

# OPERATING BUDGET

Fiscal Years  
2019-20 & 2020-21

CITY OF  
THOUSAND OAKS,  
CALIFORNIA





# City of Thousand Oaks

## Adopted Operating Budget Fiscal Years 2019-20 and 2020-2021

**Cover:** Fred Kavli Theatre lobby in honor of the 25<sup>th</sup> Anniversary of the Bank of America Performing Arts Center at the Thousand Oaks Civic Arts Plaza.

**Back Cover:** Photos include City Councilmembers and the City Manager at the groundbreaking of the Thousand Oaks Civic Arts Plaza, as well as photographs during and immediately following construction. (Note the hanging street sign for historical purposes.)

**Cover Design & Graphics:** Allison Fochler (Finance Department) and the Searle Creative Group

**Printing:** City of Thousand Oaks Print Shop

# City of Thousand Oaks

## Adopted Operating Budget Fiscal Years 2019-2020 & 2020-2021

### City Council

Rob McCoy  
Al Adam  
Claudia Bill-de la Peña  
Bob Engler  
Ed Jones

### Executive Team

Andrew Powers, City Manager  
Tracy M. Noonan, City Attorney  
Ingrid Harty, Assistant City Manager  
Gary Rogers, Deputy City Manager  
Jaime Boscarino, Finance Director  
Heather Cousin, Library Services Director  
Jim Friedl, CRPD General Manager  
Tim Giles, Interim Human Resources Director  
Tim Hagel, Police Chief  
Barry McComb, Cultural Affairs Director  
Cynthia Rodriguez, City Clerk  
John Spykerman, Fire Division Chief  
Jay T. Spurgin, Public Works Director  
Mark Towne, Community Development Director

### Operating Budget Team

Jaime Boscarino, Finance Director  
Brent S. Sakaida, Budget Officer  
Elisa Magaña, Accounting Manager  
David Brown, Senior Accountant  
Julie Prince, Office Supervisor  
Nick Foster, IT Analyst III  
Mike Newman, Print Shop Supervisor

A special thanks to the other City departments, whose cooperation and input helped put this document together.

# CITY OF THOUSAND OAKS

Residents



**MAYOR**  
Rob McCoy



**MAYOR PRO TEM**  
Al Adam



**COUNCILMEMBER**  
Claudia Bill-de la Peña



**COUNCILMEMBER**  
Bob Engler



**COUNCILMEMBER**  
Ed Jones

- Arts & Culture Roundtable
- Business Roundtable
- Community Funding Review Committee
- Council on Aging
- Disabled Access Appeals and Advisory Board
- Investment Review Committee
- Planning Commission
- Rent Adjustment Commission
- Traffic & Transportation Advisory Commission
- Youth Commission

**CITY ATTORNEY**  
Tracy Noonan

**CITY MANAGER**  
Andrew P. Powers

**ASSISTANT CITY MANAGER**  
Ingrid Hardy

**CITY CLERK**  
Cynthia Rodriguez

**CULTURAL AFFAIRS**  
Barry McComb

**COMMUNITY DEVELOPMENT**  
Mark Towne

**FINANCE**  
Jaime Boscarino

**FIRE**  
John Spykerman

**HUMAN RESOURCES**  
Tim Giles (Interim)

**LIBRARY SERVICES**  
Heather Cousin

**POLICE**  
Tim Hagemel

**PUBLIC WORKS**  
Jay Spurgin

# OPERATING BUDGET

## TABLE OF CONTENTS

### **SECTION I – BUDGET MESSAGE**

City Manager’s Budget Message .....	i
Transmittal Letter .....	iii

### **SECTION II – BUDGET MESSAGE ATTACHMENTS**

Citywide Goals for FY 2019-2020 and FY 2020-2021 .....	xxvi
Citywide FY 2019-20 Top Priorities .....	xxviii
Visioning 2064 Top Ten Guiding Principles .....	xxix

### **SECTION III – ADDITIONAL BUDGET INFORMATION**

Budget User’s Guide	
Form of Government .....	1
Budget Process .....	1
Basis of Budgeting/Accounting .....	2
Preparation of Budget Document .....	2
Budget Implementation/Budget Transfers .....	3
Overview of Adopted FY 2019-20 and FY 2020-21 Operating Budget .....	3
Budget Calendar .....	4
Community Benchmarks .....	5
Performance Measures .....	5
Fiscal Policies Summary .....	6
Cost Allocation Plan .....	9
Community Profile	
History of the City .....	10
Community Profile .....	12
City Demographics .....	13
Fund Structure & Fund Descriptions .....	
Sales Tax Allocation Chart .....	25
Property Tax Allocation Chart .....	26

### **SECTION IV – CITYWIDE BUDGET SUMMARY**

All Funds – Combined Budget (All Funds) .....	31
All Funds – Fund Balance Analysis – 2019-2020 .....	32
All Funds – Fund Balance Analysis – 2020-2021 .....	34
All Funds – Revenue by Fund .....	36
All Funds – Revenue by Category .....	37
All Funds – Allocation Summary .....	38
All Funds – Allocation by Fund .....	39
All Funds – Allocation by Department/Program .....	40
All Funds – Interfund Transfers .....	43

# OPERATING BUDGET

## TABLE OF CONTENTS

### **SECTION V – GENERAL FUND SUMMARY**

General Fund – Operational Summary.....	44
General Fund – Schedule of Revenues .....	45
General Fund – Allocation Summary.....	46
General Fund – Operating Allocation Budget – 2019-2020.....	47
General Fund – Operating Allocation Budget – 2020-2021.....	50

### **SECTION VI – GENERAL FUND GOVERNMENT DEPARTMENTS**

City Council.....	53
City Manager.....	56
Human Resources.....	70
City Attorney.....	79
City Clerk.....	88
Finance .....	95
Police .....	112
Community Development.....	133
Cultural Affairs.....	156
Library/Community Services (Senior/Teen).....	161
Public Works .....	168

### **SECTION VII – ENTERPRISE FUNDS**

#### **UTILITIES – PUBLIC WORKS**

Operation Summary - <b>Water</b> .....	193
Water Services.....	194
Capital Expenditures .....	212
Operation Summary - <b>Wastewater</b> .....	213
Wastewater Services.....	214
Capital Expenditures .....	228
Operation Summary - <b>Solid Waste</b> .....	229
Solid Waste Services .....	230

#### **TRANSPORTATION**

Operation Summary .....	242
Transportation Services .....	243

# OPERATING BUDGET

## TABLE OF CONTENTS

### **THEATRES**

Operation Summary .....	251
Fred Kavli and Janet & Ray Scherr Forum Theatre Services .....	252

### **GOLF COURSE**

Operation Summary .....	258
Golf Course Services .....	259

### **SECTION VIII – LIBRARY SERVICES – SPECIAL REVENUE FUND**

<b>LIBRARY SERVICES</b> .....	261
Operation Summary .....	262
Library Services .....	263

### **SECTION IX – OTHER SPECIAL REVENUE FUNDS**

Lighting Assessment District .....	285
Landscaping Assessment District .....	287
Stormwater/Flood Control .....	289
Street Improvement.....	291
Community Development Block Grant (CDBG) Program .....	292
Housing Trust Fund.....	293
East County Transit Alliance .....	295

### **SECTION X – CAPITAL PROJECTS/DEBT SERVICE FUNDS**

Capital Projects .....	297
Debt Service - Public Financing Authority .....	298

### **SECTION XI – INTERNAL SERVICE FUNDS**

Liability Insurance.....	299
Workers' Compensation .....	300
Vision Plan .....	301

### **SECTION XII – POSITION SUMMARY**

History of Funded Positions .....	302
Position Summary by Fund .....	303

# OPERATING BUDGET

## TABLE OF CONTENTS

### **SECTION XIII – FINANCIAL POLICIES & PROCEDURES**

Budget.....	331
Budget Appropriations/Transfers.....	335
Capital Improvement Program .....	339
Capital Asset Capitalization.....	345
User Fee .....	348
Governmental Fund Balance.....	353
Accounting .....	357
Audit.....	358
Fixed Asset Replacement .....	360
Investment.....	361
Debt.....	377

### **SECTION XIV – RESOLUTIONS**

City of Thousand Oaks Operating and Capital Improvement Program Budget .....	395
Planning Commission (Consistency of CIP Budget with City's General Plan).....	398
GANN Appropriations Limit .....	399

### **SECTION XV – APPENDIX**

Citywide Community Standards .....	403
Ventura County Fire District Community Standards.....	403
Citywide Benchmarks.....	405
Debt Obligations.....	427
Capital Improvement Program .....	431
Capital Improvement Program Vicinity Map.....	431
Capital Improvement Program Budget Summary .....	432
Capital Improvement Program Budget "Fund" Summary .....	451
Financial Summaries.....	491
General Governmental Revenues by Source.....	496
General Governmental Expenditures by Function.....	498
General Fund – Ten-Year Forecast.....	500

### **SECTION XVI – GLOSSARY/ACRONYMS**

Glossary.....	502
Acronyms and Abbreviations.....	508

### **SECTION XVII – INDEX**

Index .....	512
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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Thousand Oaks  
California**

For the Biennium Beginning

**July 1, 2017**

*Christopher P. Morill*

Executive Director

The Adopted Biennial Budget for FY 2017-2018 and FY 2018-2019 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 2019-2020 and FY 2020-2021 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."



At the State level, the City's Adopted FY 2017-2018 and FY 2018-2019 Biennial Budget document received the "Excellence in Operating Budgeting" and "Excellence in Capital Budgeting" awards 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 2019-2020 and FY 2020-2021 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 Capital Budgeting" budget award.



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# BUDGET MESSAGE

To City Council and Residents of Thousand Oaks,

On behalf of the entire management team, it is my pleasure to submit structurally balanced Adopted Operating and Capital Improvement Program (CIP) Budgets of \$214.4 million and \$221.7 million for Fiscal Year (FY) 2019-20 and FY 2020-21, respectively. The Adopted Operating Budget evolved over an extensive preparation process, including a City Council Finance/Audit Committee meeting on April 29, 2019, and a public City Council Study Session on May 14, 2019. The CIP Budget is contained in a separate document in order to provide a more thorough and detailed description of the \$94.5 million spending plan for 125 capital improvement projects. Both the Operating and CIP Budgets were developed to meet the local municipal service and infrastructure needs of the community and were adopted by City Council on June 11, 2019.

### **City Council's Goals and Priorities**

City Council goals focus on operating City government in a responsible manner to ensure the City remains one of the most “desirable places to live, work, visit, recreate, and raise a family.” This Operating Budget is aimed at achieving those goals through various programs, projects, and services. (Refer to the Budget Message Attachments Tab, which includes City Council Goals and Priorities, as well as the City’s Visioning 2064 Guiding Principles.)

One of the most exciting priorities being undertaken is the update to the City’s General Plan entitled “Thousand Oaks 2045 – Rooted in Community.” This visioning process will include community engagement, outreach, and participation. The comprehensive update will describe the community’s vision for the next 25 years, aid in decision making by providing policy direction to guide City Council, provide transparency, maintain quality of life, and manage the future growth of the City.

A new City Council priority for FY 2019-20 is to embark on collaborative efforts to respond to homelessness and mental health issues. Funding was included as part of the Adopted Budget for this priority, including the realignment of an existing position to a “Neighborhood and Social Services Liaison,” who will support the City’s efforts on homelessness issues, acting as a liaison between community partners.

Strategic investments in technology advancements to further promote efficiency and service was also included in the Adopted Operating Budget. The purchase and implementation of a Land Management System will provide efficiencies for Community Development and Public Works staff and will provide an e-permitting tool to enable the public to electronically submit and receive feedback from plans. New Integrated Library System software is also being pursued to increase staff efficiencies and integrate seamlessly with the City’s financial software.

### **People Strategy**

The “People Strategy” initiative continued to play a role in the budget development as all vacant positions were evaluated to meet both current and future service needs. The City maintained the current position count for full-time and designated part-time positions at 381. Also included are 108 contracted police positions for a total position count of 489 positions.

### **Financial Planning**

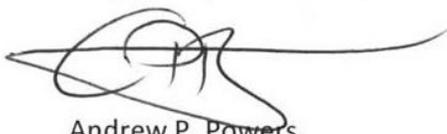
Long-term financial strategic planning is the key to prudent financial sustainability and the City is a leader in this area. The Long-term Financial Strategic Plan (Plan) is routinely updated in order to proactively plan for the future of the City. The Plan guides the development of the budget and significant one-time capital and grant investments. This budget continues that long-standing tradition of effectively and efficiently providing quality services to the community, while planning for a fiscally sustainable future.

### **Community Engagement**

Staff have focused our efforts over the past several years on transparency, community outreach, and engaging residents. I am proud of our “Your City, Your Priorities” campaign which has become an integral part of our budget process. “Your City, Your Priorities” provided an opportunity for residents and the public to learn about and share their priorities for the City’s budget. This year, our outreach obtained over 20,000 social media engagements, 900 webpage views, 460 in-person poll participants, 1,040 face-to-face talks, and 270 online poll participants. We heard the community’s vision for the future of City services, including police, economic development, streets, and library to name a few. This input produced meaningful insights that will allow us to serve the community today and in the future. The City’s initial community outreach process was awarded the “Award for Excellence” from the Government Finance Officers Association (GFOA), and staff is continuing to build upon that success.

I would like to extend my personal thanks to the outstanding financial leadership of Finance Director Jaime Boscarino for guiding the overall Operating Budget preparation process. Personal thanks and appreciation are also extended to Budget Officer Brent Sakaida, the Citywide budget team, and staff from all departments for the many hours of outstanding work, tremendous interdepartmental cooperation, and uncompromising commitment to maintaining the City’s overall fiscal health. Finally, I thank the City Council for making sound financial decisions and their continued commitment to a structurally balanced operating budget, thereby helping insure the City is a desirable place to live and raise a family.

Respectfully submitted,



Andrew P. Powers



### **Transmittal Letter**

The purpose of this transmittal section is to provide City Council and residents with an in-depth overview of the Adopted Operating Budget for all funds. The Adopted Operating Budget is \$214,420,075 and \$221,707,859 for Fiscal Year (FY) 2019-20 and FY 2020-21, respectively. This includes \$46,794,257 and \$47,681,345 from the Adopted Capital Improvement Program (CIP) Budget for FY 2019-20 and FY 2020-21 for a total of \$94.5 million spending plan for 125 capital improvement projects contained within the CIP Budget document.

### **Adhering to City Council Goals and Top Priorities**

On March 19, 2019, City Council reaffirmed ten broad Citywide Goals for FY 2019-20 and FY 2020-21 (July 1, 2019 through June 30, 2021) and Top-Ten Citywide Priorities for FY 2019-20. The Goal Setting was held earlier in the year in order to provide staff the opportunity to include funding for City Council goals and top priorities. The final City Council Goals and Top-Ten Priorities were approved on April 23, 2019.

Several of City Council's top goals focus on operating City government in a responsible manner to ensure the City remains one of the most "desirable places to live, work, visit, recreate, and raise a family." This Operating Budget is aimed at achieving those goals with a compilation of programs and projects.

The operating budget preparation process began in January 2019. Staff has been diligently working since then on balancing appropriation requests with revenue estimates. The Proposed General Fund 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.

### **Community Engagement & Community Attitude Survey**

As a part of this Budget cycle, staff again launched the "Your City, Your Priorities" budget outreach and community engagement campaign. Staff used the knowledge collected and the tools used during the prior year's Community Engagement to obtain information from City residents. The goal of this year's Community Engagement was to have residents gain a better understanding of the City's budget process and show a connection between the budget and City actions. During this process there were over 20,000 social media engagements, 1,036 in-person talks, and over 900 budget webpage views.

Staff is using the information collected during City Council's Top-Ten Citywide Priorities for FY 2019-20, the results from the Community Engagement process, and the Visioning 2064 Guiding



Principles during the processing of both the Operating and CIP Budgets to ensure they are focused on meeting citywide Goals and Priorities. Currently, the Adopted budgets contain sufficient resources to make progress towards the City Council's Goals and Top Priorities.

## **Budget Management**

With leadership from City Council and management, and guidance from the Financial Strategic Plan (FSP), the City maintained fiscal stability in an era of financial challenge, while limiting impacts on core service levels. It is through this sound leadership, fiscal conservatism, and long-term financial planning the City resisted expanding or adding new programs during strong economic times. This enabled the City to continue providing its core services to residents and businesses.

Reliance on sound leadership and long-term financial planning continues to play a vital role in the future of the City. The Adopted Budget anticipates continued financial support from the General Fund to the Library Fund and Stormwater Fund. The General Fund support to the Library Fund is less than budgeted in the current Budget as the Library Fund is continuing to increase efficiencies and become more self-supporting for its operations. The Stormwater Fund continues to face challenges, which will be discussed further in the report.

With increases in major expenditures projected to outpace increases in major revenues, strategic decisions will be needed to ensure ongoing financial stability. The FSP will be updated in FY 2019-20 to determine the status of various funds and their ongoing fiscal sustainability, which will be used to guide the FY 2021-22 and FY 2022-23 Budget process and the long-term fiscal sustainability of the City.

## **Operating Budget Process**

The City prepares a biennial Operating budget, which is part of the budget process that includes the review, update, and presentation of the City's User Fees and Capital Improvement Program (CIP) Budget. All departments are involved in the development of the Operating budget, which also includes the Citywide "Employee Count," and is included in the back of the FY 2019-20 & FY 2020-21 Operating Budget.

## **City Council Finance/Audit Committee Review**

The City Council Finance/Audit Committee (Committee) was established in 2008 in order to comply with Statement on Auditing Standards (SAS) 114 and to promote additional financial transparency. The Committee provides a forum for open communication between the City's external auditors and City Council. Staff meets periodically with the Committee to provide updates on the City's budget and financial status, as well as to receive input from the Committee on financial strategies. Most recently, staff met with the Committee on April 29, 2019, and provided an update and overview on this Proposed Operating Budget.

## Overview of Adopted FY 2019-20 and FY 2020-21 Operating Budget

Total Adopted appropriations for the City, including capital and transfers, for all funds for FY 2019-20 is \$214,420,075 and for FY 2020-21 is \$221,707,859, as shown in the following table. The General Fund makes up the largest portion of the Budget at 40.7 percent and 39.5 percent of appropriations in FY 2019-20 and FY 2020-21, respectively.

### Adopted FY 2019-20 & FY 2020-21 Operating Budget Summary

Fund	Adopted Budget 2019-2020	% of Total	Adopted Budget 2020-2021	% of Total
General Fund	\$ 87,189,599	40.7%	\$ 87,498,924	39.5%
Water Fund	38,168,495	17.8%	45,594,379	20.6%
Wastewater Fund	29,343,200	13.7%	24,090,688	10.9%
Street Improvement Funds	9,991,907	4.7%	8,998,000	4.1%
Transportation Fund	9,346,234	4.4%	8,838,155	4.0%
Library Fund	8,871,783	4.1%	9,159,630	4.1%
Capital Projects Funds	6,100,800	2.8%	6,457,795	2.9%
Landscaping Assessment Dist Fund	5,935,887	2.8%	7,009,309	3.2%
Los Robles Golf Course Fund	5,897,900	2.8%	6,203,400	2.8%
Theatres Fund	4,713,716	2.2%	4,425,960	2.0%
Lighting Assessment Dist Fund	2,614,560	1.2%	7,108,448	3.2%
Solid Waste Fund	1,662,578	0.8%	1,647,434	0.7%
East County Transit Alliance	1,461,209	0.7%	1,515,365	0.7%
Public Financing Authority Fund	1,158,100	0.5%	1,156,100	0.5%
Stormwater Funds	1,153,350	0.5%	1,186,424	0.5%
Comm Dev Block Grant (CDBG)	580,000	0.3%	580,000	0.3%
Housing Trust Fund	230,757	0.1%	237,848	0.1%
<b>Total</b>	<b>\$ 214,420,075</b>	<b>100.0%</b>	<b>\$ 221,707,859</b>	<b>100.0%</b>

The following is a summary of the City's Major Funds:

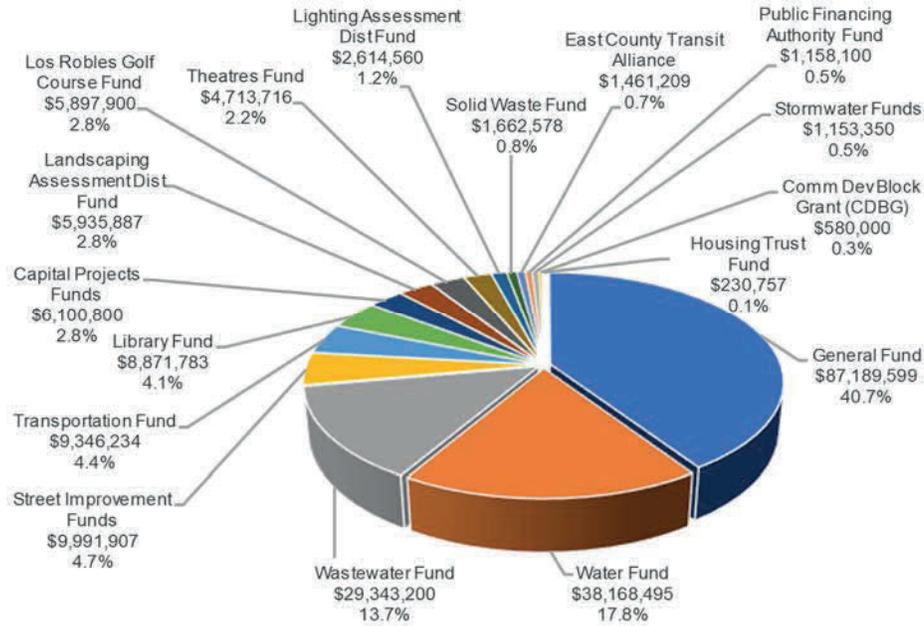
#### General Fund

The General Fund is the chief operating fund for the majority of the City's operations and services, including the following:

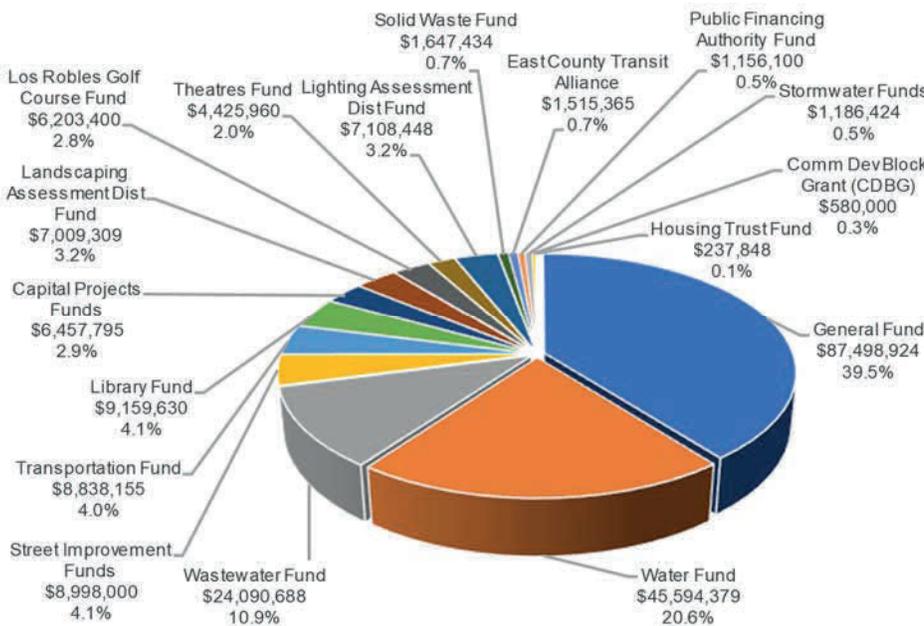
- Community development/building/housing/planning/zoning
- Community services (senior/teen/recreation)
- General governance administrative oversight
- Public works/highways/streets/engineering
- Public safety (Police)

The General Fund is the City’s discretionary fund, thus revenue can be utilized for any purpose and is not restricted to a specific service or program. Staff ensures the General Fund is structurally balanced by making sure that ongoing revenues are above or equal to ongoing expenditures. Capital and maintenance improvement expenditures are paid for with the use of General Fund reserves, not ongoing revenues.

