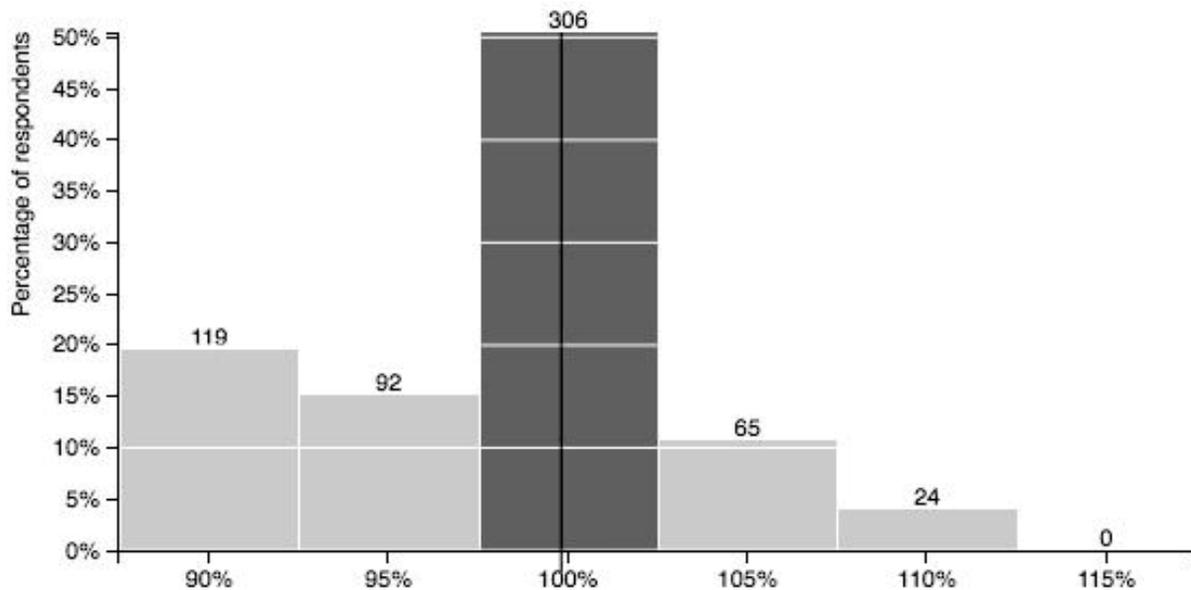


The majority of participants (61%) indicated they would prefer to maintain the current level of funding for police services. The second most common choice (18% of participants) was to increase funding for police services by 5%.

Comments submitted about police services included these recurring themes: 1) police services are a top priority and highly appreciated (18), 2) more officers and/or a bigger police presence is needed (13), and 3) crime is increasing (12). A few outlets included: 1) requests to decrease police funding (8), and 2) concern about an increase in the homeless population and the need to provide services for the mentally ill (3).

- “I appreciate the police services in our city.”
- “Crime levels may be low but lets keep it low by having enough police out on the streets.
- “Crime seems to be increasing in my neighborhood. I am concerned.”