**FY 2019-20 Citywide Appropriations by Fund**  
**\$214,420,075**



**FY 2020-21 Citywide Appropriations by Fund**  
**\$221,7007,859**



**Revenue:** The City is a very low-tax city, incorporating without a general municipal property tax. Although the City now receives a small portion of local property tax revenue, this represents only approximately 15.5 percent of the Adopted General Fund budget. The primary source of revenue for the General Fund is sales tax, which responds quickly to economic cycles and is prone to large fluctuations. The City is limited in its ability to raise revenue and thus is largely reliant upon the overall health of the local economy.

Although the economy continues to perform well, staff is mindful of the fact that this is the longest period between recessions, and there is the potential of a recession during the upcoming budget cycle. Sales tax and fee revenue growth are limited due to the City being built-out. On a positive note, locally, the unemployment rate remains low, vacancy rates remain low, and median home prices are continuing to increase.

Staff has taken these economic indications into consideration and conservatively budgeted for modest adjustments in major General Fund revenue estimates. As illustrated below, estimated revenue and transfers in for FY 2019-20 is \$85,195,315 and for FY 2020-21 is \$86,790,421. This is an overall increase of 0.6 percent from FY 2018-19 projected actuals and an increase of 1.9 percent for FY 2020-21 over FY 2019-20 Adopted budget.

### General Fund Revenue

<b>General Fund Revenue and Transfers</b>	<b>Prior Year Actual 2017-2018</b>	<b>Projected Actual 2018-2019</b>	<b>Adopted Budget 2019-2020</b>	<b>Adopted Budget 2020-2021</b>
<b>Taxes and Fees:</b>				
Sales and Use Tax	\$ 30,670,277	\$ 30,951,977	\$ 30,451,100	\$ 30,921,800
Property Tax In-Lieu of Vehicle License Fee	12,168,229	12,701,511	13,218,405	13,747,141
Property Tax Apportionment	10,374,244	10,705,490	11,030,796	11,463,347
Transient Occupancy Tax	4,750,931	4,702,000	4,702,000	4,702,000
Franchise Fee	6,600,816	6,535,814	6,584,500	6,636,574
Other Taxes	30,302	32,000	32,000	32,000
<b>Taxes and Fees</b>	<b>\$ 64,594,799</b>	<b>\$ 65,628,792</b>	<b>\$ 66,018,801</b>	<b>\$ 67,502,862</b>
Licenses and Permits	7,098,983	6,279,297	6,120,800	6,070,800
Fines and Penalties	334,031	349,053	334,650	334,650
Revenue From Use of Money	2,799,672	2,928,550	2,919,900	2,922,400
Charges for Current Services	6,518,798	6,415,904	7,032,514	7,181,359
Revenue from Other Agencies	442,770	720,412	370,300	370,300
Reimbursements	521,277	255,252	204,450	206,150
Other Revenue	3,434,625	212,522	168,500	176,500
<b>Total Revenue</b>	<b>\$ 85,744,955</b>	<b>\$ 82,789,782</b>	<b>\$ 83,169,915</b>	<b>\$ 84,765,021</b>
Transfers From Other Funds	2,253,418	1,883,200	2,025,400	2,025,400
<b>Total Revenue and Transfers</b>	<b>\$ 87,998,372</b>	<b>\$ 84,672,982</b>	<b>\$ 85,195,315</b>	<b>\$ 86,790,421</b>

Total General Fund revenue is estimated to slightly increase in both FY 2019-20 and FY 2020-21, with projections of Sales Tax, Property Tax in-lieu of Motor Vehicle License Fees, Property Tax, Franchise Fees, and Transient Occupancy Tax further discussed as follows:

- *Sales Tax* revenue is projected to decrease to \$30.5 million (-1.6 percent) in FY 2019-20 and is projected to increase to \$30.9 million (1.5 percent) in FY 2020-21. The

decrease in FY 2019-20 is primarily due to the decline of new auto sales, and a continuing shift in sales from brick and mortar stores to online outlets, decreasing local point of sale transactions. Additionally, delayed payments from the California Department of Tax and Fee Administration (CDTFA) due to their software implementation have caused fluctuations in receipts. With the General Fund's major revenue source experiencing an overall decline from FY 2018-19 projected actuals, the City expects challenges moving forward that will be addressed with the FSP update in FY 2019-20.

- *Property Tax in-lieu of Motor Vehicle License Fee In-Lieu (VLF)* revenue is projected to increase to \$13.2 million (4.1 percent) in FY 2019-20 and projected to increase to \$13.7 million (4.0 percent) in FY 2020-21. Growth in VLF revenue is tied to the City's assessed valuation. Per the City's property tax consultant, assessed valuation and property tax revenue is expected to increase approximately four percent each fiscal year based on FY 2018-19 projected actuals.
- *Property Tax and Property Transfer Tax* revenue is projected to increase to \$11.0 million (3.0 percent) in FY 2019-20; projected to increase to 11.5 million (3.9 percent) in FY 2020-21. The increases in FY 2019-20 and FY 2020-21 are due to an increase in assessed valuations. Property Tax revenue also includes Property Transfer Tax, which is projected flat based on historical actuals and estimated change in ownership of real property within the City.
- *Transient Occupancy Tax (TOT)* revenue is projected to remain flat at \$4.7 million for both FY 2019-20 and FY 2020-21 due to no change in the number of hotels/motels within City limits and the conservative estimates in hotel occupancy.
- *Franchise Fee* revenue is projected to slightly increase to \$6.6 million (0.7 percent) in FY 2019-20 and FY 2020-21. Only moderate increases to franchise fee revenue are expected as the increase to rubbish and utility taxes will be partially offset by the decrease in cable franchise taxes.
- *Licenses and Permits* revenue is projected to experience a decline from FY 2017-18 actuals of \$7.1 million to the \$6.3 million projected (-11.6 percent) in FY 2018-19. This is primarily due to a decrease year over year in Building Permits and Inspections. The budget decrease of approximately \$0.1 million between FY 2018-19 and the Adopted FY 2019-20 budget by \$0.1 million (-2.5 percent) is primarily due to a projected slowing in Citywide development due to increased construction costs and rising interest rates.
- *Fines and Penalties* revenue is projected to slightly decrease to \$0.3 million (-4.1 percent) in FY 2019-20 and FY 2020-21. The moderate decrease to fines and penalties revenue are expected with no projected change in parking citations and court fees.

- *Revenue From the User of Money* revenue is projected to remain consistent with FY 2018-19 projections. This is the result of conservative estimates in interest rates moving forward through FY 2020-21.
- *Charges for Current Services* revenue is projected to increase to \$7.0 million (9.6 percent) in FY 2019-20 and projected to increase to \$7.2 million (2.1 percent) in FY 2020-21. Minimal growth in central service costs will have an impact on Cost Allocation, and service fees from the Community Development Department will increase slightly.

## General Fund Appropriations

Appropriations: The two largest expenditure requirements of the General Fund are staffing costs and Police Contract costs. Salaries and Benefits are approximately 43.8 percent of the operating requirements for both FY 2019-20 and FY 2020-21 and Police Contract costs are approximately 40.0 percent and 40.3 percent of the operating requirements for FY 2019-20 and FY 2020-21, respectively. Police Contract costs are primarily made up of salary and benefits costs for police personnel. As illustrated in the table below, the Adopted Budget for General Fund appropriations for FY 2019-20 is \$87,189,599 and for FY 2020-21 is \$87,498,924.

### General Fund Appropriations

	<b>Prior Year Actual <u>2017-2018</u></b>	<b>Proposed Actual <u>2018-2019</u></b>	<b>Adopted Budget <u>2019-2020</u></b>	<b>Adopted Budget <u>2020-2021</u></b>
<b>Appropriations</b>				
Salaries and Benefits	\$ 28,746,658	\$ 31,446,838	\$ 34,663,122	\$ 35,974,515
Maintenance and Operations	22,954,478	16,900,386	19,791,319	20,099,928
Police Contract Services	28,873,349	30,031,462	31,649,250	33,065,200
Charge Backs	(6,634,742)	(6,418,841)	(6,968,442)	(7,034,982)
Capital Outlay	355,328	646,548	2,766,763	1,242,432
Use of Asset Replacement	(306,220)	(625,279)	(2,766,763)	(1,242,432)
Total Operating Requirements	<u>\$ 73,988,851</u>	<u>\$ 71,981,114</u>	<u>\$ 79,135,249</u>	<u>\$ 82,104,661</u>
Capital Improvements	2,022,064	1,700,000	3,344,900	2,024,900
Maintenance Improvements	768,436	1,300,000	1,960,000	490,000
Transfers to Other Funds	7,065,729	6,862,900	2,749,450	2,879,363
Total Estimated Requirements	<u>\$ 83,845,080</u>	<u>\$ 81,844,014</u>	<u>\$ 87,189,599</u>	<u>\$ 87,498,924</u>

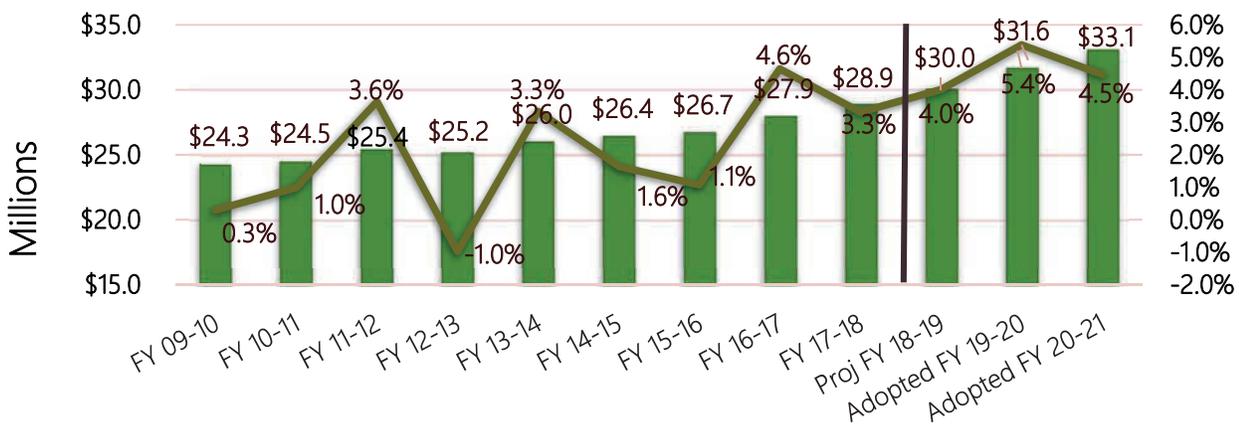
Salaries and Benefits – During the past several years, the General Fund has seen reductions in staffing due to retirements, reassignments, and attrition. There are currently 15 General Fund positions that are unfilled, and the Adopted Budget assumes all of these positions will be funded. Salaries and benefits were reviewed by payroll staff on a department by department basis and conservative increases were included based on current negotiations with all three City bargaining units.

As part of the People Strategy initiative, each department continues to develop long-term staffing plans and reassess its organizational structure to provide quality services to residents in the most efficient and cost-effective manner. This includes implementation of the new homelessness program with the conversion of a vacant analyst position to the newly created Neighborhood and Social Services Liaison position located in the Community Development Department.

One of the primary challenges all cities are facing is rising pension costs. The CalPERS Board recently voted to reduce the discount rate from 7.5 percent to 7.0 percent. This change is estimated to significantly increase the City’s pension payments in the next seven years from 21.1 percent of payroll to 33.5 percent of payroll. The City has been proactive in addressing this challenge during the past several years by making one-time additional payments of approximately \$1.5 million based on salaries and benefits savings. In addition, City Council approved the CalPERS fresh start program which reduces the amortization period of the unfunded liability from 30 years to 15 years, projected to save the City \$30.0 million and the establishment of a pension rate stabilization trust fund (PRSTF) with a \$22.5 million contribution in FY 2018-19. These efforts will help reduce long-term costs associated with the pension program and the PRSTF acts as a rainy-day fund in case of future economic downturn. The majority of the increase in salaries and benefits costs for FY 2019-20 is due to the implementation of the CalPERS fresh start program.

Police Contract – Police Contract costs are budgeted at \$31.6 million in FY 2019-20 (5.4 percent increase over FY 2018-19 full-contract costs); and \$33.1 million in FY 2020-21 (4.5 percent increase). As shown in the following graph, the average increase in actual Police Contract costs during the past five years is 2.8 percent and during the past ten years is 2.6 percent. Actual costs generally come in under budget primarily due to savings from vacancies throughout the year. Staff is estimating rates to increase approximately 4.0 percent each of the next two years, however, actual rate increases will not be available until March/April each year and could be less or more than the budgeted increases. City staff maintains regular dialogue with Ventura County Sheriff’s Department leadership on current law enforcement needs and strategically plans for the future.

**Ten-Year History – Contract Costs & Annual Percent Change**



**Maintenance & Operations (M&O)** – M&O costs are budgeted at \$19.8 and \$20.1 million for FY 2019-20 and FY 2020-21 (17.1 percent increase compared to FY 2018-19 Projected Actuals). The increase is primarily due to projected M&O cost savings across departments in FY 2018-19 compared to the revised budget. The increase in the Adopted budgets were also due to the rising costs in Contracted Services (\$1.0 million), the costs of maintaining the City’s fleet (\$0.7 million), the increase in insurance claims (\$0.5 million), and an increase in Supplies and Equipment costs over the prior year (\$0.2 million). M&O costs are higher in FY 2017-18 due to non-recurring expenditures for Sapwi Trails Community Park and to support the newly formed Thousand Oaks Alliance for the Arts (TOARTS).

The Adopted Budget reflects funding for all grants (Cultural Endowment, Sports Facilities, and Social Services) for both FY 2019-20 and FY 2020-21.

**Transfers to Other Funds** – As previously mentioned, the Adopted Budget includes General Fund support to the Library Fund in the amount of \$538,000 in FY 2019-20 and \$997,539 in FY 2020-21 and the Stormwater Fund in the amount of \$621,350 in FY 2019-20 and \$643,724 in FY 2020-21. The General Fund may be further impacted in the long-term by other funds, such as the Lighting, Landscape, and Street Improvements Funds, if long-term strategies are not implemented. Transfers out are lower in the Adopted FY 2019-20 and FY 2020-21 budget due to \$5.6 million and \$5.2 million transfers to streets in FY 2017-18 and FY 2018-19, respectively. The General Fund transfer to Open Space in the amount of \$100,000 is also included in both fiscal years.

**Library Fund**

The Library Fund accounts for operations at the Grant R. Brimhall Library and Newbury Park Branch Library. The total Adopted Budget for FY 2019-20 and FY 2020-21 is \$8.9 million and \$9.2 million respectively, which includes salaries and benefits, maintenance and operations, and capital improvements.

**Library Fund**

	<b>Prior Year Actual 2017-2018</b>	<b>Projected Actual 2018-2019</b>	<b>Adopted Budget 2019-2020</b>	<b>Adopted Budget 2020-2021</b>
<b>Revenues:</b>				
Property Tax - Library District	\$ 6,521,606	\$ 6,771,442	\$ 7,065,675	\$ 7,344,590
Property Tax Pass Thru Agreement	518,395	500,000	520,000	520,000
Library Fines and Fees	142,889	141,000	169,000	169,000
Interest Income	14,375	22,000	13,000	13,000
Miscellaneous	232,045	313,582	115,501	115,501
<b>Total Estimated Revenues</b>	<b>7,429,309</b>	<b>7,748,024</b>	<b>7,883,176</b>	<b>8,162,091</b>
Transfers From Other Funds	-	-	538,000	997,539
Reserve Account	-	209,155	450,607	-
<b>Total Amount Available for Allocation</b>	<b>\$ 7,429,309</b>	<b>\$ 7,957,179</b>	<b>\$ 8,871,783</b>	<b>\$ 9,159,630</b>

## Library Fund (cont.)

	Prior Year Actual <u>2017-2018</u>	Projected Actual <u>2018-2019</u>	Adopted Budget <u>2019-2020</u>	Adopted Budget <u>2020-2021</u>
<b>Appropriations:</b>				
Salaries and Benefits	\$ 4,430,628	\$ 4,881,304	\$ 5,554,076	\$ 5,744,275
Fringe Benefits	1,461,790	1,687,352	1,813,111	1,920,984
Maintenance and Operations	1,764,195	2,457,565	2,554,257	2,596,905
Capital Outlay	46,222	158,000	268,460	-
Use of Asset Replacement	(34,222)	(158,000)	(268,460)	-
Total Operating Expenses	<u>6,206,823</u>	<u>7,338,869</u>	<u>8,108,333</u>	<u>8,341,180</u>
Capital Improvements	1,000	200,000	563,450	268,450
Maintenance Improvements	-	-	200,000	550,000
Reserve Account	1,221,486	-	-	-
Total Estimated Requirements	<u>\$ 7,429,309</u>	<u>\$ 7,538,869</u>	<u>\$ 8,871,783</u>	<u>\$ 9,159,630</u>

**Revenue:** Library revenues are restricted for library operations and capital improvements. The Library Fund's primary revenue source is property tax. Property tax is projected to increase four percent based on the projected FY 2018-19 revenue totals. The Library Fund also receives a transfer from the General Fund to support library operations and capital improvements. The General Fund transfer is budgeted at \$0.5 million in FY 2019-20 and \$0.9 million in FY 2020-21 primarily due to capital improvement projects. The General Fund support to the Library Fund is offset in part in FY 2019-20 by the use prior years Fund Balance. The Library fully supported its operations and capital improvements in FY 2017-18 and is projected to do so in FY 2018-19 as well.

**Appropriations:** Approximately 65 percent of the Library Fund appropriations each year are allocated to salaries and benefits. The materials budget (primarily for the purchase of books) is included in Supplies/Equipment within Maintenance and Operations (M&O) appropriations and is approximately \$0.7 million.

### **Other Governmental Funds**

**Lighting Fund** – The Lighting Fund provides for maintenance and improvements in the City's Lighting and Landscape Assessment District (LLAD), which includes maintenance of the City's traffic signal safety lighting and street lights. The primary source of revenue is Property Tax and special assessments from property owners located within the LLAD.

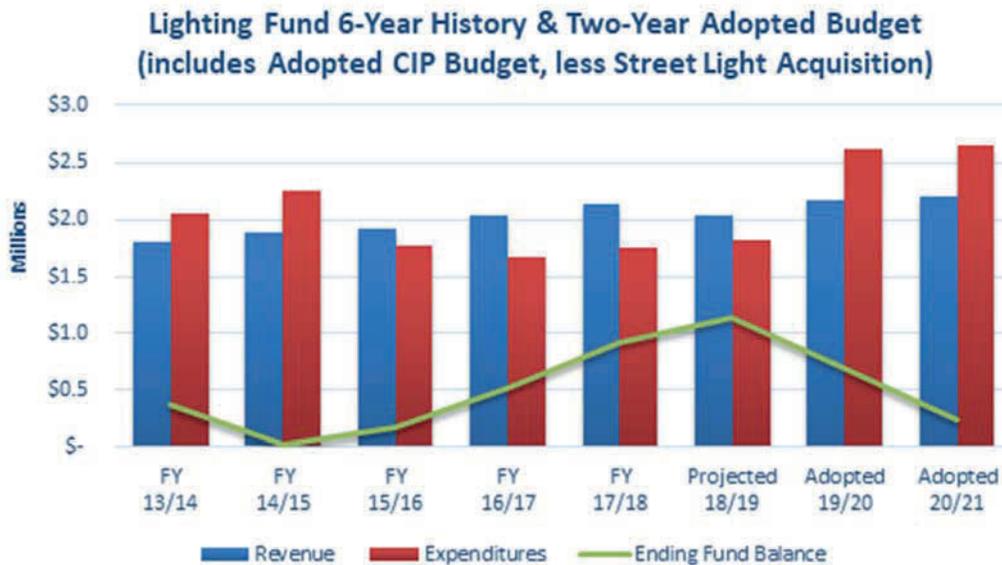
With strategies taken as part of the Fiscal Sustainability Study, the Lighting Fund began adding to fund balance beginning in FY 2015-16 which helped establish a reserve for capital projects. The Adopted Budget is projected to draw upon the fund balance to pay for the capital improvement projects proposed to upgrade and maintain traffic signals throughout the City. During the upcoming two fiscal years, a major project to acquire street lights from Southern California Edison is proposed with an approximate cost of \$4.5 million. If the acquisition is successful, staff recommends the General Fund loan the Lighting Fund the funds required to complete the purchase. Staff would return to City Council at the time of purchase with the loan agreement.

## Lighting Fund

	Prior Year Actual 2017-2018	Projected Actual 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b>Revenues:</b>				
Special Assessments - Lighting	\$ 432,685	\$ 445,100	\$ 460,000	\$ 473,000
City - Lighting Property Tax	1,485,885	1,411,300	1,501,400	1,527,900
Interest Income	12,317	-	20,000	20,000
Miscellaneous Income	65,803	21,500	10,000	10,000
Total Estimated Revenues	<u>1,996,690</u>	<u>1,877,900</u>	<u>1,991,400</u>	<u>2,030,900</u>
Transfers From Other Funds	142,627	180,000	180,000	180,000
Reserve Account	-	-	443,160	4,897,548
Total Amount Available for Allocation	<u>\$ 2,139,316</u>	<u>\$ 2,057,900</u>	<u>\$ 2,614,560</u>	<u>\$ 7,108,448</u>
<b>Allocations:</b>				
Salaries and Benefits	\$ 185,424	\$ 185,619	\$ 229,560	\$ 238,248
Maintenance and Operations	1,564,010	1,817,019	1,655,000	1,690,200
Total Operating Expenses	<u>1,749,434</u>	<u>2,002,638</u>	<u>1,884,560</u>	<u>1,928,448</u>
Capital Improvements	-	-	380,000	4,830,000
Maintenance Improvements	-	-	350,000	350,000
Reserve Account	389,882	55,262	-	-
Total Estimated Requirements	<u>\$ 2,139,316</u>	<u>\$ 2,057,900</u>	<u>\$ 2,614,560</u>	<u>\$ 7,108,448</u>

**Revenue:** The Lighting Fund receives revenue primarily from special assessments and property tax. FY 2019-20 and FY 2020-21 revenues are estimated at \$2.0 million and \$2.0 million, respectively.

**Appropriations:** Adopted FY 2019-20 and FY 2020-21 Lighting Fund Budget for total appropriations is \$2.6 million and \$7.1 million, respectively, which includes estimated capital appropriations for FY 2019-20 and FY 2020-21 of \$0.7 million and \$5.2 million, respectively. A majority of the capital appropriations is related to the acquisition of street lights in the amount of \$4.5 million, where funding could possibly come from a General Fund loan.



Landscaping Fund – The Landscaping Fund provides for maintenance and improvements in the City’s Lighting and Landscape Assessment District (LLAD). The main source of revenue is Property Tax and special assessments from property owners located within the LLAD. The Landscaping Fund has sufficient revenues to cover operating expenditures and sufficient fund balance currently to pay for capital improvement projects proposed.

<b>Landscaping Fund</b>				
	<b>Prior Year Actual 2017-2018</b>	<b>Projected Actual 2018-2019</b>	<b>Adopted Budget 2019-2020</b>	<b>Adopted Budget 2020-2021</b>
<b>Revenues:</b>				
Special Assessments - Landscaping	\$ 4,176,278	\$ 3,853,300	\$ 4,430,700	\$ 4,563,700
City - Landscaping Property Tax	884,345	827,800	938,600	967,200
Interest Income	114,356	45,300	121,400	125,200
Miscellaneous Income	41,951	45,000	40,000	40,000
Total Estimated Revenues	<u>5,216,930</u>	<u>4,771,400</u>	<u>5,530,700</u>	<u>5,696,100</u>
Reserve Account	-	3,324,954	405,187	1,313,209
Total Amount Available for Allocation	<u>\$ 5,216,930</u>	<u>\$ 8,096,354</u>	<u>\$ 5,935,887</u>	<u>\$ 7,009,309</u>
<b>Allocations:</b>				
Salaries and Benefits	\$ 951,535	\$ 924,668	\$ 1,031,297	\$ 1,073,869
Maintenance and Operations	2,838,014	2,976,849	3,415,190	3,419,040
Total Operating Expenses	<u>4,568,077</u>	<u>4,767,721</u>	<u>5,300,887</u>	<u>5,359,309</u>
Capital Improvements	-	545,000	145,000	-
Maintenance Improvements	46,959	2,783,633	490,000	1,650,000
Reserve Account	601,894	-	-	-
Total Estimated Requirements	<u>\$ 5,216,930</u>	<u>\$ 8,096,354</u>	<u>\$ 5,935,887</u>	<u>\$ 7,009,309</u>

Revenue: The Landscaping Fund receives revenue primarily from special assessments and property tax. FY 2019-20 and FY 2020-21 revenues are estimated at \$5.5 million and \$5.7 million, respectively.

Appropriations: Adopted FY 2019-20 and FY 2020-21 Landscaping Fund Budget for total appropriations is \$5.9 million and \$7.0 million, respectively, which includes estimated capital appropriations for FY 2019-20 and FY 2020-21 of \$0.6 million and \$1.7 million, respectively.

One of the challenges facing the Landscaping Fund is the ability to fund capital projects. For the next two fiscal years, the City will be working on three LLAD demonstration sites (MI 2545) from the 2017 Forestry and Landscape Master Plan at a cost of approximately \$1.4 million, \$0.9 million from the Landscaping Fund, and the remaining from the General Fund, which will impact fund balance. This project will provide improvements and upgrades of landscaped areas and irrigation systems, which will lower long-term maintenance costs and improve operational efficiencies and water conservation.

To address the challenges the Landscaping Fund will face in the near future, staff is looking into various strategies to maintain fiscal sustainability, including re-zoning and adding more communities to Landscape Assessment Districts.

Stormwater Fund – The Stormwater Fund program ensures, through the requirements of the Clean Water Act, that the City achieves compliance with the regulations of the federally mandated Stormwater Quality Management Program. This program implements the requirements of National Pollutant Discharge Elimination System (NPDES) permit. This permit provides for regulations in the areas of illicit discharge/dumping response and abatement, public education and outreach, public infrastructure maintenance, construction site pollution controls, ongoing monitoring, and new development discharge controls.

### Stormwater Fund

	<b>Prior Year Actual 2017-2018</b>	<b>Projected Actual 2018-2019</b>	<b>Adopted Budget 2019-2020</b>	<b>Adopted Budget 2020-2021</b>
<b>Revenues:</b>				
County Flood Control Zone 3	\$ 176,438	165,000	183,600	187,300
Miscellaneous Revenue/Interest	328,168	304,000	348,400	355,400
Total Estimated Revenues	<u>504,606</u>	<u>469,000</u>	<u>532,000</u>	<u>542,700</u>
Transfers From Other Funds	275,064	779,458	621,350	643,724
Total Amount Available for Allocation	<u>\$ 779,670</u>	<u>1,248,458</u>	<u>1,153,350</u>	<u>1,186,424</u>
<b>Estimated Requirements</b>				
Salaries and Benefits	\$ 485,611	517,283	422,950	439,024
Fringe Benefits	159,977	170,843	145,302	154,709
Maintenance and Operations	185,695	477,175	428,400	448,400
Charge Backs	92,154	104,000	96,000	99,000
Total Operating Expenses	<u>763,460</u>	<u>1,098,458</u>	<u>947,350</u>	<u>986,424</u>
Capital Improvements	-	150,000	-	-
Maintenance Improvements	-	-	206,000	200,000
Reserve Account	16,210	-	-	-
Total Estimated Requirements	<u>\$ 779,670</u>	<u>1,248,458</u>	<u>1,153,350</u>	<u>1,186,424</u>

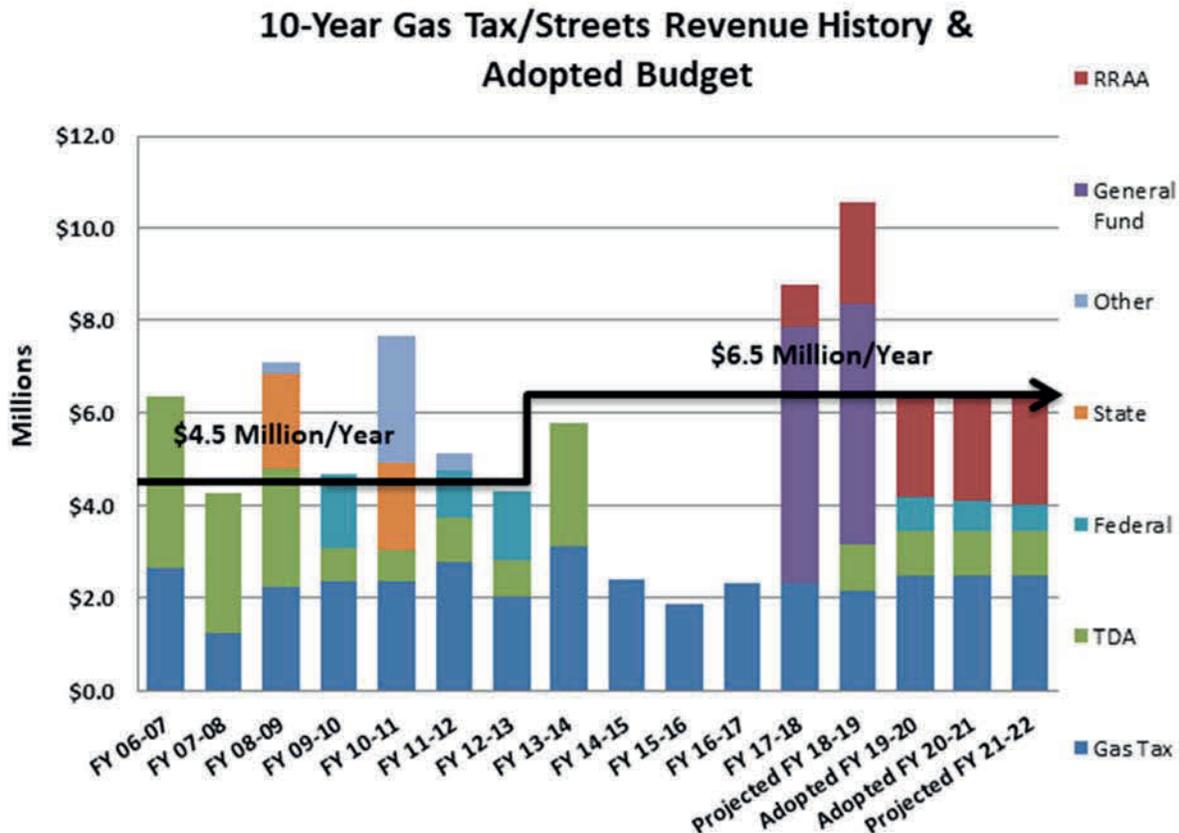
The primary revenue source is from special assessment fee revenue and sale of reclaimed water. The special assessment fee revenue comes from a countywide special assessment and can only be increased by a County ballot measure. The General Fund has been providing support over the past several years to the Stormwater Fund to offset the cost of this mandated program.

With the mandated cost of compliance with the NPDES permit continuing to rise and the City’s inability to raise additional special assessment revenue, General Fund support of the Stormwater Fund is estimated to increase. The estimated transfer from the General Fund is \$0.6 million for both FY 2019-20 and FY 2020-21. This is a challenge that all cities are facing. City staff is working on strategies to reduce the General Fund support for this program.

Street Improvement Fund – Street Improvement Fund revenues are budgeted at \$10.1 million and \$9.4 million for FY 2019-20 and FY 2020-21, respectively, with expenditures at \$10.0 million and \$8.3 million.

In FY 2016-17 the State passed SB 1, the Road Repair and Accountability Act (RRAA), an investment of \$54.0 billion over the next decade to repair streets, roads, freeways, and bridges through an increase of the gas tax and other various taxes/fees. This is projected to bring revenue of \$2.2 million to the City in FY 2019-20 and \$3.3 million in FY 2020-21. In addition, California State Assembly member Jacqui Irwin sponsored legislation last year to allow the City to utilize TDA funds for streets and roads after meeting transit needs. This amounted to \$1.0 million in FY 2018-19 and is estimated at approximately \$1.0 million annually over the next two fiscal years.

The addition of RRAA funding and the renewal of TDA funding for streets and roads is projected to match the current required street maintenance needs of \$6.5 million. The 2014 Pavement Management Program is currently in the process of being updated, and staff anticipates the amount will increase due to higher construction costs and inflation. Thus, it is anticipated for the next biennial budget process there will once again be a shortfall in street maintenance funding, which will need to be addressed.



Capital Projects Fund – Developer fee revenue has declined steadily during the past decade since the City has reached residential build-out. It is expected that this trend will continue in future budget cycles and will not be a major source of revenue for funding future capital projects. Developer Fees revenue, which includes transfers from other funds, is budgeted at \$0.7 million for both FY 2019-20 and FY 2020-21, with expenditures at \$6.1 million and \$6.5 million, resulting in the use of fund balance of \$5.4 million and \$5.8 million.

## Enterprise Funds

### Water Fund

The City's water system distributes up to 15 million gallons of water each day to serve more than 16,000 residential and commercial customers. With the exception of a few small areas outside the City limits, the City distributes water to 37 percent of the area within its incorporated boundaries. The total value of water assets is \$128 million (based on the January 2018 Water Financial Plan Update), representing a major capital asset. The Proposed FY 2019-20 and FY 2020-21 Water Operating and Capital Budget is \$38.1 million and \$45.6 million, respectively.

### Water Fund (Operations/Capital) Summary

	Prior Year Actual 2017-2018	Projected Actual 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b>Revenues:</b>				
Plant Investment Fees	\$ 219,808	\$ 350,000	\$ 250,000	\$ 250,000
Base Charges	6,378,410	6,165,900	6,477,975	6,725,100
Metered Water Sales	21,216,916	23,077,000	23,381,200	24,316,350
Lift Charges	677,736	506,500	715,300	729,500
Stand-By (Fire Detectors)	53,126	53,000	55,300	56,500
Fire Flow Surcharge	19,620	25,000	25,000	25,000
Backflow Prevention	33,398	30,000	34,800	35,500
Installation - Meter	59,244	21,700	15,000	15,000
Rental of City Facilities	30,361	30,100	31,900	32,500
Interest Income	173,361	285,000	860,000	860,000
Miscellaneous Revenue	682,923	255,500	430,900	439,300
Total Estimated Revenues	<u>29,544,903</u>	<u>30,799,700</u>	<u>32,277,375</u>	<u>33,484,750</u>
Reserve Account	-	-	5,891,120	12,109,629
Total Amount Available for Allocation	<u>\$ 29,544,903</u>	<u>\$ 30,799,700</u>	<u>\$ 38,168,495</u>	<u>\$ 45,594,379</u>
<b>Appropriations:</b>				
Salaries and Benefits	\$ 3,697,701	\$ 4,188,152	\$ 4,831,775	\$ 5,017,959
Maintenance & Operations	18,714,818	18,448,517	21,108,920	21,784,220
Capital Outlay	32,418	745,445	119,937	50,000
Use of Asset Replacement	(13,745)	(365,445)	(89,937)	(50,000)
Total Operating Expenses	<u>22,409,616</u>	<u>22,995,093</u>	<u>25,948,495</u>	<u>26,779,379</u>
Capital Improvements	1,175,933	2,000,000	11,785,000	18,745,000
Maintenance Improvements	74,762	4,607	435,000	70,000
Reserve Account	5,884,592	5,800,000	-	-
Total Estimated Requirements	<u>\$ 29,544,903</u>	<u>\$ 30,799,700</u>	<u>\$ 38,168,495</u>	<u>\$ 45,594,379</u>

**Revenue:** The Water Fund receives revenue primarily from metered water sales and base charges. Water Fund revenues are estimated at \$32.3 million and \$33.5 million for both FY 2019-20 and FY 2020-21, respectively.

**Appropriations:** Adopted FY 2019-20 and FY 2020-21 Water Fund operating appropriations are estimated at \$25.9 million and \$26.8 million, respectively. The estimated capital requirements for FY 2019-20 and FY 2020-21 are \$12.2 million and \$18.8 million, respectively. Major capital projects include the Los Robles Greens Golf Course Groundwater Utilization budgeted at \$15.8 million in FY 2020-21. This project is a City Council Priority related to environmental sustainability. The pilot program is underway and grant funding of approximately \$6,000,000 is anticipated. This will supply potable water to the City's water customers, lessening reliance on imported water. Pump Station and Reservoir

Improvements are budgeted at \$4.1 million in carryover funding from FY 2018-19 and \$2.4 million in FY 2019-20.

**Wastewater Fund**

Hill Canyon Treatment Plant (HCTP) serves more than 37,300 wastewater accounts and provides service to approximately 90 percent of the City. HCTP treats an average of 10.5 million gallons of wastewater per day. The total value of wastewater assets is \$364 million (based on the January 2018 Wastewater Financial Plan Update), representing a major capital asset. Proposed FY 2019-20 and FY 2020-21 Wastewater Operating and Capital Budget is \$29.1 million and \$24.1 million, respectively.

**Wastewater Fund (Operations/Capital) Summary**

	Prior Year Actual 2017-2018	Projected Actual 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b>Revenues:</b>				
Residential Service Charge	\$ 12,770,983	\$ 12,681,700	\$ 13,287,000	\$ 13,552,800
Industrial Service Charge	1,165,203	796,600	1,212,300	1,236,600
Commercial Service Charge	3,489,460	3,385,550	3,630,500	3,703,200
Residential Connection Fees	307,199	300,000	300,000	300,000
Commercial Connection Fees	264,734	300,000	300,000	300,000
Inspection Fees	32,968	26,800	34,400	35,200
Plan Checking/Filing Fee	1,625	5,000	2,800	2,900
Interest Income	229,271	440,000	816,500	816,500
Miscellaneous Revenue	2,443,554	3,075,300	2,253,100	2,287,100
Total Estimated Revenues	<u>20,704,998</u>	<u>21,010,950</u>	<u>21,836,600</u>	<u>22,234,300</u>
Reserve Account	-	1,500,000	7,506,600	1,856,388
Total Amount Available for Allocation	<u>\$ 20,704,998</u>	<u>\$ 22,510,950</u>	<u>\$ 29,343,200</u>	<u>\$ 24,090,688</u>
<b>Allocations:</b>				
Salaries and Benefits	\$ 6,404,844	\$ 7,307,569	\$ 7,767,190	\$ 8,058,178
Maintenance and Operations	6,928,737	6,817,718	8,532,910	8,690,010
Capital Outlay	197,189	857,239	357,957	179,832
Use of Asset Replacement	(128,437)	(50,000)	(357,957)	(179,832)
Total Operating Expenses	<u>13,380,757</u>	<u>14,910,950</u>	<u>16,277,900</u>	<u>16,725,388</u>
Capital Improvements	1,261,755	3,000,000	8,400,000	1,700,000
Maintenance Improvements	102,952	-	2,630,000	3,630,000
Debt Service	3,580,275	4,600,000	2,035,300	2,035,300
Reserve Account	2,379,259	-	-	-
Total Estimated Requirements	<u>\$ 20,704,998</u>	<u>\$ 22,510,950</u>	<u>\$ 29,343,200</u>	<u>\$ 24,090,688</u>

**Revenue:** The Wastewater Fund receives revenue primarily from residential and commercial service charges and capital revenue. FY 2019-20 and FY 2020-21 revenues are estimated at \$21.8 million and \$22.2 million, respectively.

**Appropriations:** Adopted FY 2019-20 and FY 2020-21 Wastewater Fund Budget for operating appropriations is \$16.3 million and \$16.7 million, respectively. The estimated capital appropriations for FY 2019-20 and FY 2020-21 are \$11.0 million and \$5.3 million, respectively.

The City realizes the challenge in funding necessary capital improvements while maintaining reasonable water and wastewater rates. The City prepares Water and Wastewater Financial Plans (Plans) every two years to coincide with the budget process. The Plans establish a

framework for future planning of Water and Wastewater system capital needs and establish rates that integrate capital requirements. Both Plans and the revised Water and Wastewater Rates are adopted by City Council on a biennial basis. Although the Adopted capital and maintenance improvements budget is greater than in previous years, the funds have been setting aside funding to pay for the anticipated CIP expenses. Some of the major water projects are Lang Ranch Reservoir Improvements, Supervisory Control and Data Acquisition (SCADA) Master Plan, and La Granada Pump Station. Staff is currently in the process of updating the Water and Wastewater Financial Plans and will return to City Council in the Fall.

### **Solid Waste Fund**

The Solid Waste Fund is responsible for the following programs: Recycling Program, Sustainability, Household Hazardous Waste Program, Community Enhancement Program, Caltrans Adopt-A-Highway Program, and the Community Enhancement Grant Program.