Transit Operations



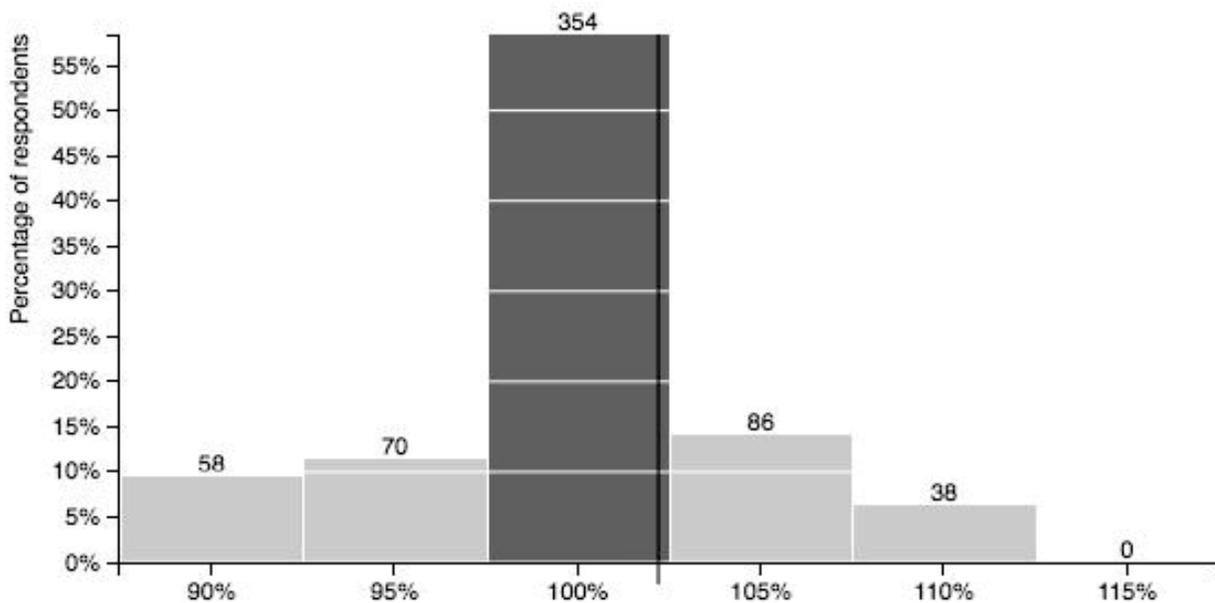
The majority of participants (51%) indicated they would prefer to maintain the current level of funding for transit operations. The second most common choice (20% of participants) was to decrease funding for transit operations by 10%.

Comments submitted about transit operations included these recurring themes: 1) the busses are often empty (50), 2) I have never used the service and do not know anyone who does (18), 3) this is an important services for the city to provide (8), 4) more funding is needed for senior transportation services like dial-a-ride (7), and 5) the existing service, hours and routes are not sufficient (6). A few outliers included: 1) recommendations to do more to promote transit use (4) and requests for a trolley along Thousand Oaks Blvd. (3).

- “Bus are too large. They drive around empty [...] Use smaller vehicles like Simi Valley transit services.”

- “I never see very many people on the buses so I assume the money could be better spent elsewhere.”
- “I personally don't know anyone who ever uses the bus transportation.”
- “Even if it is expensive, city transportation is very important.”
- “Encourage more ridership through promotional activities.”

Library Services



The majority of participants (58%) indicated they would prefer to maintain the current level of funding for library services. The second most common choice (14% of participants) was to increase funding for library services by 5%.

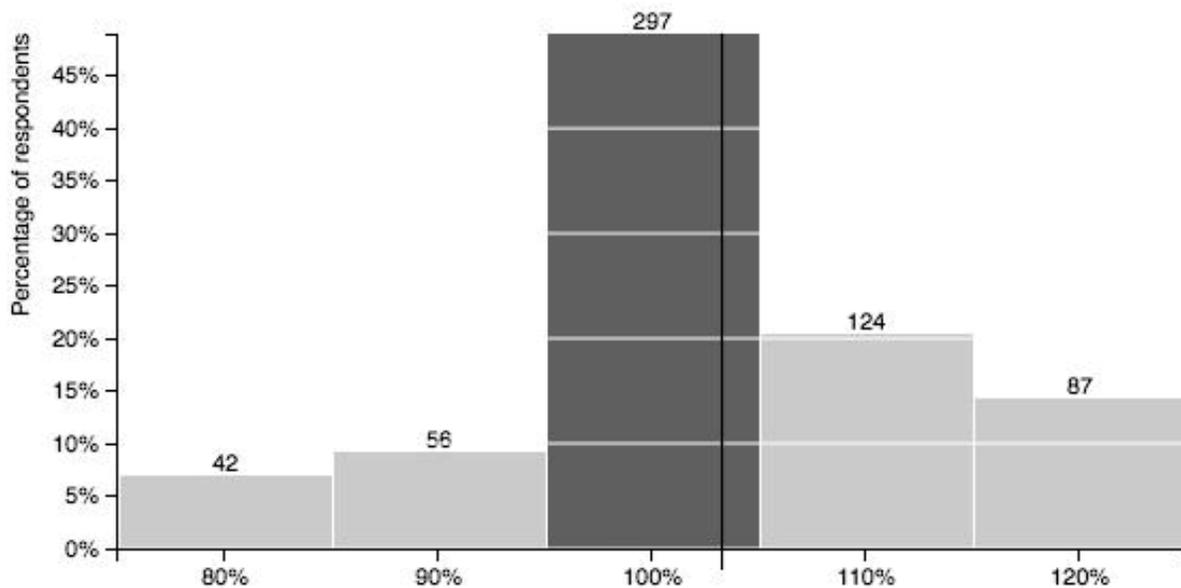
Comments submitted about library services included these recurring themes: 1) the library is a much appreciated resource for the entire community (47), 2) expand services and extend hours (17), and 3) computers are replacing the need for the library (15). There were also a few requests for better computers and/or internet access and computer assistance, like computer classes for the elderly (3).