#### **Solid Waste Fund**

	<b>Prior Year Actual 2017-2018</b>	<b>Projected Actual 2018-2019</b>	<b>Adopted Budget 2019-2020</b>	<b>Adopted Budget 2020-2021</b>
<b>Revenues:</b>				
Landfill Facility Fee	\$ 313,615	\$ 296,400	\$ 327,700	\$ 334,300
Residential Recycling	260,654	258,300	271,200	276,700
Commercial Recycling	627,122	603,400	652,500	665,600
Temporary Drop Box & Bin	143,115	155,000	148,900	151,900
Interest Income	13,079	25,000	60,000	60,000
Grants - Recycling and Hazardous Waste	57,169	67,000	97,000	97,000
Miscellaneous	137,976	135,150	134,750	134,750
Total Estimated Revenues	<u>1,552,730</u>	<u>1,540,250</u>	<u>1,692,050</u>	<u>1,720,250</u>
Reserve Account	-	100,000	-	-
Total Amount Available for Allocation	<u>\$ 1,552,730</u>	<u>\$ 1,640,250</u>	<u>\$ 1,692,050</u>	<u>\$ 1,720,250</u>
<b>Appropriations:</b>				
Salaries and Benefits	\$ 476,994	\$ 662,890	\$ 584,228	\$ 605,584
Maintenance and Operations	703,994	840,000	1,033,350	1,041,850
Total Operating Expenses	<u>1,180,988</u>	<u>1,502,890</u>	<u>1,617,578</u>	<u>1,647,434</u>
Capital Improvements	-	37,360	45,000	-
Maintenance Improvements	-	100,000	-	-
Reserve Account	371,742	-	29,472	72,816
Total Estimated Requirements	<u>\$ 1,552,730</u>	<u>\$ 1,640,250</u>	<u>\$ 1,692,050</u>	<u>\$ 1,720,250</u>

**Revenues:** The Solid Waste Fund receives revenues from various sources including commercial recycling fees, landfill facility fees, residential recycling fees, temporary drop box and bin fees, and state grants for recycling and hazardous waste. Adopted FY 2019-20 and FY 2020-21 revenues are estimated at \$1.7 million for each respective fiscal year.

**Appropriations:** Adopted FY 2019-20 and FY 2020-21 appropriations are estimated at \$1.6 million each year. The Solid Waste Fund is projected to operate with a minimal surplus at the end of each fiscal year.

## Transportation Fund

The Transportation Fund provides transportation services in the form of the Thousand Oaks Transit (TOT) bus system and Dial-A-Ride to the residents of the Conejo Valley to help reduce traffic, air pollution, and conserve energy resources. The Transportation Fund is also responsible for providing various transportation services to the City of Westlake Village (Los Angeles County), City of Agoura Hills (Los Angeles County), Oak Park (unincorporated Ventura County), and City of Moorpark. The bus and Dial-A-Ride services are provided by MV Transportation.

Fares for TOT have not increased since 2012 despite an approximate 50 percent increase in program costs. For every \$5.00 increase in bus service costs, an additional \$1.00 increase in fare revenue must be collected to maintain the required farebox collection ratio. After the last rate adjustment, the City met farebox requirements each fiscal year through FY 2016-17. The shortfall for FY 2018-19 is anticipated to be \$312,000, rising to almost \$450,000 in FY 2019-20. Staff is coming back to City Council to discuss transit challenges and strategies to address farebox shortfalls.

### Transportation Fund

	Prior Year Actual 2017-2018	Projected Actual 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b>Revenues:</b>				
Sales Tax on Gasoline, SB325	\$ 3,408,859	\$ 3,260,750	\$ 4,850,000	\$ 4,850,000
Bus Fares	138,555	177,500	150,000	150,000
Dial-A-Ride	47,066	230,000	225,000	250,000
Interest Income	76,579	20,000	150,000	150,000
Federal and State Grants	1,127,301	1,000,000	800,000	1,800,000
Non-City Bus Services	1,465,493	1,425,000	2,250,000	2,400,000
Miscellaneous	966,022	1,036,750	1,243,000	1,418,050
Total Estimated Revenues	<u>7,229,875</u>	<u>7,150,000</u>	<u>9,668,000</u>	<u>11,018,050</u>
Transfers From Other Funds	268,926	350,000	275,000	550,000
Reserve Account	-	500,000	-	-
Total Amount Available for Allocation	<u>\$ 7,498,801</u>	<u>\$ 8,000,000</u>	<u>\$ 9,943,000</u>	<u>\$ 11,568,050</u>
<b>Allocations:</b>				
Salaries and Benefits	\$ 525,107	\$ 530,613	\$ 471,805	\$ 487,516
Maintenance and Operations	5,795,450	7,277,464	6,476,829	7,778,039
Capital Outlay	25,458	7,168,258	-	-
Total Operating Expenses	<u>6,346,015</u>	<u>14,976,335</u>	<u>6,948,634</u>	<u>8,265,555</u>
Capital Improvements	251,493	4,690,414	2,397,600	572,600
Reserve Account	901,293	-	596,766	2,729,895
Total Estimated Requirements	<u>\$ 7,498,801</u>	<u>\$ 19,666,749</u>	<u>\$ 9,943,000</u>	<u>\$ 11,568,050</u>

**Revenue:** The Transportation Fund receives revenues from various sources including, sales tax on gasoline, SB325, state and federal grants, operating transfers, bus fares, Dial-A-Ride fares, and interest income. Adopted FY 2019-20 and FY 2020-21 revenues are estimated at \$9.9 million and \$11.6 million, respectively.

Appropriations: Transportation Fund appropriations are primarily for maintenance and operation of the transit system, which comprise 63 percent of expenses for the combined proposed two-year budget. The City contracts with MV Transportation for the operation of the transit system and the Transportation Fund requires limited City staffing. The City's contract with MV Transportation was just negotiated and will be taken to City Council on May 14, 2019. Costs are approximately \$6.3 million for FY 2019-20 budget, an increase of approximately \$1.2 million or 22.9 percent. Adopted FY 2019-20 and FY 2020-21 appropriations are estimated at \$9.3 million and \$8.8 million, which includes capital improvements of \$2.4 million and \$0.6 million, respectively.

Appropriations for operations and capital are funded primarily with Transportation Development Act (TDA) Article 8c funds and numerous federal grants. While these resources will be sufficient for the foreseeable future, prudence is required to ensure efficient use of funds.

### **Golf Course Fund**

On October 24, 2006, City Council approved a ten-year management agreement with EAGLE (now known as Arcis) Golf to manage the Los Robles Greens Golf Course (LRGGC), effective January 1, 2007 through December 31, 2016. On December 31, 2016, the contract was extended for an additional five-years to run through December 31, 2021.

LRGGC is projected to generate revenues of approximately \$5.8 million per year, and have expenses of approximately \$5.6 million, which does not include capital improvements, debt service, and transfers totaling approximately \$400,000.

### **Theatres Fund**

The Theatres Fund maintains and operates the Civic Arts Plaza's two theatres:

- Fred Kavli Theatre – 1,800-seat performing arts theatre, hosts performances from the contemporary to the classic, including nationally renowned shows.
- Janet and Ray Scherr Forum Theatre – 400-seat community theatre and meeting site, caters primarily to performances by the local community, the bi-monthly City Council meetings, and other City functions.

The Theatres Fund has been operating without General Fund support for operational expenses since 2007, but in doing so used reserves (Net Position) to bridge the operating gap periodically.

## Theatres Fund

	Prior Year Actual 2017-2018	Projected Actual 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b>Revenues:</b>				
Box Office Charges	\$ 260,588	\$ 245,250	\$ 220,000	\$ 232,625
Charges for Services	1,112,395	1,110,000	1,233,500	1,259,250
Labor Sales	1,129,857	1,125,000	1,060,500	1,080,250
Performance Rehearsal Rents	416,913	425,000	411,000	453,500
Concession Rental	7,863	8,000	6,000	6,000
Parking	292,164	300,000	318,500	318,500
Alliance for the Arts	300,000	300,000	500,000	500,000
Advertising/Promotion/Lobby Sales	165,177	168,500	206,500	192,750
Cost Allocations	449,094	438,649	360,000	364,000
Interest Apportionment	10,472	70,000	70,000	70,000
Miscellaneous	4,392	-	-	-
<b>Total Estimated Revenues</b>	<u>4,148,915</u>	<u>4,190,399</u>	<u>4,386,000</u>	<u>4,476,875</u>
Transfers From Other Funds	-	-	350,000	-
Reserve Account	-	196,984	-	-
<b>Total Amount Available for Allocation</b>	<u>\$ 4,148,915</u>	<u>\$ 4,387,383</u>	<u>\$ 4,736,000</u>	<u>\$ 4,476,875</u>
<b>Allocations:</b>				
Salaries and Benefits	\$ 1,740,755	\$ 1,937,958	\$ 2,263,196	\$ 2,335,055
Fringe Benefits	309,302	611,745	706,978	746,985
Maintenance and Operations	2,219,740	1,944,425	2,450,520	2,090,905
Capital Outlay	196,620	50,000	95,000	85,000
Use of Asset Replacement	(196,620)	(50,000)	(95,000)	(85,000)
<b>Total Operating Expenses</b>	<u>3,960,495</u>	<u>3,882,383</u>	<u>4,713,716</u>	<u>4,425,960</u>
Maintenance Improvements	-	505,000	-	-
Reserve Account	188,420	-	22,284	50,915
<b>Total Estimated Requirements</b>	<u>\$ 4,148,915</u>	<u>\$ 4,387,383</u>	<u>\$ 4,736,000</u>	<u>\$ 4,476,875</u>

Although the General Fund has not been supporting the Theatres Fund for its operational expenses, during the past few fiscal years, the General Fund provided necessary capital improvements. The Adopted FY 2019-20 and FY 2020-21 budgets include a carryover in maintenance improvements of \$2.6 million for the Kavli Theatre improvements and upgrades project. This is the only project that the Theatres Fund will be responsible for in the upcoming CIP budget.

In FY 2019-20, revenues of \$4.7 million exceed appropriations of \$4.7 million by \$22,284 and in FY 2020-21, revenues of \$4.5 million exceed appropriations of \$4.5 million by \$50,915. These reserves will be used to assist the Theatres Fund increase its Net Position for future projects and improvements and provide support during future economic downturns.

**Overview of FY 219-20 and FY 2020-21 Capital Improvement Program Budget**

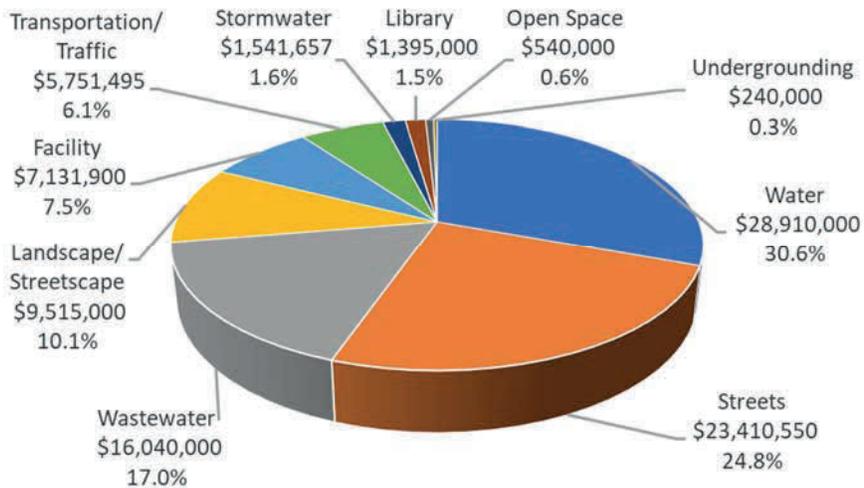
The Adopted FY 2019-20 and FY 2020-21 Capital Improvement Program (CIP) Budget is prepared separately from the Adopted FY 2019-20 and FY 2020-21 Operating Budget. Please refer to the Adopted CIP Budget document in order to obtain a more thorough and detailed description of the 125 capital improvement projects contained within.

The Adopted CIP Budget for FY 2019-20 and FY 2020-21 represents a responsible fiscal plan that addresses some of the City’s immediate infrastructure needs for the next two fiscal years. The total CIP Budget for both fiscal years is \$94,475,602 and is divided into ten categories, as shown below:

**Adopted FY 2019-20 & FY 2020-21 CIP Budget**

No.	Category	Carryover	FY 2019/20	FY 2020/21	Total
1	Facility Projects	\$13,714,096	\$4,640,950	\$2,490,950	\$7,131,900
2	Landscape/Streetscape Projects	2,975,000	3,415,000	6,100,000	9,515,000
3	Library Projects	0	670,000	725,000	1,395,000
4	Open Space Projects	2,851,000	445,000	95,000	540,000
5	Stormwater Projects	0	1,091,657	450,000	1,541,657
6	Street Projects	3,357,430	12,171,650	11,238,900	23,410,550
7	Transportation/Traffic Projects	7,167,132	2,645,000	3,106,495	5,751,495
8	Undergrounding Projects	327,700	160,000	80,000	240,000
9	Wastewater Projects	5,937,100	10,760,000	5,280,000	16,040,000
10	Water Projects	10,653,000	10,795,000	18,115,000	28,910,000
<b>Grand Total</b>		<b>\$46,982,458</b>	<b>\$46,794,257</b>	<b>\$47,681,345</b>	<b>\$94,475,602</b>

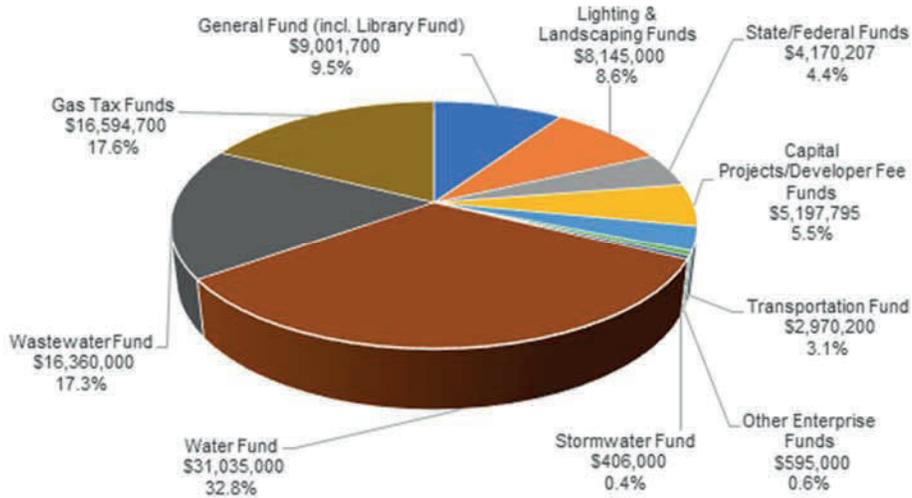
**Projects by Category FY 2019-20 & FY 2020-21, \$94.5 Million**



City Council policy is to “fund capital projects from capital improvement reserves available in a respective fund balance.” City will use various funding sources, including reserves, to support the Adopted CIP Budget. There was no debt issued for any capital projects and there is no financial impact on either of the fiscal year’s Adopted Operating budgets. CIP Project funding is coming from both annual fund revenues and one-time support from Fund Balance/Net Position.

To illustrate the various sources used to fund the Adopted CIP Budget, the following charts show the Adopted appropriations by funding source for the FY 2019-20 and FY 2020-21 CIP budgets.

**FY 2019-20 & FY 2020-21 CIP Funding Sources, 94.5 Million**



Please refer to the Adopted FY 2019-20 and FY 2020-21 Capital Improvement Program Budget document for detailed information about each project.

**Position History**

There have been no changes to the position count since the Operating Budget study session, which is still at 381 funded positions. Refer to the chart on the following page.

**Citywide (All Funds)  
Ten-Year Position History\***

	<u>Department</u>	<u>FY 2011-12</u>	<u>FY 2020-21</u>	<u># Change</u>	<u>% Change</u>
1	Public Works	198	181	-17	-8.6%
2	Community Development	57	48	-9	-15.8%
3	Finance	51	61	10	19.6%
4	Library	49	38	-11	-22.4%
5	City Manager	15	16	1	6.7%
6	Cultural Affairs	15	16	1	6.7%
7	Human Resources	8	9	1	12.5%
8	City Clerk	8	6	-2	-25.0%
9	City Attorney	6	5	-1	-16.7%
10	Community Services	0	1	1	100.0%
	<b>Total City</b>	<b>407</b>	<b>381</b>	<b>-26</b>	<b>-6.4%</b>
11	Police	109	108	-1	-0.9%
	<b>Total Funded Positions</b>	<b>516</b>	<b>489</b>	<b>-27</b>	<b>-5.2%*</b>

\*Positions include all full-time and designated part-time positions.

Adopted Budget plans for maintaining existing staffing levels. Current estimates are that 50 percent of City staff will be retiring over the next three to five years. Although the loss of institutional knowledge will be challenging, it presents an opportunity to prepare for the future needs of the City by providing the flexibility needed to re-engineer the structure of the organization. Through the People Strategy initiative, focus will be on collaboration, communication, process improvement and efficiencies, and public engagement. In addition, resources will be devoted to enhancing recruiting efforts, improving on-boarding, and training and mentoring of current staff to prepare for advancement.

### **Future Challenges**

In the years ahead, the City will experience financial challenges for many reasons, including aging infrastructure, declining revenue sources, and increasing expenditure costs. Several funds are currently or are projected to face future financial challenges, including the Lighting Fund, Landscaping Fund, Stormwater Fund, and Transportation Fund.

Staff last presented a FSP update in 2012 and based on feedback from City Council, the Fiscal Sustainability Study was presented 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. Some strategies were implemented, resulting in structural changes in funds, such as the Lighting Fund. Staff developed various strategies to maintain long-term financial stability citywide. Both of these Plans were reviewed and taken into account when preparing the FY 2019-20 and FY 2020-21 Operating Budget. In order to strategically address these challenges and continue to focus long-term to remain financially sustainable, staff plans to prepare an updated FSP in FY 2019-20.

### **Summary**

The Adopted Budget for the next two fiscal years represents a spending plan that is fiscally responsible, responsive to the community's current needs, and structurally balanced. The City remains committed to long-term strategic fiscal planning with a focus on examining the financial, operational, and service needs of the community and adjusting staffing configurations accordingly. As employees' transition, there continues to be opportunities to evaluate and align staff resources to current organizational priorities. The ongoing People Strategy is addressing training needs of current staff, recruitment methodologies to attract new staff, and enhancements to the on-boarding process.

# BUDGET MESSAGE ATTACHMENTS

**City of Thousand Oaks**  
**Citywide Goals for FY 2019-2020 and FY 2020-2021**

On April 23, 2019, City Council reaffirmed ten broad Citywide Goals and adopted ten Citywide Top Priorities for FY 2019-2020.

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 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.	All Funds
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 General Fund
E.	Provide and enhance essential infrastructure 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.	All Funds and Developer Fees
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).	General Fund, Library Fund, and Theatres Fund

No.	City Council Goals (cont.)	Funding Source
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, Theatre 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; Sustain a healthy business community; and, Diversify the local economy, with a specific emphasis on small businesses and high technology/biomedical jobs.	General Fund
I.	Implement high quality revitalization projects within Thousand Oaks Boulevard and Newbury Road Areas; Develop a pedestrian oriented, viable, and self-sustaining “Downtown;” and, continue to support production of long-term affordable housing.	General Fund, Enterprise Funds, CDBG Funds, and various grant funding
J.	Prepare for transition of City workforce by ensuring that sufficient succession planning takes place to develop an employment base which is reflective of the community’s demographics.	General Fund

**Note:**

Priorities are listed randomly & do not reflect comparative levels of importance, as approved on April 23, 2019.

**City of Thousand Oaks  
Citywide FY 2019-2020 Top Ten Priorities**

On April 23, 2019, City Council adopted Top Ten Priorities for FY 2019-2020. The following table delineates each Top Priority and indicates the applicable funding source:

<b>No.</b>	<b>City Council Priority</b>	<b>Funding Sources</b>
1.	Find a permanent “in season” facility and headquarters for the LA Rams	General Fund
2.	Embark upon comprehensive General Plan Update	General Fund and various grant funding
3.	Complete Campus Master Plan	General Fund and Developer Agreement Funds
4.	Ensure fiscal sustainability through FY 2019-21 budget process	General Fund and other Enterprise Funds
5.	Focus on collaborative efforts to address homelessness / mental health issues	General Fund and various grant funding
6.	Focus on Economic Development activities, specifically in the growing biotech sector	General Fund
7.	Advance arts, culture, and literacy through CAP 25th Anniversary & Library initiatives	General Fund, Cultural Affairs, and Library Funds
8.	Promote environmental sustainability efforts through Sustainability Strategic Plan	General Fund, Enterprise Funds, and various grant funding
9.	Address shortfalls in State-mandated “Regional Housing Needs Assessment” categories	General Fund and Developer Agreement Funds
10.	Invest in public infrastructure projects across community, including permanent Borderline Memorial	General Fund, Developer Agreement Funds, other Enterprise Funds, and various grant funding

**Note:** Priorities are listed randomly and do not reflect comparative levels of importance.

## City of Thousand Oaks Visioning 2064 Top Ten Guiding Principles



1. Support the development of various mentoring relationships between business, adults, and youth to develop job skills, life skills, and social development.
2. Foster an environment that allows students to pursue academic excellence in a safe, healthy (physical and mental), and drug and crime-free atmosphere.
3. The City, and its partners, strive to maintain a strong quality life including public safety, education, cultural affairs, health care, open space, and recreation to promote economic vitality.
4. Secure additional long-term funding sources to complete the planned ring of open space and trail system around the City.
5. Continue commitment to being an environmental leader on topics such as climate change adaptation and reduction, zero waste, zero net energy, water use, and greenhouse gas reduction and develop a Climate Action Plan, including allocation of necessary resources.
6. Promote residential responsibility for water conservation.
7. Create a pedestrian friendly downtown.
8. Continue to promote water conservation in the maintenance of City parks and landscaping.
9. Ensure police officers are trained and focused on the need for improved communication skills over physical strength development.
10. Continue to protect the City's data and enhance public awareness of privacy and security issues.

As approved by City Council February 5, 2015

# ADDITIONAL BUDGET INFORMATION

Budget User's Guide  
Community Profile  
Fund Structure

# 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. The Finance Director/City Treasurer is appointed by the City Manager and is responsible for establishing and maintaining the accounting and management information systems for the City. They are 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 Operating & Capital Budget Calendar was approved by City Council. This informed staff of key deadlines related to the budgets.

The next step was to gather project information for the Capital Improvement Program (CIP) Budget from the various departments and Project Managers. The City departments then worked on the Operating Budget and citywide Goals and Performance Measures.

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

## City of Thousand Oaks Budget User's Guide

### **Basis of Budgeting/Accounting**

The City Manager presents two proposed annual budgets to City Council for review and adoption, which are consistent with Generally Accepted Accounting Principles (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.

### **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 current, 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 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 Top 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 was complete, the Core Budget Team met and reviewed the budget with the City Manager and Assistant City Manager.

## City of Thousand Oaks Budget User's Guide

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 prepared and 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 during the first meeting in June. The City Council 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 1<sup>st</sup>.

### **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.)

### **Overview of Adopted FY 2019-20 and FY 2020-21 Operating Budget**

Adopted Budget is organized into various major sections as follows:

- **Citywide Budget Summary:** Information on all funds both by revenue and by appropriation.
- **General Fund Budget Summary:** Information on the General Fund's revenues and by appropriations.
- **Summaries by Fund:** Summaries by individual fund and by division within each department. Also included are Adopted Goals and Objectives and performance measures by function for each department for the General Fund, Enterprise (Business-Type) Funds, and Special Revenue Funds.
- **Position Summaries and Detail:** Ten-year history of positions by department and a detailed position summary by fund.
- **Fiscal Policies:** Fiscal policies for the following: Budget, Budget Appropriations/Transfers, Capital Improvement Program (CIP), Capital Asset Capitalization, User Fee, Government Fund Balance, City Accounting, Audit, Fixed Asset Replacement, Investment, and Debt Policies.
- **Resolutions:** Operating and CIP Budgets, Planning Commission, and GANN Appropriations Limit Resolutions are included in this section.
- **Appendix:** Citywide Community Standards, Community Benchmarks, City Debt Obligations, CIP Project Summaries, and Financial Summaries.

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

**Budget Calendar**

The Budget Calendar was presented to City Council on November 15, 2016. 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:

<b>FY 2019-20 &amp; FY 2020-21 Budget Preparation Calendar</b>		
<b>Date</b>	<b>Responsible Party</b>	<b>Event</b>
Aug. 2018	<b>Finance Audit Committee</b>	***Discussion on direction related to Community Engagement and Public Outreach ***
9/25/2018	<b>City Council</b>	***Approval of FY 2019-20 & FY 2020-21 Budget Preparation Calendar***
Sept. 2018 thru Jan. 2019	<b>Community Engagement Team</b>	***Meet and educate community stakeholders on the Budget Process and Fiscal Sustainability Study***
Jan. 2019	<b>Finance Audit Committee</b>	***FY 2017-18 Financial Audit Results***
2/26/2019	<b>City Council</b>	***City Council User Fees (including Dev. Impact Fees) Study Session***
Mar. 2019	<b>Finance Audit Committee</b>	***FY 2018-19 Mid-Year Budget Update***
Mar./Apr. 2019	<b>Capital Facilities Committee</b>	***Review Proposed CIP Budget***
3/5/2019	<b>City Council</b>	***City Council Goal Setting Session*** (Tentative Date)
4/1/2019	<b>Planning Commission</b>	***Planning Commission Review of Proposed CIP for General Plan Consistency***
4/2/2019	<b>City Council</b>	***City Council CIP Budget Study Session***
4/23/2019	<b>City Council</b>	***City Council User Fees (including Dev. Impact Fees) Public Hearing***
5/14/2019	<b>City Council</b>	***City Council Operating Budget Study Session***
June 2019	<b>Finance Audit Comm./ Capital Facilities Comm.</b>	***FY 2019-20 & FY 2020-21 Final Review of Operating Budget and CIP Budget***
6/11/2019	<b>City Council</b>	***Public Hearing: Adoption of Operating Budget and CIP Budget***
6/25/2019	<b>City Council</b>	***Adopt Gann Limit (Consent Item)***
7/1/2019	<b>All Departments</b>	Beginning of FY 2019-20. New User Fees go into effect.

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

**Community Benchmarks**

Community benchmarks are addressed in the Appendix under the Citywide Benchmarks Tab. On the following page are revenue and expenditures per capita for selected Ventura County cities as of FY 2017-2018:

	<b>Thousand Oaks</b>	<b>Camarillo</b>	<b>Moorpark</b>	<b>Oxnard</b>	<b>San Buenaventura</b>	<b>Simi Valley</b>
Revenue/Service per Capita Population January 1, 2018	131,457	68,623	36,828	207,772	109,275	127,309
Taxes	\$ 517.39	\$ 541.60	\$ 409.66	\$ 609.55	\$ 832.51	\$ 465.62
Special Benefit Assessments	45.64	-	66.61	43.40	-	-
Licenses & Permits	54.00	30.75	25.02	15.91	43.94	19.82
Fines & Forfeitures	9.33	5.34	12.19	11.74	29.54	4.47
Use of Money & Property	13.76	14.69	27.08	6.12	24.49	14.11
Intergovernmental	43.74	75.20	94.47	98.38	160.39	85.86
Current Service Charges	101.85	52.80	154.15	99.00	171.67	31.19
Other Revenues	41.81	46.94	115.29	41.79	33.90	36.36
Other Financing Sources	72.71	78.41	187.89	63.24	36.46	109.28
<b>Total Revenues</b>	<b>\$ 900.22</b>	<b>\$ 845.72</b>	<b>\$ 1,092.36</b>	<b>\$ 989.14</b>	<b>\$ 1,332.91</b>	<b>\$ 766.71</b>
	<b>Thousand Oaks</b>	<b>Camarillo</b>	<b>Moorpark</b>	<b>Oxnard</b>	<b>San Buenaventura</b>	<b>Simi Valley</b>
Expenditures/Service per Capita Population January 1, 2018	131,457	68,623	36,828	207,772	109,275	127,309
General Government						
General Government	\$ 156.32	\$ 89.68	\$ 141.93	\$ 85.52	\$ 152.94	\$ 67.01
Public Safety	236.76	274.89	242.32	494.63	554.46	263.65
Transportation	159.00	-	150.06	59.42	131.38	-
Community Development	78.82	13.25	-	76.20	96.71	105.06
Health	-	-	-	-	-	-
Culture & Leisure	99.79	71.47	253.83	146.82	182.90	-
Debt Service	8.81	7.14	0.58	203.78	25.37	18.64
Capital Outlay	43.78	64.23	24.30	80.70	73.78	56.19
Public Utilities	-	172.08	99.05	-	-	129.35
Other Financing Sources	74.02	94.99	187.89	65.65	75.72	136.82
<b>Total Expenditures</b>	<b>\$ 857.30</b>	<b>\$ 787.73</b>	<b>\$ 1,099.97</b>	<b>\$ 1,212.73</b>	<b>\$ 1,293.25</b>	<b>\$ 776.72</b>

**Source:**California State Controller's Office - Cities Annual Report FY 2017-2018 (Website: <http://www.sco.ca.gov/finance-explorer/view-by-city>)

For more Community/Citywide Benchmarks, refer to the Citywide Benchmarks section at pages 411-424.

**Performance Measures**

The City's Core Budget Team met with individual departments to introduce the concept and development of Performance Measures during the FY 2009-2010 and 2010-2011 budget process. 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.

## City of Thousand Oaks Budget User's Guide

For the FY 2017-2018 and 2018-2019 budget process, there was a push by the City to work on three “key” areas, which are People Strategy, Performance Management, and Performance Measures, with a focus on “Citywide Transparency.” As part of Performance Management, staff worked with ICMA to revisit current performance measures. Soon after, staff worked on implementing revised measures internally.

During the FY 2019-2020 and 2020-2021 budget process, performance measures were reviewed by each department. During the March 19, 2019 City Council Goal Setting meeting, the City Manager presented the status of City Council’s Top Priorities, as well as presented an update on Department/Division objectives and performance measures.

Staff continues to work on improving Performance Measures for each department, which are documented in this Operating Budget document for those Divisions that have current “external” performance measures and are noted as part of each Division’s right-side pages. Currently, staff is updating FY 2019 performance measures and making the information available to our residents on the City’s website.

### **Fiscal Policies Summary**

#### **Budget Policy**

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, and the promotion of effective communication with residents.

**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.

## City of Thousand Oaks Budget User's Guide

### **Budget Appropriations/Transfers 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.

### **Capital Improvement Program (CIP) 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 funded from capital improvement reserves available in the respective funds' fund balance and grants obtained by the City.

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.

### **Capital Asset Capitalization Policy**

To define costs eligible and establish thresholds for capitalization in conformity with Governmental Accounting Standards Board Statement No. 34 *Basic Financial Statements and Management's Discussion and Analysis* for State and Local Governments and Statement No. 51 *Accounting and Financial Reporting for Intangible Capital Assets*.

### **User Fee 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. 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.

### **Governmental Fund Balance Policy**

This Fund Balance Policy establishes guidelines and procedures for allocating and reporting fund balance in the financial statements in accordance with GASB Statement No. 54.

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.

## City of Thousand Oaks Budget User's Guide

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 Policy**

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.

### **Audit 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 the Standards for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors.

### **Fixed Asset Replacement Policy**

To establish guidelines by which funds are set aside for future purchases of 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.

## City of Thousand Oaks Budget User's Guide

### **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, starting with page 331.)

### **Cost Allocation Plan**

The purpose of this study is to identify the City of Thousand Oaks ("City") central service department costs that provide an indirect benefit (hereafter referred to as "Allocable Costs") to the City's operating departments/divisions (hereafter referred to as "Allocation Cost Centers") and to distribute these allocable costs to the allocation cost centers in a fair and equitable manner.

Every year the City, with the assistance of a consultant, prepares a cost allocation plan to identify costs associated with providing certain central services to other City departments. These indirect service 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. These costs are charged to the various operating departments/divisions by an inter-fund transfer, as provided in the City's cost allocation plan.

The City uses a "double step-down" method, which is one of the five methods for allocating indirect costs described in the Cost Accounting Manual prepared by the Office of Management and Budget and is considered the most accurate and equitable of the five methods.

The "double step-down" method utilizes two steps to allocate indirect costs. In the first step, the Allocable Costs are identified and initially allocated to all departments (both central service departments and the Allocation Cost Centers) using the most appropriate distribution bases that represent the demand for indirect services. Next, a second allocation is made in which indirect costs allocated to central service departments in the first step are redistributed using the allocation percentages derived in the first step. The final step fully reallocates the indirect costs allocated to the central service departments in the second allocation to the Allocation Cost Centers to obtain the final central services cost allocation.

The final step utilizes the step-down approach to fully distribute Allocable Costs to the Allocation Cost Centers. The step-down approach utilizes a sequential method to close-out all first step costs allocated to central service departments on a priority basis. The sequence begins in a step-down fashion starting with the central service department providing the greatest benefit and concludes with the central service department that provided the least benefit to other departments. At the end of the step-down sequence, all Allocable Costs have been allocated to the Allocation Cost Centers.

# 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.

(Janss Ranch – 1955)



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.

"Goebel's performing Lions"

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.

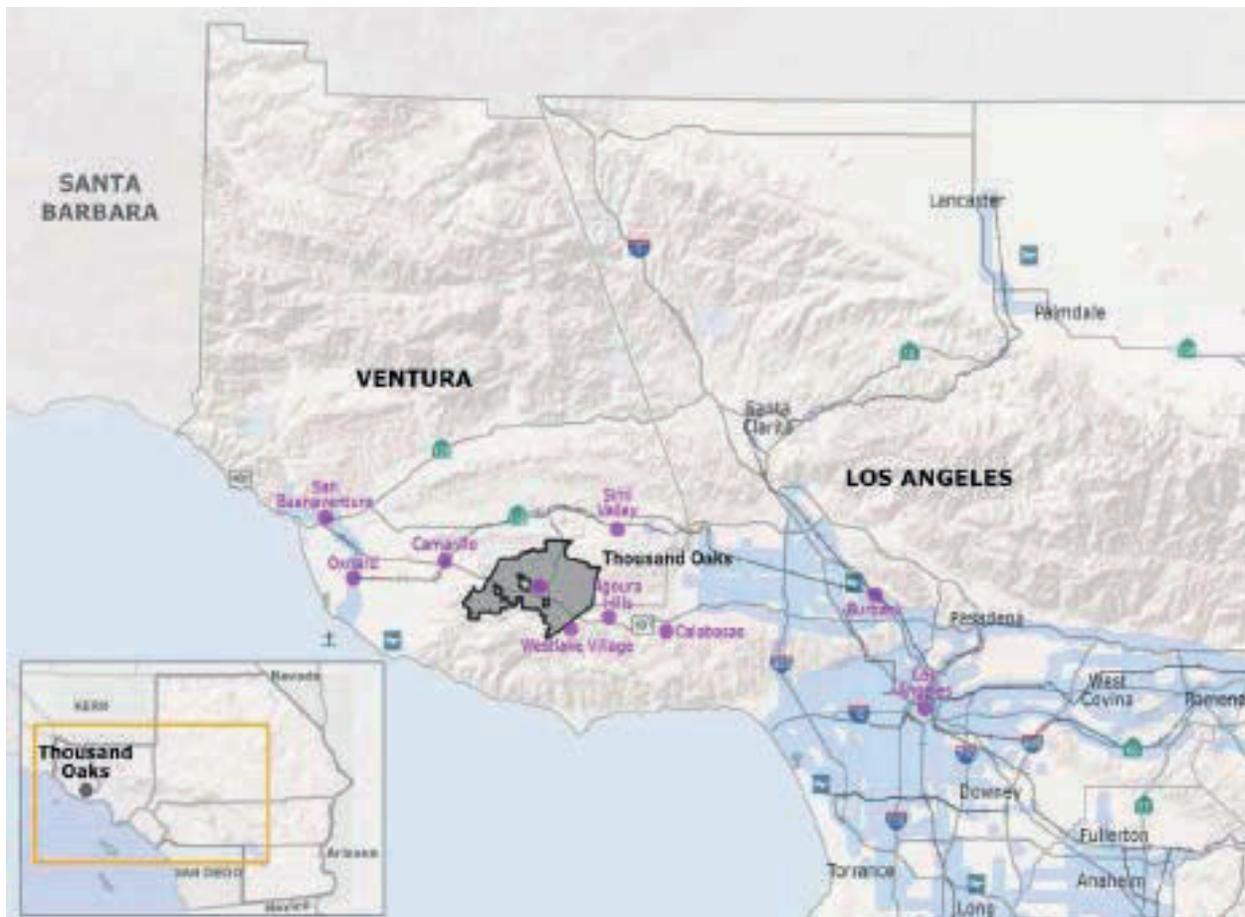
(Janss Mall – 1963)



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 enviable 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.



## CITY OF THOUSAND OAKS

### Community Profile

The economic outlook appears as though growth abroad is slowing as Europe and China struggle with a deteriorating trade environment. With punishing tariffs imposed by multiple countries and trade wars ongoing, it is difficult to confidently assess the global outlook. One economist stated that “if you could put aside the trade disputes for a moment and just look at the fundamentals, you'd see a U.S. economy that actually looks pretty well supported and generally slowing growth abroad, but nothing that suggests a sharp downturn in the months ahead.”

And as for a national economy, July 2019 marks the 121<sup>st</sup> month of the economic expansion arising out of the great financial crisis, making it the longest run on record going back to 1854. This breaks the record of 120 months of economic growth from March 1991 to March 2001, according to the National Bureau of Economic Research. Perhaps because of the overhang of the housing crisis, this run has been weaker than past expansions in total.



But even though key economic indicators suggest that the U.S. economic outlook appears healthy, Matthew Fienup, Executive Director of California Lutheran University's Center for Economic Research and Forecasting stated that they are forecasting zero percent growth, for Ventura County this year, which would be a fifth consecutive year of zero growth. He went on to say that “this is the weakest period of economic growth for which we have data.”

With this in mind, staff prepared and submitted a conservative two-year budget. Even though the budget was based on current service levels, it does contain some very forward thinking plans and projects for the upcoming two fiscal years. The City will be celebrating the 25<sup>th</sup> Anniversary of our Civic Arts Plaza, which will come with various community activities and an Open House for residents to visit and look at the facilities. Staff will be working on a Campus Master Plan Update, which will review the current uses and layout of the City Hall, Theatres, parks, and adjoining parcels to make the area more inviting and used by the community and residents. Staff will also be updating the City's General Plan, entitled “Thousand Oaks 2045 – Rooted in Community.” This visioning process will include community engagement, outreach, and participation. The comprehensive update will describe the community's vision for the next 25 years, aid in decision making by providing policy direction to guide City Council, provide transparency, maintain quality of life, and manage the future growth of the City.

**City Demographics and Profile**

Population:	129,557 (as of January 2019)	Median Home Price:	\$702,500
Median Age:	43	Occupied Dwellings:	48,835
Median Household Income:	\$103,793	School Enrollment (K-12):	18,440



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) and “The Gardens,” which was completed in the fall of 2013, provides two beautiful locations for special events.



**Open Space**

Currently, more than 15,250 acres, comprising 39 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) 449-2339.

**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 oak 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.



Photo by Joe Virnig

**Thousand Oaks Civic Arts Plaza**

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 394-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 Thousand Oaks Alliance for the Arts. For more information about the theatres, call (805) 449-2700 or visit their website at [www.civicsartsplaza.com](http://www.civicsartsplaza.com).

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 Virnig



### **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 Adult Center**

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

The Center provides services for more than 11,000 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) 449-7362.



### **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 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. The Teen Center will be going through some major outdoor area renovations during this budget cycle, which is very exciting for our younger residents. For more information, call (805) 449-7362.

### **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 Grant R. Brimhall 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) 449-8702 or visit the library web page at [www.toaks.org/library](http://www.toaks.org/library).

### **Stagecoach Inn Museum**

The original Stagecoach Inn, called the Grand Union Hotel, was built in 1876. Stagecoaches continued to make 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**

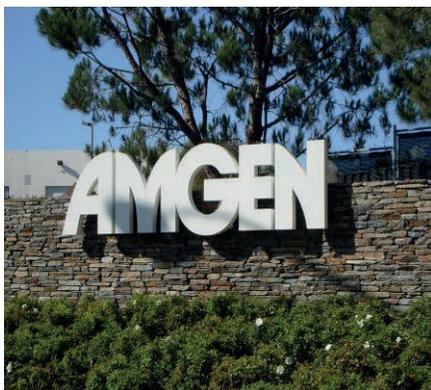
The Conejo Recreation and Park District (CRPD) is a separate entity from the City of Thousand Oaks. CRPD operates under its own Board of Directors managing 60 facilities within the City for recreational use by residents, including parks, playfields, community centers, and special facilities. CRPD offers 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 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 Tomero

The City and CRPD work jointly together on several projects, including the management of over 140 miles of trails and approximately 15,250 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.

### **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 Shire (Baxalta combined with Shire in January 2016), the two of the 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, Anthem/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 Greater Conejo Valley 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.conejochamber.org](http://www.conejochamber.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 the City Manager's Office at (805) 449-2121.

### **Retail Opportunities**



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 \$103,793 (2019 SCAG City Report). The retail buying market is more than \$3.5 billion, evidenced by activity at the Oaks Mall, 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 approximately 150 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 two anchor stores – Burlington Coat Factory, and Nordstrom Rack, plus a new Dave & Busters, a food court, and a nine-screen Cineplex.



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 Marriott Hotels in Newbury Park, offer luxury accommodations. For more information, call the City Manager's Office at (805) 449-2121.

## 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.

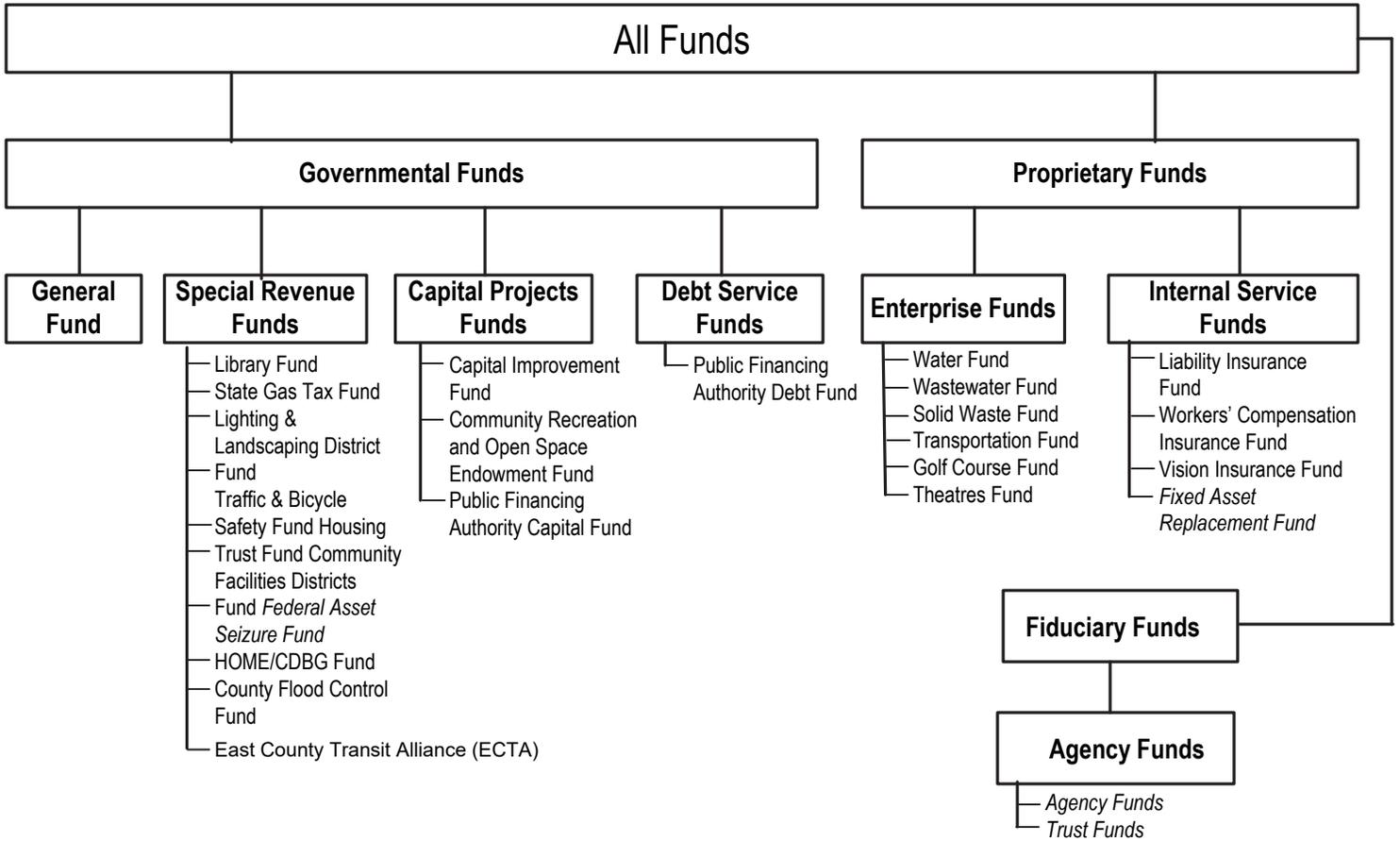


The Gardens of the World, located at 2001 Thousand Oaks Boulevard, is open to the public Tuesday through Sunday from 9:00 a.m. to 5:00 p.m., closed Mondays and holidays. The Gardens is owned and operated by the Hogan Family Foundation, Inc. For more information, call (805) 557-1135.