- “Best library system in the County and region. Keep up the great work!”
- “Education and the public library are extremely important to the developmental

process, and it enriches the community with many other services.”

- “I think the library should extend the evening hours to 9 like they used to have using the same budget. Maybe they are a bit overstaffed.”
- “Sorry but the internet is making the library obsolete and very expensive for the few it serves. I like the library as a community building, but time for a reality check. ”

Open Space



The majority of participants (49%) indicated they would prefer to maintain the current level of funding for open space. The second most common choice (21% of participants) was to increase funding for open space by 10%.

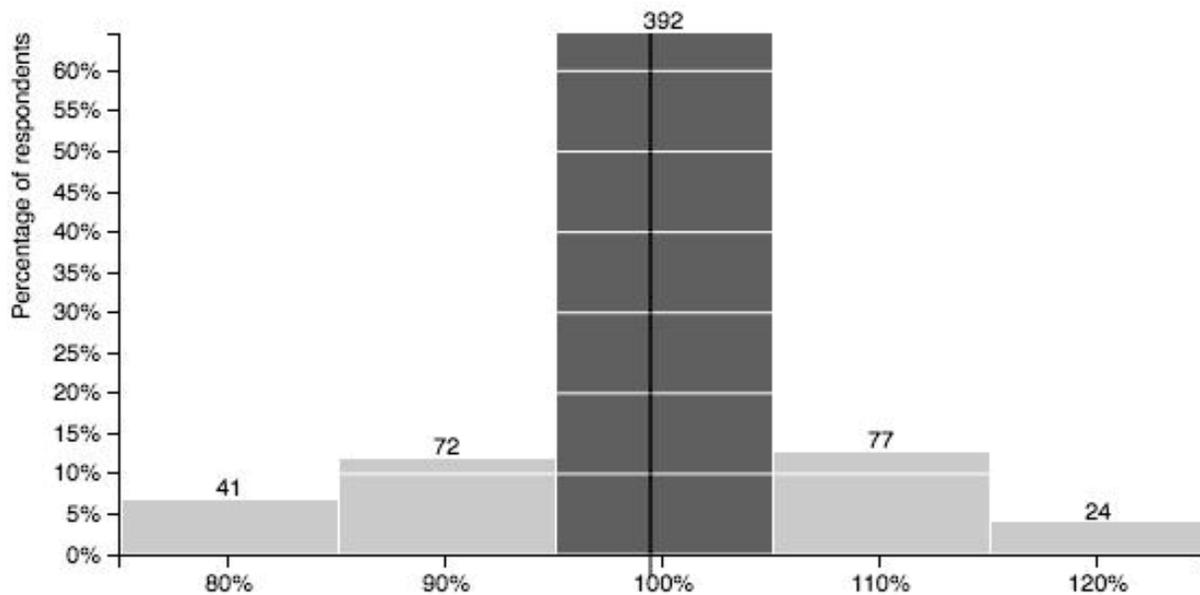
Comments submitted about open space included these recurring themes: 1) open space is highly valued, well-loved, and is what sets Thousand Oaks apart from other nearby communities (38), 2) we need more open space (12), 3) we need better hiking trail maintenance (10) , and 4) we do not need any more open space (8).

- “Love love love our wonderful trails and the care given to them.... but want the elderly able to have needs met first.”
- “Important to maintain trails and purchase available open space for future

generations -once it is gone it is impossible to ever get back.”

- “Hire additional Rangers to enforce current regulations due to the increase attendance particularly in the Wildwood Regional Park. ”
- “I would encourage also programs to enhance the current trails as far as safety and access as well as maintaining a nature corridor for animals to move freely between neighborhoods on trails to increase biodiversity.”