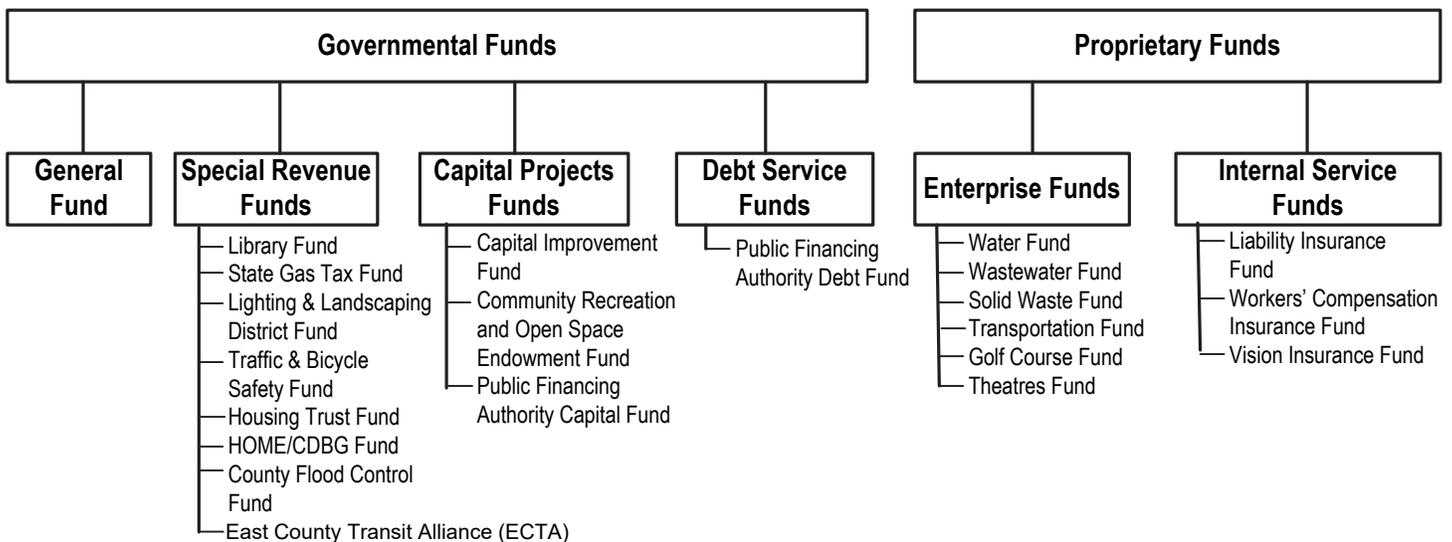


# FUND STRUCTURE

# 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 **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 **Thousand Oaks Housing Successor Fund** accounts for specific revenues related to housing agreements of the former Redevelopment Agency. Revenues are derived from residual receipts and are legally restricted to expenditures for housing functions performed by the City.

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 the Los Robles Greens Golf Course.

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.

**City of Thousand Oaks**  
**Fund Description**

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.

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.

**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 2019-2020 revenues of \$85,195,315 represents 40% of \$214,420,075 in total Citywide revenues.

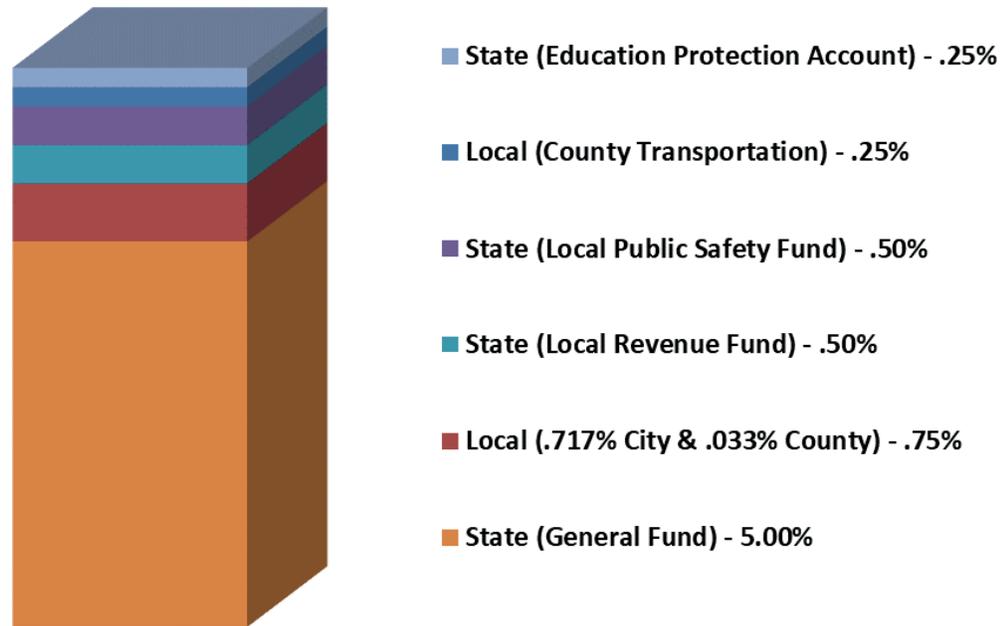
Revenue Type		Fiscal Year 2019-2020	% of Total	Source/Restrictions
1	Sales Tax	\$ 30,451,100	35.7%	City receives 0.967% of 7.25% sales tax paid when shopping in Thousand Oaks. Unrestricted
2	Property Tax In-Lieu of Vehicle License Fee	13,218,405	15.5%	City receives share of vehicle registration fees. Unrestricted
3	Property Tax	10,030,796	11.8%	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	1,000,000	1.2%	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	3,777,800	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	6,584,500	7.7%	Paid to City 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)	7,236,964	8.5%	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	2,025,400	2.4%	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	4,702,000	5.5%	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	2,343,000	2.8%	Tax imposed upon businesses in the community and is based on gross receipts. Rates are set at City's discretion. Unrestricted
11	Interest Income	2,020,000	2.4%	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	1,805,350	2.1%	Includes grants (restricted), reimbursements (expenditure offset), rental of City facilities (unrestricted), fines and penalties (unrestricted), and other revenue (unrestricted).
<b>Sub-Total</b>		<b>\$ 85,195,315</b>	<b>100.0%</b>	
Reserves		\$ 1,994,284		Use of reserves to fund one-time capital improvements for the General Fund and Library Fund capital improvements.
<b>Total</b>		<b>\$ 87,189,599</b>		

**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 2020-2021 revenues of \$86,790,421 represents 39% of \$221,707,859 in total Citywide revenues.

Revenue Type		Fiscal Year 2020-2021	% of Total	Source/Restrictions
1	Sales Tax	\$ 30,921,800	35.6%	City receives 0.967% of 7.25% sales tax paid when shopping in Thousand Oaks. Unrestricted
2	Property Tax In-Lieu of Vehicle License Fee	13,747,141	15.8%	City receives share of vehicle registration fees. Unrestricted
3	Property Tax	10,413,347	12.0%	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	1,050,000	1.2%	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	3,777,800	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	6,636,574	7.6%	Paid to City 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)	7,387,509	8.5%	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	2,025,400	2.3%	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	4,702,000	5.4%	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	2,293,000	2.6%	Tax imposed upon businesses in the community and is based on gross receipts. Rates are set at City's discretion. Unrestricted
11	Interest Income	2,020,000	2.3%	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	1,815,850	2.1%	Includes grants (restricted), reimbursements (expenditure offset), rental of City facilities (unrestricted), fines and penalties (unrestricted), and other revenue (unrestricted).
<b>Sub-Total</b>		<b>\$ 86,790,421</b>	<b>100.0%</b>	
Reserves		\$ 708,503		Current revenues fund one-time capital improvements of the General Fund and Library Fund capital improvements.
<b>Total</b>		<b>\$ 87,498,924</b>		

## City of Thousand Oaks 7.25% Sales Tax Allocation (effective 7/1/2019)



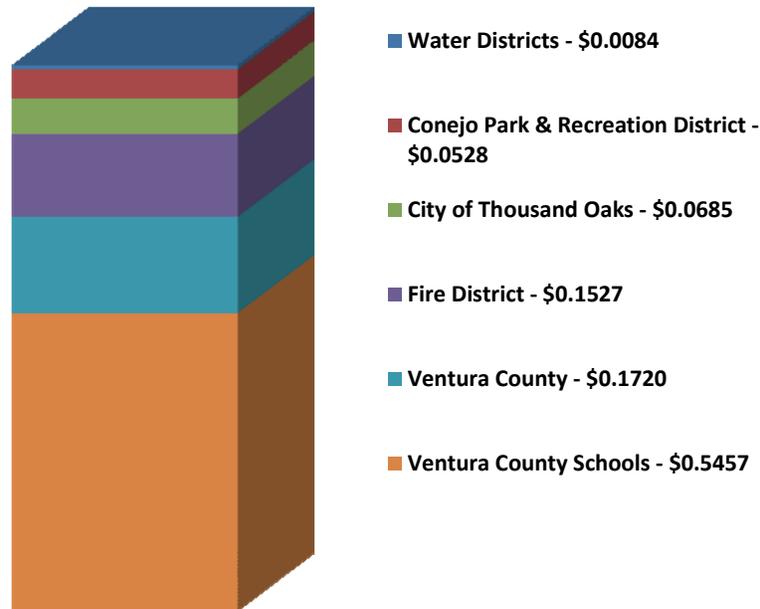
\* Represents the full 0.967% the City receives. For FYE June 30, 2019 – \$30,780,484

### TOP SALES TAX PRODUCERS (Listed alphabetically)

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Amgen	Honda of Thousand Oaks	Rusnak Auto Group
Apple	Jafra Cosmetics	Shaver Chrysler, Dodge,
Best Buy	JP Morgan Chase Bank	Jeep, Ram, Fiat
Dimler Trust	Ladin Hyundai/Subaru	Silver Star A G Ltd
DCH Ford of Thousand Oaks	Land Rover Thousand Oaks	Target
Financial Services Vehicle Trust	Lexus of Thousand Oaks	Thousand Oaks Toyota
Home Depot	Nordstrom	
	O’Gara Bentley, Rolls,	
	Maserati	

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



2018-19 Assessed Valuation – \$30,442,802\*

\* Includes Property Taxes received by the City of Thousand Oaks  
 City of Thousand Oaks General Fund Revenue for FYE June 30, 2018 – \$9,313,890  
 City of Thousand Oaks Library Revenue for FYE June 30, 2018 – \$7,040,001

#### TOP PROPERTY TAXPAYERS (Listed alphabetically)

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Amgen Inc.	Knolls Apartments, LLC	University Village TO CCRC LLC
Baxter Healthcare	Los Robles Hospital	Westlake Park Place
Duesenberg Investment Co	Macerich Oaks, LLC	
IMT Capital Westlake LLC	Regency Centers, LP	

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

Special Revenue, Capital Projects, and Debt Service Fund revenue are highly restricted as to their use. FY 2019-2020 and FY 2020-2021 revenue generated from these funds total \$30,165,101 or 16% and \$31,108,707 or 16% of total Citywide revenues of \$195,238,522 and \$196,086,444, respectively.

Fund	Fiscal Year 2019-2020	% of Total	Fiscal Year 2020-2021	% of Total	Source/Restrictions	
<b>Special Revenue Funds</b>						
1	Library	\$ 8,421,176	32.0%	\$ 9,159,630	29.7%	Library district property tax (80%), RDA Tax increment pass-thru (6%). General Fund Support (FY 2019-20 uses prior year fund balance of 5% and General Fund support of 6%. FY 2020-21 uses 11% General Fund support) used for in ongoing Library operations and \$0.8M for both FY 2019-20 & FY 2020-21 T.O. Library projects.
2	Lighting Assessment District	2,171,400	8.3%	2,210,900	7.2%	Property tax levied specifically to maintain lighting maintenance in various districts.
3	Landscaping Assessment District	5,530,700	21.0%	5,696,100	18.4%	Property tax levied specifically to maintain landscaping maintenance in various districts.
4	Stormwater	1,153,350	4.4%	1,186,424	3.8%	County Flood Control property tax assessments restricted to manage the Stormwater Quality National Discharge Elimination system, per Clean Water Act.
5	Street Improvement	5,837,600	22.2%	9,430,200	30.5%	Section 2105, 2106 and 2107 gas tax from \$0.18/gallon tax on fuel (45%), traffic safety fines for moving violations (6%), and Federal Highway Administrative Grant (37%).
6	CDBG	580,000	2.2%	580,000	1.9%	Federal grants restricted for community projects and social services.
7	Housing	369,500	1.4%	369,500	1.2%	Federal grants restricted for community projects and social services.
8	ECTA	369,500	1.4%	369,500	1.2%	Funds received from other jurisdictions to provide Transit needs throughout Ventura County.
<b>Capital Projects Funds</b>						
7	Capital Projects	723,100	2.7%	723,100	2.3%	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, LRGF transfers and bedroom tax) restricted for acquisition of open space.
<b>Debt Service Fund</b>						
8	Public Financing Authority	1,158,100	4.4%	1,156,100	3.7%	Debt instrument for financing improvements to the main Thousand Oaks Library.
<b>Total Special Revenue, Capital Projects, and Debt Service Funds</b>						
<b>Total</b>		<b>\$ 26,314,426</b>	<b>100.0%</b>	<b>\$ 30,881,454</b>	<b>100.0%</b>	

**PROPRIETARY FUNDS**  
**ENTERPRISE AND INTERNAL SERVICE FUNDS**

Enterprise fund revenues are highly restricted as to their use. Enterprise fund projected revenue for FY 2017-2018 of \$70,597,099 represents 36% of \$195,238,522 and FY 2018-2019 of \$73,812,149 represents 38% of \$196,086,444 in total Citywide revenues.

Fund		Fiscal Year 2019-2020	% of Total	Fiscal Year 2020-2021	% of Total	Source/Restrictions
<b>Enterprise Funds</b>						
1	Water	\$ 32,277,375	42.3%	33,484,750	42.2%	Water fees collected to support water operations and capital outlay.
2	Wastewater	21,836,600	28.6%	22,234,300	28.0%	Wastewater fees collected to support wastewater operations and capital outlay.
3	Solid Waste	1,692,050	2.2%	1,720,250	2.2%	Recycling fees (55%), landfill facility fee (19%), temporary drop box fee (9%), grants (6%), and Interest Income (4%) used to support solid waste operations and capital outlay.
4	Transportation	9,943,000	13.0%	11,568,050	14.6%	SB325 gas tax from 1/4 cent sales tax (50%) restricted for transportation services. Also, Federal & State Grant (8%), Outside Non-City bus services (23%), and Dial-A-Ride fees (2%), restricted for transportation services.
5	Theatres	4,736,000	6.2%	4,476,875	5.6%	Theatre fees (79%) and donations (11%) to support Theatre operations.
6	Los Robles Greens Golf Course	5,788,800	7.6%	5,944,300	7.5%	Golf fees to support Los Robles Greens Golf Course operations.
<b>Total Enterprise Funds</b>						
<b>Total</b>		<b>\$ 76,273,825</b>	<b>100.0%</b>	<b>\$ 79,428,525</b>	<b>100.0%</b>	

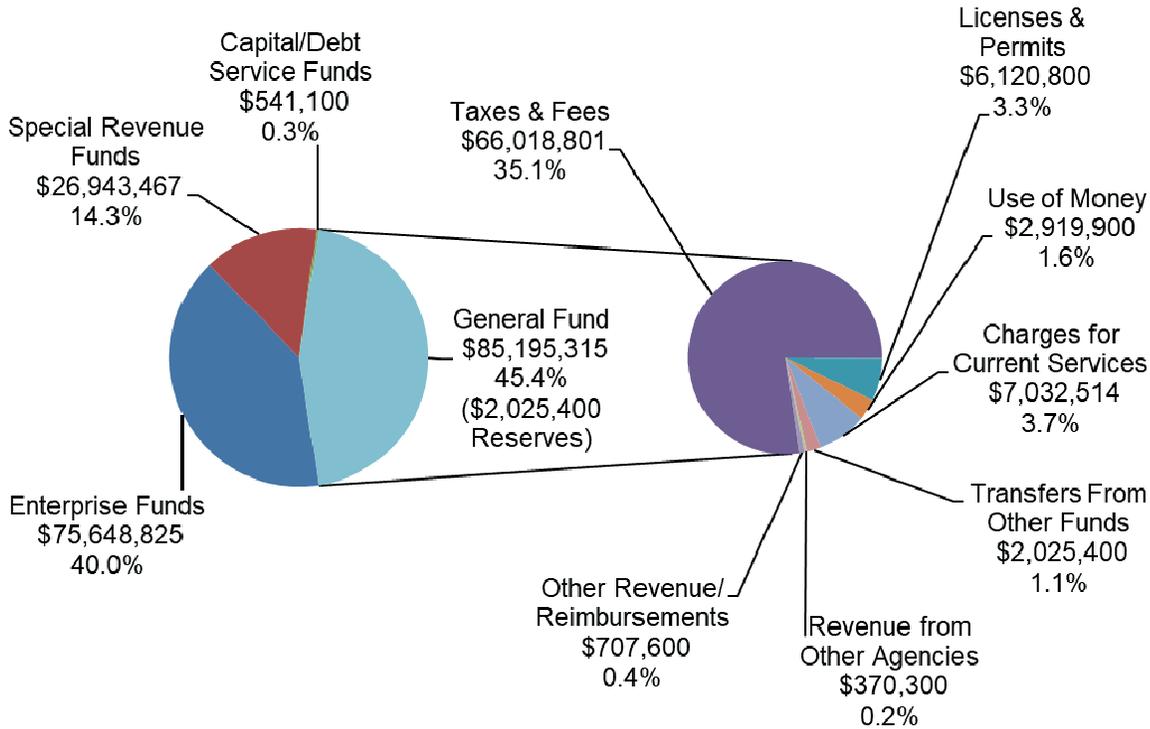
Internal Service Funds (ISF) are used to account for the cost of providing general liability, workers' compensation, and vision insurance coverage. ISF's are excluded from the Citywide combined budget operational summary on page one of the Adopted Operating Budget.

<b>Internal Service Funds</b>						
<b>Total</b>		<b>\$ 1,913,480</b>		<b>2,106,327</b>		Includes Liability, Workers' Compensation, and Vision funds.

Fund		Fiscal Year 2019-2020		Fiscal Year 2020-2021		Debt Service Description
1	Wastewater	\$1,829,500	Prin.	\$1,878,900	Prin.	1998 Wastewater COP executed on November 5, 1998, which was used to provide funds for improvements to the City's wastewater system.
		\$205,800	Int.	\$156,400	Int.	
2	Los Robles Greens Golf Course	\$16,250	Prin.	\$16,000	Prin.	Used for capital lease equipment at the Los Robles Greens Golf Course.
		\$675,000	Int.	\$700,000	Int.	
3	Public Financing Authority	\$483,100	Prin.	\$459,100	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.
			Int.		Int.	

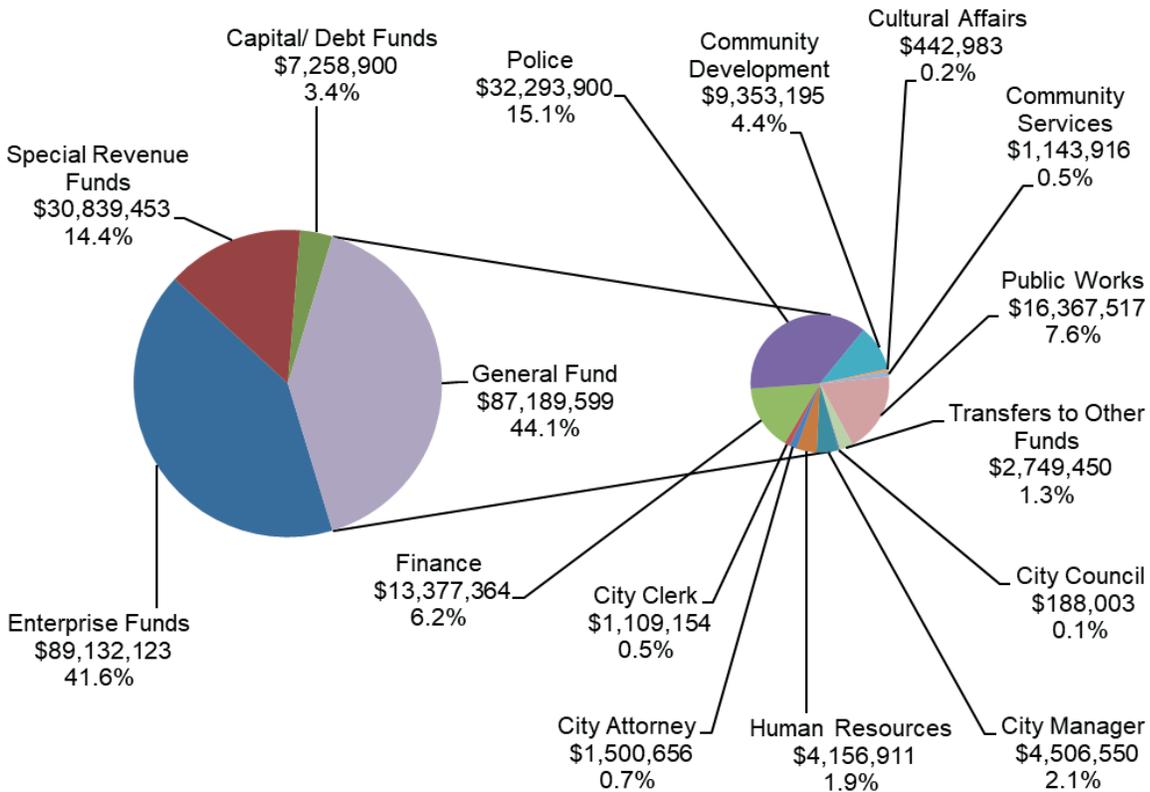
# SOURCE OF FUNDS - FY 2019-2020

TOTAL CITY RESOURCES - \$188,328,707



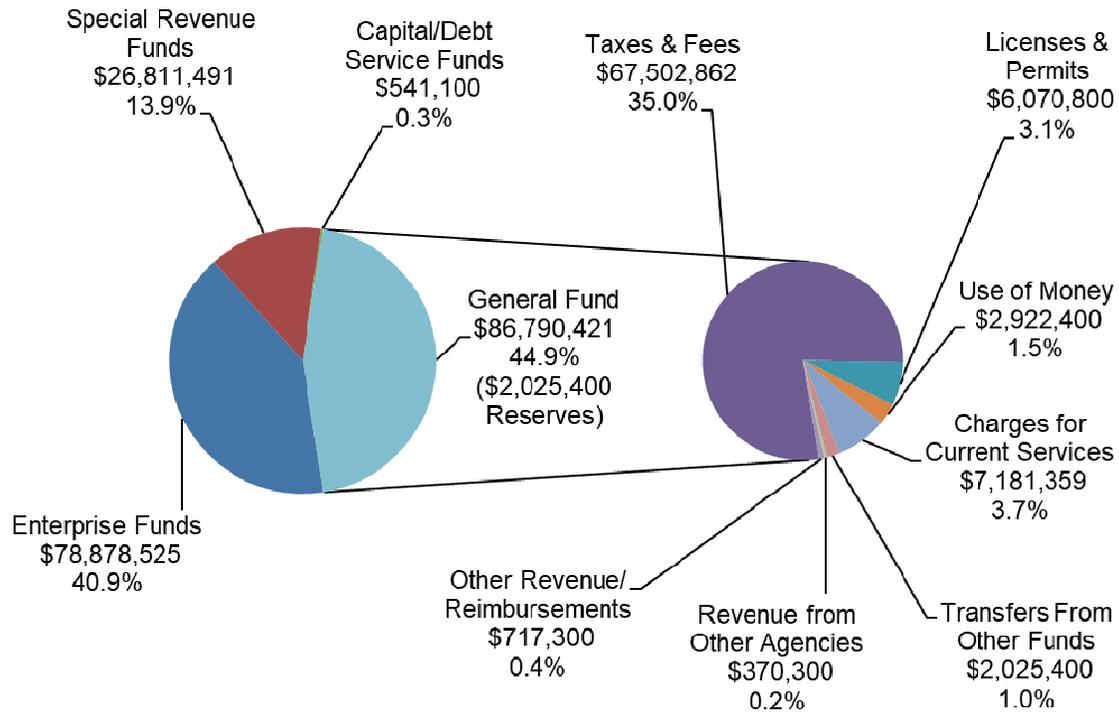
# USE OF FUNDS - FY 2019-2020

TOTAL CITY APPROPRIATIONS - \$214,420,075



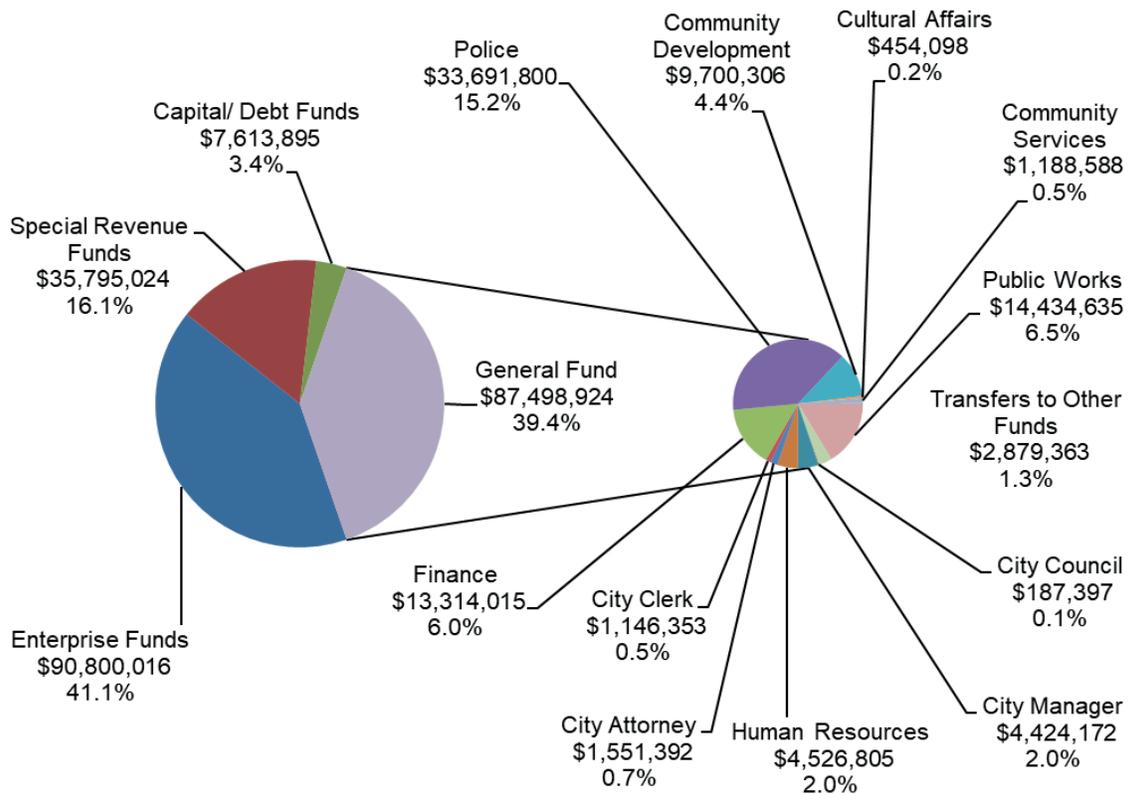
# SOURCE OF FUNDS - FY 2020-2021

TOTAL CITY RESOURCES - \$193,021,537



# USE OF FUNDS - FY 2020-2021

TOTAL CITY APPROPRIATIONS - \$221,707,859



# CITYWIDE SUMMARY

# BUDGET SUMMARY

## ALL FUNDS

### COMBINED BUDGET

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b><u>Amount Available for Allocation</u></b>				
Current Revenues	\$ 177,410,874	175,289,052	186,303,307	190,996,137
Transfers From Other Funds	9,904,872	11,359,306	5,329,850	5,734,763
Reserve Account	-	86,096,789	22,786,918	24,976,959
Total Amount Available for Allocation	<u>\$ 187,315,746</u>	<u>272,745,147</u>	<u>214,420,075</u>	<u>221,707,859</u>
<b><u>Estimated Requirements</u></b>				
Operating Requirements				
Salaries	\$ 32,797,422	36,630,757	37,662,041	38,595,921
Fringe Benefits	16,471,219	18,573,020	20,197,367	21,419,867
Charge Backs	(5,587,424)	(5,959,709)	(5,770,185)	(5,812,634)
Maintenance and Operations				
Supplies and Equipment	8,584,914	11,203,588	10,889,550	10,876,050
Repairs and Maintenance	3,127,211	3,680,813	3,707,330	3,731,380
Professional/Contractual Services	33,888,869	37,601,948	31,599,605	32,802,885
Police Contract Services	28,873,349	31,182,288	31,649,250	33,065,200
Utilities	21,080,292	20,934,676	23,437,744	24,166,393
Insurance and Claims	1,641,001	1,862,000	2,174,735	2,480,033
Equipment/Building Rental	704,428	812,299	705,950	705,300
Training and Memberships	628,131	915,121	977,460	966,510
Asset Replacement Funding	1,828,248	1,661,200	1,825,471	2,087,446
Total Maintenance and Operations	<u>100,356,443</u>	<u>109,853,933</u>	<u>106,967,095</u>	<u>110,881,197</u>
Capital Outlay				
Capital Outlay	854,235	9,986,080	3,708,117	1,657,264
Use of Asset Replacement	(679,244)	(1,298,724)	(3,678,117)	(1,657,264)
Total Capital Outlay	<u>174,991</u>	<u>8,687,356</u>	<u>30,000</u>	<u>-</u>
Total Operating Requirements	<u>144,212,651</u>	<u>167,785,357</u>	<u>159,086,318</u>	<u>165,084,351</u>
Capital Improvements	10,431,422	75,648,720	38,202,600	39,191,345
Maintenance Improvements	1,822,650	13,194,964	8,591,657	8,490,000
Debt Service	4,760,391	4,756,800	3,209,650	3,207,400
Transfers to Other Funds	9,862,968	11,359,306	5,329,850	5,734,763
Reserve Account	16,225,664	-	-	-
Total Estimated Requirements	<u>\$ 187,315,746</u>	<u>272,745,147</u>	<u>214,420,075</u>	<u>221,707,859</u>

# BUDGET SUMMARY

## ALL FUNDS

### FUND BALANCE ANALYSIS - ADOPTED 2019-2020

(Page 1 of 2)

	Beg. Avail. Fund Balance*	Revenue	Transfers In	Total Available
<b>General Fund</b>	\$ 7,113,000	83,169,915	2,025,400	92,308,315
<b>Enterprise Funds:</b>				
Water Fund	18,605,600	32,277,375	-	50,882,975
Wastewater Fund	10,817,300	21,836,600	-	32,653,900
Solid Waste Fund	3,547,200	1,692,050	-	5,239,250
Transportation Fund	912,304	8,687,000	275,000	9,874,304
Theatres Fund	-	4,386,000	350,000	4,736,000
Los Robles Greens Golf Course Fund	482,000	5,788,800	-	6,270,800
<b>Total Enterprise Funds</b>	<u>34,364,404</u>	<u>74,667,825</u>	<u>625,000</u>	<u>109,657,229</u>
<b>Special Revenue Funds:</b>				
Library Fund	450,607	7,883,176	538,000	8,871,783
Lighting District Fund	845,000	1,991,400	180,000	3,016,400
Landscaping District Fund	4,656,000	5,530,700	-	10,186,700
Stormwater Fund	-	532,000	621,350	1,153,350
Street Improvement Funds	986,000	10,056,691	-	11,042,691
CDBG Fund	-	580,000	-	580,000
City Housing Fund	1,550,000	369,500	-	1,919,500
East County Transit Alliance (ECTA)Fund	-	981,000	-	981,000
<b>Total Special Revenue Funds</b>	<u>8,487,607</u>	<u>27,924,467</u>	<u>1,339,350</u>	<u>37,751,424</u>
<b>Capital / Debt Service Funds:</b>				
Capital Projects Funds	13,951,300	523,100	200,000	14,674,400
Debt Service Fund - PFA**	-	18,000	1,140,100	1,158,100
<b>Total Capital / Debt Service Funds</b>	<u>13,951,300</u>	<u>541,100</u>	<u>1,340,100</u>	<u>15,832,500</u>
<b>Total</b>	<u>\$ 63,916,311</u>	<u>186,303,307</u>	<u>5,329,850</u>	<u>255,549,468</u>
<b>Internal Service Funds</b>	<u>\$ -</u>	<u>1,913,480</u>	<u>-</u>	<u>1,913,480</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

(Page 2 of 2)

<b>Operating Requirements</b>	<b>Capital Requirements</b>	<b>Debt Service Requirements</b>	<b>Transfers Out</b>	<b>Total Requirements</b>	<b>Remaining Available</b>
79,335,249	5,104,900	-	2,749,450	87,189,599	5,118,716
25,948,495	12,220,000	-	-	38,168,495	12,714,480
16,277,900	11,030,000	2,035,300	-	29,343,200	3,310,700
1,617,578	45,000	-	-	1,662,578	3,576,672
6,948,634	2,397,600	-	-	9,346,234	528,070
4,713,716	-	-	-	4,713,716	22,284
5,531,650	250,000	16,250	100,000	5,897,900	372,900
<u>61,037,973</u>	<u>25,942,600</u>	<u>2,051,550</u>	<u>100,000</u>	<u>89,132,123</u>	<u>20,525,106</u>
8,108,333	763,450	-	-	8,871,783	-
1,884,560	730,000	-	-	2,614,560	401,840
5,325,887	610,000	-	-	5,935,887	4,250,813
947,350	206,000	-	-	1,153,350	-
125,000	8,301,907	-	1,565,000	9,991,907	1,050,784
580,000	-	-	-	580,000	-
230,757	-	-	-	230,757	1,688,743
1,461,209	-	-	-	1,461,209	(480,209)
<u>18,663,096</u>	<u>10,611,357</u>	<u>-</u>	<u>1,565,000</u>	<u>30,839,453</u>	<u>6,911,971</u>
50,000	5,135,400	-	915,400	6,100,800	8,573,600
-	-	1,158,100	-	1,158,100	-
<u>50,000</u>	<u>5,135,400</u>	<u>1,158,100</u>	<u>915,400</u>	<u>7,258,900</u>	<u>8,573,600</u>
<u>159,086,318</u>	<u>46,794,257</u>	<u>3,209,650</u>	<u>5,329,850</u>	<u>214,420,075</u>	<u>41,129,393</u>
<u>1,913,480</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,913,480</u>	<u>-</u>

# BUDGET SUMMARY

## ALL FUNDS

### FUND BALANCE ANALYSIS - ADOPTED 2020-2021

(Page 1 of 2)

	Beg. Avail. Fund Balance*	Revenue	Transfers In	Total Available
<b>General Fund</b>	\$ 5,118,716	84,765,021	2,025,400	91,909,137
<b>Enterprise Funds:</b>				
Water Fund	12,714,480	33,484,750	-	46,199,230
Wastewater Fund	3,310,700	22,234,300	-	25,545,000
Solid Waste Fund	3,576,672	1,720,250	-	5,296,922
Transportation Fund	528,070	9,872,000	550,000	10,950,070
Theatres Fund	22,284	4,476,875	-	4,499,159
Los Robles Greens Golf Course Fund	372,900	5,944,300	-	6,317,200
<b>Total Enterprise Funds</b>	<u>20,525,106</u>	<u>77,732,475</u>	<u>550,000</u>	<u>98,807,581</u>
<b>Special Revenue Funds:</b>				
Library Fund	-	8,162,091	997,539	9,159,630
Lighting District Fund	401,840	2,030,900	180,000	2,612,740
Landscaping District Fund	4,250,813	5,696,100	-	9,946,913
Stormwater Fund	-	542,700	643,724	1,186,424
Street Improvement Funds	1,050,784	9,430,200	-	10,480,984
CDBG Fund	-	580,000	-	580,000
City Housing Fund	1,688,743	369,500	-	2,058,243
East County Transit Alliance (ECTA)Fund	(480,209)	1,146,050	-	665,841
<b>Total Special Revenue Funds</b>	<u>6,911,971</u>	<u>27,957,541</u>	<u>1,821,263</u>	<u>36,690,775</u>
<b>Capital / Debt Service Funds:</b>				
Capital Projects Funds	8,573,600	523,100	200,000	9,296,700
Debt Service Fund - PFA**	-	18,000	1,138,100	1,156,100
<b>Total Capital / Debt Service Funds</b>	<u>8,573,600</u>	<u>541,100</u>	<u>1,338,100</u>	<u>10,452,800</u>
<b>Total</b>	<u>\$ 41,129,393</u>	<u>190,996,137</u>	<u>5,734,763</u>	<u>237,860,293</u>
<b>Internal Service Funds</b>	<u>\$ -</u>	<u>2,106,327</u>	<u>-</u>	<u>2,106,327</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

(Page 2 of 2)

<u>Operating Requirements</u>	<u>Capital Requirements</u>	<u>Debt Service Requirements</u>	<u>Transfers Out</u>	<u>Total Requirements</u>	<u>Remaining Available</u>
82,304,661	2,314,900	-	2,879,363	87,498,924	4,410,213
26,779,379	18,815,000	-	-	45,594,379	604,851
16,725,388	5,330,000	2,035,300	-	24,090,688	1,454,312
1,647,434	-	-	-	1,647,434	3,649,488
8,265,555	572,600	-	-	8,838,155	2,111,915
4,425,960	-	-	-	4,425,960	73,199
5,787,400	300,000	16,000	100,000	6,203,400	113,800
<u>63,631,116</u>	<u>25,017,600</u>	<u>2,051,300</u>	<u>100,000</u>	<u>90,800,016</u>	<u>8,007,565</u>
8,341,180	818,450	-	-	9,159,630	-
1,928,448	5,180,000	-	-	7,108,448	(4,495,708)
5,384,309	1,625,000	-	-	7,009,309	2,937,604
986,424	200,000	-	-	1,186,424	-
125,000	7,308,000	-	1,565,000	8,998,000	1,482,984
580,000	-	-	-	580,000	-
237,848	-	-	-	237,848	1,820,395
1,515,365	-	-	-	1,515,365	(849,524)
<u>19,098,574</u>	<u>15,131,450</u>	<u>-</u>	<u>1,565,000</u>	<u>35,795,024</u>	<u>895,751</u>
50,000	5,217,395	-	1,190,400	6,457,795	2,838,905
-	-	1,156,100	-	1,156,100	-
<u>50,000</u>	<u>5,217,395</u>	<u>1,156,100</u>	<u>1,190,400</u>	<u>7,613,895</u>	<u>2,838,905</u>
<u>165,084,351</u>	<u>47,681,345</u>	<u>3,207,400</u>	<u>5,734,763</u>	<u>221,707,859</u>	<u>16,152,434</u>
<u>2,106,327</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>2,106,327</u>	<u>-</u>
165,084,350					

# BUDGET SUMMARY

## ALL FUNDS

### REVENUE BY FUND

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b>General Fund</b>	85,744,955	81,538,455	83,169,915	84,765,021
<b>Enterprise Funds:</b>				
Water Fund	29,544,903	27,500,075	32,277,375	33,484,750
Wastewater Fund	20,704,998	21,010,950	21,836,600	22,234,300
Solid Waste Fund	1,552,730	1,547,675	1,692,050	1,720,250
Transportation Fund	6,457,453	11,241,347	8,687,000	9,872,000
Theatres Fund	4,148,915	4,226,899	4,386,000	4,476,875
Los Robles Golf Course Fund	5,380,827	5,239,000	5,788,800	5,944,300
<b>Total Enterprise Funds</b>	<u>67,789,826</u>	<u>70,765,946</u>	<u>74,667,825</u>	<u>77,732,475</u>
<b>Special Revenue Funds:</b>				
Library Fund	7,429,309	7,276,001	7,883,176	8,162,091
Lighting Assessment District Fund	1,996,690	1,877,900	1,991,400	2,030,900
Landscaping Assessment District Fund	5,216,930	4,771,400	5,530,700	5,696,100
Stormwater / Flood Control Assessment Funds	504,606	469,000	532,000	542,700
Street Improvement Funds	4,899,310	6,093,800	10,056,691	9,430,200
Community Development Block Grant (CDBG)	510,309	600,000	580,000	580,000
Housing Trust Fund	418,589	159,000	369,500	369,500
ECTA - East County Transit Alliance	772,421	990,550	981,000	1,146,050
<b>Total Special Revenue Funds</b>	<u>21,748,164</u>	<u>22,237,651</u>	<u>27,924,467</u>	<u>27,957,541</u>
<b>Capital / Debt Service Funds:</b>				
Capital Projects Funds	2,113,333	1,682,684	523,100	523,100
Public Financing Authority Fund	14,595	4,000	18,000	18,000
<b>Total Capital / Debt Service Funds</b>	<u>2,127,928</u>	<u>1,686,684</u>	<u>541,100</u>	<u>541,100</u>
<b>Total</b>	<u>\$ 177,410,873</u>	<u>176,228,736</u>	<u>186,303,307</u>	<u>190,996,137</u>
<b>Internal Service Funds</b>	<u>\$ 1,563,628</u>	<u>1,666,700</u>	<u>1,913,480</u>	<u>2,106,327</u>