Adult/Senior Community Center



The majority of participants (65%) indicated they would prefer to maintain the current level of funding for the Goebel Adult/Senior Community Center. Almost an equal number of participants (~ 12) said they would decrease funding by 10% as those who said they would increase funding by 10%.

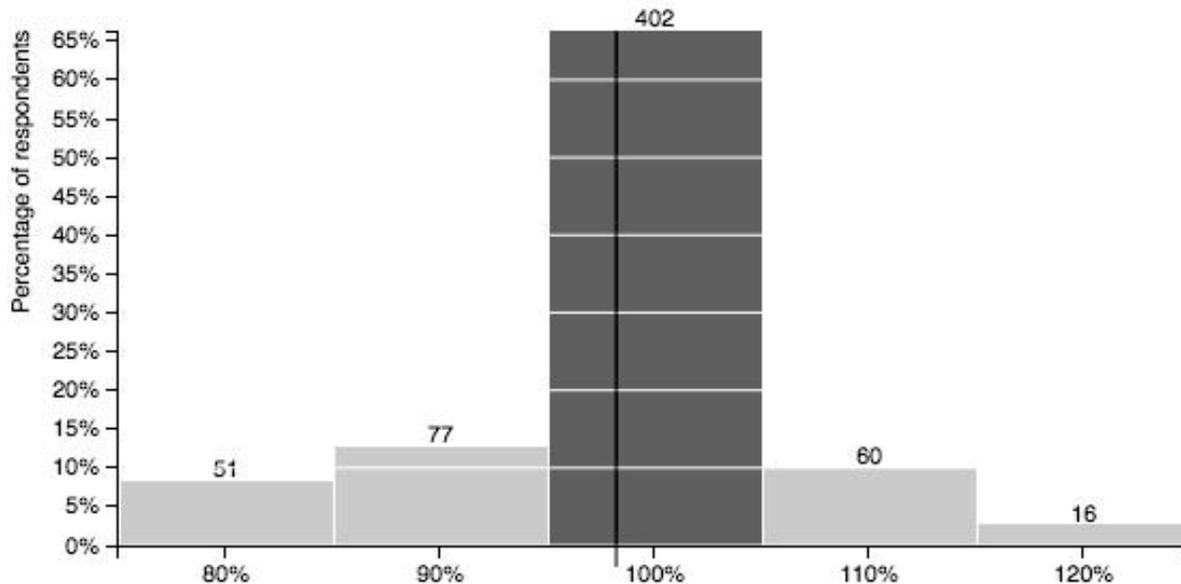
Comments submitted about the Goebel Center included these recurring themes: 1) it is a good resource that is valued and needed for the aging population (21), 2) I am a senior and do not personally use the center (10), 3) I only support paying for these services if they are being used (5), and we should charge fees for classes and programs at the Center (4).

- “A great facility used by many of the seniors and a beautiful facility we are all proud of.”
- “I don't use these services, but as our population ages, I can see how they are

important.”

- “I am 73 and I pay for my own entertainment.”
- “Increase the cost of classes to make up the shortfall.”

Teen Center



The majority of participants (66%) indicated they would prefer to maintain the current level of funding for the Alex Fiore Teen Center. The second most common choice (13% of participants) was to decrease funding for the Teen Center by 10%.

Comments submitted about the Alex Fiore Teen Center included these recurring themes: 1) I need more information about the current usage rates and programs at the Center to appropriately weigh in (20), 2) this is a valuable resource for the community (12), 3) need more actives for teens in the city (12), and 4) increase user fees (12).

- “I am curious about the number of teens using this center in a community that has so much going on at schools and private enrichment programs.”
- “After raising 6 children in the Conejo Valley, the common complaint is that there is very little to do in the night time hours.”
- “The teen center has a positive effect on our children and provides a place for them to have events and other things they would not otherwise have a place for.”
- “Increase user fees for those that can afford it.”

Streets and Roads

Approximately 367 participants submitted comments on this topic. Comments submitted about streets and roads included these recurring themes:

- Cut other costs in favor of maintaining streets (67)
 - *"Consider an across the board 2-3% reduction from all areas to fund the street improvement."*
 - *"Reduce the salaries and benefits of the administrative/management staff and put the money towards road improvements."*
- Maintain streets and roads; don't defer maintenance; prioritize this (61)
 - "Adequately maintained roads is an essential city service. The longer maintenance is deferred, the more expensive it is to repair and maintain the roads. Impose increase in sales tax, if needed, to cover the needed costs."*
 - "It seems that many roads needing minor repair and slurry sealing should take place before the roads deteriorate to the point of having to be totally replaced. Keep up with the small stuff before it becomes a major and much more expensive issue."*
- Levy a sales tax or gas tax to fund street and road maintenance (37)
 - *"Any chance we can add a gasoline tax or something in our community? My thought here is to tie any revenue-generation (i.e. tax) to usage."*
- Prioritize the most critical repairs; avoid unnecessary repairs (31)
 - *"Prioritize necessary road improvements based on need and costs. Postpone/delay costly projects that are not crucial for public safety. Learn to say no. Stop spending funds on additional bike lanes that only a small percentage of residents use."*
- Do better work up-front; use better materials; use better contractors (24)
 - *"Invest in new products/technologies. Some pavement products buffer noise and last longer. Initial output is more, but that's made up with the longer period of time between repaving. Some streets in Europe are now producing solar power. That's a win-win."*
- Manage public funds more responsibly (16)
 - *"If we had the highest tax revenue ever last year - why is there a 'gap'?"*
- Raise funds via a developer fee; allow more development; speed up the permit process to encourage development (14)
 - "Ask the real estate developers to contribute the fund."*

Traffic Congestion

Approximately 412 participants submitted comments on this topic. Comments submitted about traffic congestion included these recurring themes:

- Prioritize synchronizing traffic lights; time lights throughout the City (79)
 - “Continue to monitor traffic and lights at different days and times and make adjustments.”*
 - “Coordinate traffic signals so that all are in tune with the speed limit. Insure that signals are timed for low, medium, and high traffic density.”*
- Increase the number of flashing yellow lights at left hand turns (63)
 - “Continue to install flashing yellow arrows. (Monitor them closely though, because some people may be confused about them and cause more accidents.)”*
- Reduce development to reduce traffic (39)
 - “Stop maintenance during peak traffic hours”*
- No Congestion/ Traffic not a Priority (21)
 - “All is good. Keep up the good work.”*
 - “I have no problem with the current traffic congestion. We just have to live with life as it happens. People should be more patient.”*
- Support public transport, cycling, and walking (27)
 - “More walkable neighborhoods so people don't have to drive everywhere for everything.”*
- Anti bike lanes (16)
- No flashing yellow lights (15)

Cultural Affairs

Approximately 319 participants submitted comments on this topic. Comments submitted about cultural affairs included these recurring themes:

- The City should continue its current investment in cultural affairs (60)
 - “Cultural affairs do not need any improvement. Continue to invite renowned artists.”*
 - “I am in favor of the Civic Arts Plaza. It is worth subsidizing.”*
- Need for more diverse performances (culturally, style of music, focus on younger generations) (45)
 - “Have various immigrants show events directly related to their particular cultures.”*
 - “I think that if they did more concerts that cater to young adults this would be very beneficial. Currently our youth need to travel to LA or to Santa Barbara to see artists that they enjoy.”*
 - “They do seem to run the same Broadway shows way too often. I like new plays with*

plots.”

- The City should not be funding the arts (38)
 - “I don't understand why the city would need to fund a theater that should be generating revenue with ticket sales.”*
- Culture and arts are an asset in Thousand Oaks (22)
 - “I think the City does a good job in this area. The Civic Arts theaters' programming is a real plus to living here. It's so nice to have quality productions right here.”*
- Better advertizing needed for current programming (11)
 - “I assume people would pay for good artists performing or exhibit in our city. Inviting more famous people, advertising them would bring in more money.”*

Economic Development

Approximately 333 participants submitted comments on this topic. Comments submitted about economic development included these recurring themes:

- Be business friendly; provide business incentives; reduce regulations (37)
 - “Adopt business-friendly taxes and regulations to attract and keep local businesses. Help local businesses get started with incentives. Stop catering to large developers.”*
- Focus on the revitalization/development of Thousand Oaks Blvd (26)
 - “Changing the look of TO Blvd will need to change the layout of the properties to move parking to the back of the property and the buildings to the front of the property. Look at Main Street in Ventura, Ojai, State Street in Santa Barbara.”*
 - “Creating a cleaner, more beautiful TO Blvd. that we can be proud of. Burying some of the power lines was a good start, let's keep going.”*
- Do not let everything look like The Lakes / Caruso developments (25)
 - “Do as much as we can to restrict, limit, reduce greed on the part of people like Rick Caruso.”*
 - “I do not support changing TO Blvd into every other Caruso development lot they did in Glendale.”*
- Support small/ local business (20)
 - “Encourage shoppers to support small business.” “Have a 'shop local' day!”*
 - “Keep supporting the business community, there's just too many vacancies in the strip malls around the city and Janss Mall. It makes areas of TO feel like it's an economically depressed area.”*
- City is adequately supporting economic development (19)

"I think a good job is being done.

"I would not increase spending on this."

- The City should decrease funding towards businesses or let the market work on its own (17)

"Economic development should not be a priority. Businesses in Thousand Oaks will continue to thrive if they cater to the needs of residents."

- Redevelopment/ plan for Thousand Oaks Blvd and the "downtown" is a bad idea (12)

"Do not let Thousand Oaks turn into the San Fernando Valley. We do not need mixed use buildings. Update existing empty buildings. There is no true "downtown" T.O."

- Massage parlors are a problem (12)

"Diversify the evening services and SHUT down the tacky massage parlors."

Recommendations & Next Steps

This process has demonstrated that the Thousand Oaks community wants to engage with the municipal budget!

- The community is eager and willing to participate online and in-person and would like to have ongoing opportunities to provide input.
 - Consider a budget engagement event every two years to correspond with the budget cycle.
- More can be done to reach those aged 18 - 45 and newer residents.
 - Identify ways to encourage younger generations to follow the City on social media and create more quick online ways to collect feedback.
 - Consider sending a welcome packet with City basics and community engagement information to new residents.

Community input suggests the following with regards to the municipal budget:

- Increase funding for Police Services by 3 - 4%
- Increase funding for Open Space by 3 - 4%
- Increase funding for Library Services by 2 - 3%
- Maintain funding for Transit Operations at current levels
- Decrease funding for the Community Center but .5 - 1%
- Decrease funding for the Teen Center by 1 - 2%
- Prioritize ways to address traffic congestion through traffic light synchronization and other traffic light improvements
- Maintain streets and roads (do not defer maintenance), even if it means cutting budget in other areas or levying a sales/gas tax
- Adopt business-friendly strategies to support small businesses
- Continue to invest in cultural affairs at current levels and diversify performances

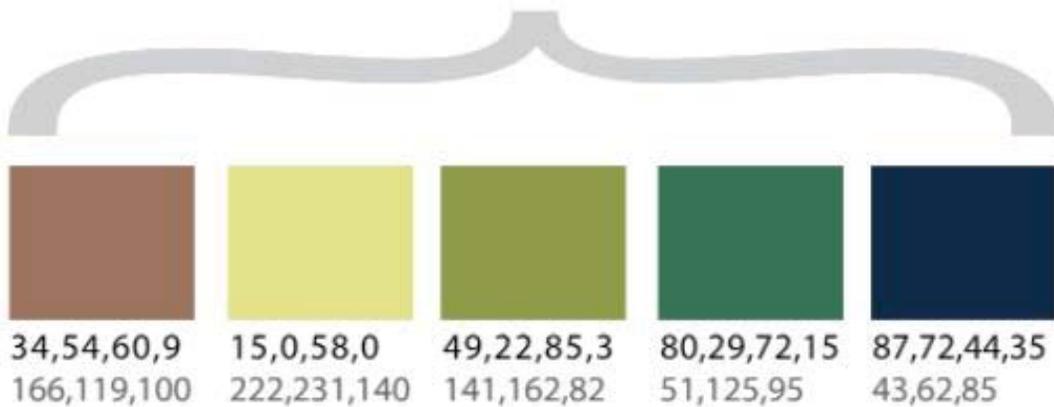
APPENDIX A: Brand and Style Guide

BRANDING & STYLE GUIDE

Logo



Color Palette



Font and Header Styles



HEADER 1 - HELVETICA BOLD CONDENSED CAPS

HEADER 2 - HELVETICA MEDIUM CONDENSED CAPS

body text - Source Sans Pro light (90% black)

Logo Placement & Size



Logo should be placed in the upper lefthand, lower lefthand, or lower rightnand corner of document. Logo size should not be reduced to less than 1.1'X2.5.'



APPENDIX B: Communications & Marketing Plan

COMMUNICATIONS AND MARKETING PLAN

OBJECTIVE

Ensure that the Thousand Oaks community, both targeted stakeholders and a broad community audience, are aware of and invited to participate in the budget engagement process, which will include pop-up workshops and an online budget engagement simulator.

1. PROJECT BRANDING

Logo

A consistent branding and project message will be used to strengthen recognition and understanding of the budget engagement process, for this project and for future budget engagement efforts. The logo and project branding were designed with continuous input from City staff and are intended to reinforce the project's identity, engagement opportunities, and budget focus. The logo will be placed alongside the City of Thousand Oaks logo on printed and web materials. The Budget Engagement Branding Guide has been provided to the City and is attached. The logo is shown here:



2. NOTIFICATION METHODS

WEB PRESENCE

The City will host a webpage for the budget engagement process with the branding provided by Michael Baker International. The webpage will include a description of the budgeting process, upcoming engagement opportunities, press releases, outreach summaries, and integrated social media, as applicable. The webpage will also include an

embedded link to the online engagement tool. A web banner for the main page of the City's website will also be created for the City.

Possible web addresses include www.toaks.org/yourbudget

Deliverables: Draft webpage content and banner

SOCIAL MEDIA

The Michael Baker team will provide the City with a schedule for social media posts to align with each outreach activity. Jenna will provide Robin, Ashley and Rachel with social media schedule reminders, key phrases, and images for posts. Social media outlets to be utilized throughout the project will include:

- Facebook
- Twitter
- Nextdoor
- Google+, LinkedIn, Instagram (if necessary)

Deliverables: Draft social media content and schedule

EMAIL NOTIFICATION

Information about the Budget Engagement Program will be emailed to a defined email distribution list (to be developed in conjunction with the communications and finance departments). Organizations represented on the distribution list will be asked to forward the email notification through their respective contact channels or newsletters, where possible. Draft email text will be provided for the Chamber of Commerce to send to their distribution list. Jenna will provide draft email language.

Deliverables: Draft email notification

NEWSLETTER

Announcements about the Budget Engagement Program and the online Budget Engagement tool will go out in the City of Thousand Oaks Newsletter for both the February and March editions. The Michael Baker team will deliver all content to the Communications team for inclusion in the newsletter one week before production, and will be based off of the draft Press Releases prepared for the City by Michael Baker. Newsletter information will be linked to the Budget Engagement website.

Deliverables: Draft newsletter content

PRESS RELEASE

A number of traditional media outlets will be utilized to publically promote the Budget Engagement process and encourage public participation. Michael Baker will draft press releases for the City of Thousand Oaks to review, approve, and distribute.

- A. Press Release # 1 – Announce the project
- B. Press Release #2 – Budget Engagement Tool

Deliverables: Draft and final press releases (2)

PAID ADVERTISING

An ad will be placed in the online and print editions of The Acorn to advertize for the Online Budget Engagement Tool.

Deliverables: Draft and final ad text and design

TOTV FEATURE

Information on the Budget Engagement Tool will be provided to the City to be run on TOTV.

Deliverables: Draft and final images

UTILITY BILL INSERT

A postcard sized announcement about the Budget Engagement Tool will be printed and distributed alongside February utility bills for the City of Thousand Oaks. A link to the Budget Engagement Tool will be included on the Community Attitude Survey postcard.

Deliverables: Draft and final postcard utility bill insert

CITY COUNCIL ANNOUNCEMENT

City staff will announce the Budget Engagement process and online tool at City of Thousand Oaks City Council Meetings on January 24 to announce the project, and the week before the Budget Engagement tool is available online (January 31 or February 14).

Deliverables: Reminder to City to announce at City Council

3. NOTIFICATION PLAN

ITEM / ACTIVITY	CONSULTANT TEAM RESPONSIBILITY	CITY RESPONSIBILITY	TIMING
Traditional Media			
Press Release Issued to: Local Newspaper (The Acorn) Release methods?	Michael Baker/CivicMakers to draft press release	City of Thousand oaks to review and approve text, and distribute press release	Beginning of project (mid January) at release of the Budget Engagement Tool Press Release #1 – Issued on January 31
Paid Advertising The Acorn	Michael Baker/CivicMakers to draft text and design for Budget Engagement ads	City to coordinate ads with The Acorn City to review and approve text and design	January 18 - Draft text and design to City January 23 - City to coordinate with the Acorn February 2 - Ad published in print and online edition
TOTV Feature	Provide text and images for slides to run on TOTV	Approve and coordinate with TOTV	January 25 - Draft content provided to City February 3 - Slides published to run
Web-Based Outreach			
Budget Engagement Webpage Project Updates Online Budgeting Tool Promotion	Michael Baker/CivicMakers to draft website text Michael Baker to coordinate with Rachel, Ashley, and Robin to update the Budget Engagement webpage Michael Baker to provide link to embed for online tool	City to review, approve, and post website text	January 16 - Provide website content to City January 24 – Launch website and post promotional materials Update website as applicable
Social Media			
Social Media Posts <ul style="list-style-type: none"> • TO Facebook • TO Twitter • Nextdoor • Instagram, LinkedIn, Google+ 	Michael Baker/CivicMakers to provide images as necessary for social media posts	TO to post social media updates regularly	Weekly post once Online Budget Tool is available February 9 - Announce presence at Farmers Market and post updates/pictures February 11 - Announce Pop-Up at The Oaks and post pictures
Email Notification			
Email Blasts <ul style="list-style-type: none"> • Stakeholder Distribution List • Chamber of Commerce 	Michael Baker/CivicMakers to provide email text to be accompanied by digital flyer and link to Budget Tool	TO to develop distribution list Review and approve email text	Email #1 – January 24 - Announce the Budget Engagement Program Email # 2 – February 3 - Announce Budget Engagement Tool

	Michael Baker to draft email text for Chamber and other partner agencies to send to their contact lists		Email # 3 – First week of March: Reminder to complete Budget Engagement tool
Newsletter			
Blurb in monthly newsletter for February, March and April	Michael Baker/CivicMakers to provide reminder for City	City to send blurb in newsletter based on text from the press release	February newsletter March newsletter
Printed Materials			
Utility Bill Postcard <ul style="list-style-type: none"> To go out with Community Attitude Survey postcard 	Michael Baker/CivicMakers to design postcard	City to review and approve City to coordinate with utility companies to include in bill	January 18 - Provide flyer design to City January 19 - City to coordinate with utility company for inclusion in February bill
City Council Announcement			
Announce project and updates at City Council	Michael Baker/CivicMakers to provide reminder to City staff	City to announce the project and provide updates	January 24 – Announce project February 14 – Update and provide link to online budget tool to City Council

**Operating, Capital Improvement Program & User Fees
Key Budget Contacts and User Fee Teams**

Core Budget Team

John Adams
Jaime Boscarino
Brent Sakaida
Jodi Valenza

Key “Budget” Department Contacts

CAO – Tracy Noonan, Toni Piccini
CCD – Cynthia Rodriguez, Laura Maguire
CMO – Andrew Powers, Rachel Wagner, Ellen Rosa
HRD – Gary Rogers, Libby White
CDD – Mark Towne, Mary Sepe
FIN – Jodi Valenza
DPW – Cliff Finley, Grahame Watts, Joana Smith
CAD – Barry McComb, Marisa Hanke
Library – Heather Cousin, Darren Jeffery
Police – Denise Holts

Finance Budget Team

Department’s Budget Review – Fay Menkin, Elisa Magaña, Gilbert Punsalan,
James Russell-Field

Payroll Budget – Janna Bogue, Elisa Magaña
Capital Project Budget – Gilbert Punsalan
Revenues – Melissa Hurtado
IT Support – Nick Foster

Budget Carryover Team

Capital Projects, M&O, and Grant Projects – Gilbert Punsalan

User Fees Team

John Adams
Brent Sakaida
Jodi Valenza

Staff:

CDD – Mark Towne, Jon Shepherd, Geoff Ware, Dave Powers
DPW – Cliff Finley, Grahame Watts, Mohammad Fatemi, Nader Heydari
CAD – Barry McComb, Stacy Park, Marisa Hanke
Police – Denise Holts
CCD – Cynthia Rodriguez, Laura Maguire
LIB – Heather Cousin, Darren Jeffery, Tracey Stockton
FIN – Liz Perez, Melissa Hurtado, Fay Menkin