# BUDGET SUMMARY

## ALL FUNDS

### REVENUE BY CATEGORY

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b>General Fund:</b>				
Taxes and Fees	64,594,800	64,571,300	66,018,801	67,502,862
Licenses and Permits	7,098,983	6,297,255	6,120,800	6,070,800
Fines and Penalties	334,031	334,500	334,650	334,650
Revenue From Use of Money	2,799,673	2,127,200	2,919,900	2,922,400
Charges for Current Services	6,518,798	6,704,000	7,032,514	7,181,359
Revenue from Other Agencies	442,770	866,150	370,300	370,300
Reimbursements	521,277	348,650	204,450	206,150
Other Revenue	3,434,625	289,400	168,500	176,500
Proceeds From Debt	-	-	-	-
<b>Total General Fund</b>	<u>85,744,957</u>	<u>81,538,455</u>	<u>83,169,915</u>	<u>84,765,021</u>
<b>Enterprise Funds:</b>				
Revenue From Other Agencies	6,358,822	11,142,072	8,497,000	9,647,000
Revenue From Use of Money	533,123	825,100	1,988,400	1,989,000
Other Revenue	3,462,445	3,519,725	3,080,750	3,133,150
Charges for Current Services	57,435,434	55,279,049	61,101,675	62,963,325
<b>Total Enterprise Funds</b>	<u>67,789,824</u>	<u>70,765,946</u>	<u>74,667,825</u>	<u>77,732,475</u>
<b>Special Revenue Funds:</b>				
Other Revenue	1,836,865	1,618,751	1,763,901	1,935,951
Taxes	14,195,632	13,660,300	15,099,975	15,583,690
Charges for Services	142,889	170,000	169,000	169,000
Revenue From Use of Money	163,160	94,800	254,900	258,700
Revenue From Other Agencies	5,409,620	6,693,800	10,636,691	10,010,200
<b>Total Special Revenue Funds</b>	<u>21,748,166</u>	<u>22,237,651</u>	<u>27,924,467</u>	<u>27,957,541</u>
<b>Capital / Debt Service Funds:</b>				
Developer Fees	1,751,470	486,000	265,000	265,000
Other Revenue	18,000	943,684	18,000	18,000
Revenue From Use of Money	358,459	257,000	258,100	258,100
<b>Total Capital / Debt Service Funds</b>	<u>2,127,929</u>	<u>1,686,684</u>	<u>541,100</u>	<u>541,100</u>
<b>Total</b>	<u>\$ 177,410,876</u>	<u>176,228,736</u>	<u>186,303,307</u>	<u>190,996,137</u>
<b>Internal Service Funds</b>	<u>\$ 1,563,628</u>	<u>1,666,700</u>	<u>1,913,480</u>	<u>2,106,327</u>

# BUDGET SUMMARY

## ALL FUNDS

### ALLOCATION SUMMARY

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b><u>Program Allocations</u></b>				
Salaries	\$ 32,797,422	36,630,757	37,662,041	38,595,921
Fringe Benefits	16,471,219	18,573,020	20,197,367	21,419,867
Maintenance and Operations:				
Supplies and Equipment	8,584,914	11,203,588	10,889,550	10,876,050
Repairs and Maintenance	3,127,211	3,680,813	3,362,330	3,386,380
Professional/Contractual Services	33,888,869	37,601,948	31,599,605	32,802,885
Police Contract Services	28,873,349	31,182,288	31,649,250	33,065,200
Utilities	21,080,292	20,934,676	23,437,744	24,166,393
Insurance and Claims	1,641,001	1,862,000	2,174,735	2,480,033
Equipment/Building Rental	704,428	812,299	705,950	705,300
Training and Memberships	628,131	915,121	977,460	966,510
Asset Replacement Funding	1,828,248	1,661,200	1,825,471	2,087,446
Total Maintenance and Operations	100,356,443	109,853,933	106,622,095	110,536,197
Charge Backs	(5,587,424)	(5,959,709)	(5,770,185)	(5,812,634)
Capital Outlay:				
Capital Outlay	854,235	9,986,080	3,708,117	1,657,264
Use of Asset Replacement	(679,244)	(1,298,724)	(3,678,117)	(1,657,264)
Total Capital Outlay	174,991	8,687,356	30,000	-
Capital Improvements	10,431,422	75,648,720	38,202,600	39,191,345
Maintenance Improvements	1,822,650	13,194,964	8,936,657	8,835,000
Debt Service	4,760,391	4,756,800	3,209,650	3,207,400
Transfers to Other Funds	9,862,968	11,359,306	5,329,850	5,734,763
Total Program Allocations	\$ 171,090,082	272,745,147	214,420,075	221,707,859

# BUDGET SUMMARY

## ALL FUNDS

### ALLOCATION BY FUND

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b>General Fund</b>	85,095,189	109,586,293	87,189,599	87,498,924
<b>Enterprise Funds:</b>				
Water Fund	23,660,311	42,089,592	38,168,495	45,594,379
Wastewater Fund	18,325,739	33,479,186	29,343,200	24,090,688
Solid Waste Fund	1,180,988	2,380,365	1,662,578	1,647,434
Transportation Fund	6,597,508	19,666,749	9,346,234	8,838,155
Theatres Fund	3,960,495	4,620,984	4,713,716	4,425,960
Los Robles Golf Course Fund	5,822,852	5,462,301	5,897,900	6,203,400
<b>Total Enterprise Funds</b>	<u>59,547,893</u>	<u>107,699,177</u>	<u>89,132,123</u>	<u>90,800,016</u>
<b>Special Revenue Funds:</b>				
Library Fund	7,385,098	9,136,273	8,871,783	9,159,630
Lighting Assessment District Fund	1,749,434	2,002,638	2,614,560	7,108,448
Landscaping Assessment District Fund	4,615,036	8,096,354	5,935,887	7,009,309
Stormwater / Flood Control Assessment Funds	763,460	1,248,458	1,153,350	1,186,424
Street Improvement Funds	4,052,070	11,832,309	9,991,907	8,998,000
Community Development Block Grant (CDBG)	510,309	1,028,827	580,000	580,000
Housing Trust Fund	120,029	287,887	230,757	237,848
ECTA - East County Transit Alliance	679,579	909,696	1,461,209	1,515,365
<b>Total Special Revenue Funds</b>	<u>19,875,015</u>	<u>34,542,442</u>	<u>30,839,453</u>	<u>35,795,024</u>
<b>Capital / Debt Service Funds:</b>				
Capital Projects Funds	5,417,272	19,761,335	6,100,800	6,457,795
Public Financing Authority Fund	1,154,713	1,155,900	1,158,100	1,156,100
<b>Total Capital / Debt Service Funds</b>	<u>6,571,985</u>	<u>20,917,235</u>	<u>7,258,900</u>	<u>7,613,895</u>
<b>Total</b>	<u>\$ 171,090,082</u>	<u>272,745,147</u>	<u>214,420,075</u>	<u>221,707,859</u>
<b>Internal Service Funds</b>	<u>\$ 1,446,564</u>	<u>1,671,161</u>	<u>1,913,480</u>	<u>2,106,327</u>

# BUDGET SUMMARY

## ALL FUNDS

### ALLOCATION BY DEPARTMENT / PROGRAM

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b>General Fund:</b>				
City Council	202,480	216,182	188,003	187,397
City Manager	5,540,956	3,935,408	4,506,550	4,424,172
Human Resources	3,490,961	4,037,400	4,156,911	4,526,805
City Attorney	1,370,882	1,390,014	1,500,656	1,551,392
City Clerk	980,054	1,059,557	1,109,154	1,146,353
Finance	10,957,986	26,964,765	13,377,364	13,314,015
Police	29,341,593	31,759,115	32,293,900	33,691,800
Community Development	8,031,247	12,044,629	9,353,195	9,700,306
Cultural Affairs	4,357,298	398,576	442,983	454,098
Community Services	1,153,257	1,147,664	1,143,916	1,188,588
Public Works	12,602,746	17,786,877	16,367,517	14,434,635
Transfers In	7,065,729	8,846,106	2,749,450	2,879,363
<b>Total General Fund</b>	<b>85,095,189</b>	<b>109,586,293</b>	<b>87,189,599</b>	<b>87,498,924</b>
<b>Enterprise Funds:</b>				
Water Fund:				
Administration	1,757,862	1,807,764	2,025,563	2,078,443
Sustainability	1,884	81,878	53,750	58,750
Capital / Development Engineering Services	1,135,803	1,151,350	1,607,313	1,662,873
Municipal Service Center	370,965	443,806	550,139	564,656
Conservation	206,009	264,837	304,064	312,567
Storage and Distribution	18,494,677	18,031,492	20,862,330	21,577,846
Groundwater	39,848	49,613	61,949	63,462
Quality Assurance	163,327	354,477	349,887	357,282
Capital Programs	1,489,936	19,904,375	12,353,500	18,918,500
<b>Total Water Fund</b>	<b>23,660,311</b>	<b>42,089,592</b>	<b>38,168,495</b>	<b>45,594,379</b>
Wastewater Fund:				
Administration	5,995,845	6,459,404	4,912,407	5,041,624
Capital / Development Engineering Services	1,267,419	1,396,011	1,485,543	1,550,324
Municipal Service Center	465,102	427,930	721,821	745,300
Wastewater Lines	1,655,966	2,021,418	1,906,409	1,952,550
Industrial Waste Inspection	384,183	312,322	530,061	556,538

# BUDGET SUMMARY

## ALL FUNDS

### ALLOCATION BY DEPARTMENT / PROGRAM

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
Hill Canyon Treatment Plant	6,973,780	9,462,727	8,611,959	8,769,352
Capital Programs	1,583,444	13,399,374	11,175,000	5,475,000
Total Wastewater Fund	18,325,739	33,479,186	29,343,200	24,090,688
<b>Solid Waste Fund:</b>				
Administration	230,263	320,345	301,934	264,749
Sustainability	2,699	114,841	76,800	84,300
Recycling	477,207	1,254,750	653,555	663,297
Community Enhancement	36,800	33,426	40,000	40,000
Household Hazardous Waste	434,019	657,003	590,289	595,088
Total Solid Waste Fund	1,180,988	2,380,365	1,662,578	1,647,434
<b>Transportation Fund:</b>				
Bus, Local (Thousand Oaks Transit)	2,876,093	12,517,872	3,820,583	3,147,458
Dial-A-Ride	2,235,837	5,216,988	3,398,929	3,512,220
Other Transportation Services	1,485,578	1,931,889	2,126,722	2,178,477
Total Transportation Fund	6,597,508	19,666,749	9,346,234	8,838,155
<b>Theatres Fund:</b>				
Kavli Center	3,158,291	3,704,952	3,666,276	3,450,882
Scherr Forum Theatre	802,204	916,032	1,047,440	975,078
Total Theatres Fund	3,960,495	4,620,984	4,713,716	4,425,960
Los Robles Golf Course Fund	5,822,852	5,462,301	5,897,900	6,203,400
<b>Total Enterprise Funds</b>	59,547,893	107,699,177	89,132,123	90,800,016
<b>Special Revenue Funds:</b>				
<b>Library Fund:</b>				
Administration	1,852,885	1,206,877	1,086,516	1,143,979
Passport Services	-	-	29,488	29,488
Reference Services	509,999	606,187	868,469	895,747
Children's and Young Adult Services	376,498	405,801	948,957	986,613
Special Collections	208,271	249,727	46,786	48,541
Circulation	1,180,901	1,249,477	1,032,846	1,059,999
Technical Services	1,812,733	2,162,453	1,465,744	1,486,639
Maintenance	38,819	1,397,015	1,361,566	1,223,340
Information Systems	485,427	972,787	799,334	812,615

# BUDGET SUMMARY

## ALL FUNDS

### ALLOCATION BY DEPARTMENT / PROGRAM

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
Newbury Park Branch	919,565	885,949	1,232,077	1,472,669
Total Library Fund	7,385,098	9,136,273	8,871,783	9,159,630
Lighting Assessment District Fund	1,749,434	2,002,638	2,614,560	7,108,448
Landscaping Assessment District Fund	4,615,036	8,096,354	5,935,887	7,009,309
Stormwater / Flood Control Assessment Funds	763,460	1,248,458	1,153,350	1,186,424
Street Improvement Funds	4,052,070	11,832,309	9,991,907	8,998,000
Community Development Block Grant (CDBG) Program	510,309	1,028,827	580,000	580,000
Housing Trust Fund	120,029	287,887	230,757	237,848
East County Transit Alliance	679,579	909,696	1,461,209	1,515,365
<b>Total Special Revenue Funds</b>	<b>19,875,015</b>	<b>34,542,442</b>	<b>30,839,453</b>	<b>35,795,024</b>
<b>Capital / Debt Service Funds:</b>				
Capital Projects Funds	5,417,272	19,761,335	6,100,800	6,457,795
Public Financing Authority Fund	1,154,713	1,155,900	1,158,100	1,156,100
<b>Total Capital / Debt Service Funds</b>	<b>6,571,985</b>	<b>20,917,235</b>	<b>7,258,900</b>	<b>7,613,895</b>
<b>Total</b>	<b>\$ 171,090,082</b>	<b>272,745,147</b>	<b>214,420,075</b>	<b>221,707,859</b>
<b>Internal Service Funds</b>				
Liability Insurance	1,013,208	1,145,161	1,320,980	1,502,127
Workers' Compensation	384,938	470,000	536,500	548,200
Vision Plan	48,418	56,000	56,000	56,000
<b>Total Internal Service Funds</b>	<b>\$ 1,446,564</b>	<b>1,671,161</b>	<b>1,913,480</b>	<b>2,106,327</b>

# BUDGET SUMMARY

## ALL FUNDS

### INTERFUND TRANSFERS

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b><u>Transfers From Other Funds</u></b>				
General Fund From:				
Gas Tax Fund	\$ 978,593	1,027,000	992,000	992,000
Traffic Safety Fund	705,316	571,000	573,000	573,000
Public Facilities/Capital Funds	569,509	285,200	460,400	460,400
Total General Fund From	<u>2,253,418</u>	<u>1,883,200</u>	<u>2,025,400</u>	<u>2,025,400</u>
Library Fund from General Fund	-	1,657,023	538,000	997,539
Lighting Fund from Capital Projects Fund	142,627	180,000	180,000	180,000
Transportation Fund from Capital Projects Fund	227,023	350,000	275,000	550,000
Capital Projects Fund from Capital Projects Fund	174,172	-	-	-
Stormwater / Flood Control from General Fund	275,064	722,183	621,350	643,724
Developer Fee Funds from General Fund	5,550,000	5,215,000	-	-
CROSEF from LRGGC Fund	-	100,000	100,000	100,000
CROSEF from General Fund	100,000	100,000	100,000	100,000
Theatres Fund from General Fund	-	-	350,000	-
PFA Fund from General Fund	1,140,665	1,151,900	1,140,100	1,138,100
Total Transfers From Other Funds	<u>\$ 9,862,968</u>	<u>11,359,306</u>	<u>5,329,850</u>	<u>5,734,763</u>
<b><u>Transfers To Other Funds</u></b>				
General Fund To:				
Library Fund	\$ -	1,657,023	538,000	997,539
CROSEF	100,000	100,000	100,000	100,000
Stormwater / Flood Control	275,064	722,183	621,350	643,724
Theatres Fund	-	-	350,000	-
PFA Fund	1,140,665	1,151,900	1,140,100	1,138,100
Developer Fee Funds	5,550,000	5,215,000	-	-
Total General Fund To	<u>7,065,729</u>	<u>8,846,106</u>	<u>2,749,450</u>	<u>2,879,363</u>
Gas Tax Fund to General Fund	978,593	1,027,000	992,000	992,000
Traffic Safety Fund to General Fund	705,316	571,000	573,000	573,000
Public Facilities/Capital Funds to General Fund	567,519	285,200	460,400	460,400
Capital Projects Funds to Lighting & Landscaping	142,627	180,000	180,000	180,000
Capital Projects Funds to Transportation Fund	227,023	350,000	275,000	550,000
Capital Projects Fund to Capital Projects Fund	176,162	-	-	-
LRGGC Fund to CROSEF	-	100,000	100,000	100,000
Total Transfers To Other Funds	<u>\$ 9,862,968</u>	<u>11,359,306</u>	<u>5,329,850</u>	<u>5,734,763</u>

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



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# GENERAL FUND SUMMARY

# BUDGET SUMMARY

## GENERAL FUND

### OPERATIONAL SUMMARY

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b><u>Amount Available for Allocation</u></b>				
Current Revenues	\$ 85,744,955	81,538,455	83,169,915	84,765,021
Transfers From Other Funds	2,253,418	1,883,200	2,025,400	2,025,400
Reserve Account	-	26,164,638	1,994,284	708,503
Total Amount Available for Allocation	<u>\$ 87,998,373</u>	<u>109,586,293</u>	<u>87,189,599</u>	<u>87,498,924</u>
<b><u>Estimated Requirements</u></b>				
Operating Requirements				
Salaries	\$ 19,432,404	21,740,928	22,413,524	22,980,850
Fringe Benefits	10,540,500	11,208,513	12,249,598	12,993,665
Charge Backs	(6,634,742)	(7,219,168)	(6,968,442)	(7,034,982)
Maintenance and Operations				
Supplies and Equipment	4,003,008	5,301,030	5,334,800	5,322,150
Repairs and Maintenance	1,736,518	2,122,442	1,992,864	2,005,756
Professional/Contractual Services	12,358,759	10,976,305	7,127,550	6,924,820
Police Contract Services	28,873,349	31,182,288	31,649,250	33,065,200
Utilities	1,437,071	1,604,510	1,409,144	1,451,918
Insurance and Claims	1,401,393	1,584,500	1,885,235	2,190,033
Equipment/Building Rental	601,502	728,199	591,890	592,040
Training and Memberships	386,364	603,718	614,245	609,545
Asset Replacement Funding	1,053,726	1,022,700	1,035,591	1,203,666
Total Maintenance and Operations	<u>51,851,690</u>	<u>55,125,692</u>	<u>51,640,569</u>	<u>53,365,128</u>
Capital Outlay				
Capital Outlay	355,328	688,383	2,766,763	1,242,432
Use of Asset Replacement	(306,220)	(625,279)	(2,766,763)	(1,242,432)
Total Capital Outlay	<u>49,108</u>	<u>63,104</u>	<u>-</u>	<u>-</u>
Total Operating Requirements	<u>75,238,960</u>	<u>80,919,069</u>	<u>79,335,249</u>	<u>82,304,661</u>
Capital Improvements	2,022,064	16,928,643	3,344,900	2,024,900
Maintenance Improvements	768,436	2,892,475	1,760,000	290,000
Transfers to Other Funds	7,065,729	8,846,106	2,749,450	2,879,363
Reserve Account	2,903,184	-	-	-
Total Estimated Requirements	<u>\$ 87,998,373</u>	<u>109,586,293</u>	<u>87,189,599</u>	<u>87,498,924</u>

# BUDGET SUMMARY

## GENERAL FUND

### SCHEDULE OF REVENUE

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b>General Fund Revenue and Transfers</b>				
<b>Taxes and Fees:</b>				
Property Tax Apportionment	\$ 9,313,890	9,208,300	10,030,796	10,413,347
Property Tax In-Lieu of Vehicle License Fee	12,168,229	12,315,000	13,218,405	13,747,141
Sales and Use Tax	30,670,277	30,649,000	30,451,100	30,921,800
Transient Occupancy Tax	4,750,931	4,702,000	4,702,000	4,702,000
Franchise Fee	6,600,816	6,765,000	6,584,500	6,636,574
Property Transfer Tax	1,060,355	900,000	1,000,000	1,050,000
Other Taxes	30,302	32,000	32,000	32,000
<b>Total Taxes and Fees</b>	<b>64,594,799</b>	<b>64,571,300</b>	<b>66,018,801</b>	<b>67,502,862</b>
<b>Licenses and Permits:</b>				
Business Licenses	2,334,332	2,396,000	2,343,000	2,293,000
Building Permits/Inspections	3,251,431	2,922,455	3,049,500	3,049,500
Public Works Permits/Inspections	1,433,249	963,500	713,000	713,000
Other Departments	79,971	15,300	15,300	15,300
<b>Total Licenses and Permits</b>	<b>7,098,983</b>	<b>6,297,255</b>	<b>6,120,800</b>	<b>6,070,800</b>
<b>Fines and Penalties:</b>				
Parking Citations	202,149	201,500	201,650	201,650
Other Court Fees	131,882	133,000	133,000	133,000
<b>Total Fines and Penalties</b>	<b>334,031</b>	<b>334,500</b>	<b>334,650</b>	<b>334,650</b>
<b>Revenue From Use of Money:</b>				
Interest Income	1,944,578	1,244,000	2,020,000	2,020,000
Rental of City Facilities	855,095	883,200	899,900	902,400
<b>Total Revenue From Use of Money</b>	<b>2,799,672</b>	<b>2,127,200</b>	<b>2,919,900</b>	<b>2,922,400</b>
<b>Charges for Current Services:</b>				
Public Works Department	77,596	111,000	75,000	75,000
Planning Department	664,349	1,005,000	1,040,000	1,040,000
Building Record Fee	155,698	119,000	150,000	150,000
Law Enforcement	416,231	380,000	415,000	429,400
Services to Enterprise Funds	4,954,417	4,838,000	5,101,514	5,235,959
Other Charges	250,507	251,000	251,000	251,000
<b>Total Charges for Current Services</b>	<b>6,518,798</b>	<b>6,704,000</b>	<b>7,032,514</b>	<b>7,181,359</b>
<b>Revenue from Other Agencies:</b>				
Vehicle License Fee	69,197	60,000	63,000	63,000
State Mandates/Other State Rev.	52,752	46,650	47,500	47,500
Supplemental Police Grants	318,951	236,500	225,300	225,300
Other Grants	1,870	523,000	34,500	34,500
<b>Total Revenue from Other Agencies</b>	<b>442,770</b>	<b>866,150</b>	<b>370,300</b>	<b>370,300</b>
<b>Reimbursements</b>	<b>521,277</b>	<b>348,650</b>	<b>204,450</b>	<b>206,150</b>
<b>Other Revenue</b>	<b>3,434,625</b>	<b>289,400</b>	<b>168,500</b>	<b>176,500</b>
<b>Total Revenue</b>	<b>85,744,955</b>	<b>81,538,455</b>	<b>83,169,915</b>	<b>84,765,021</b>
<b>Transfers From Other Funds</b>	<b>2,253,418</b>	<b>1,883,200</b>	<b>2,025,400</b>	<b>2,025,400</b>
<b>Total Revenue and Transfers</b>	<b>\$ 87,998,372</b>	<b>83,421,655</b>	<b>85,195,315</b>	<b>86,790,421</b>

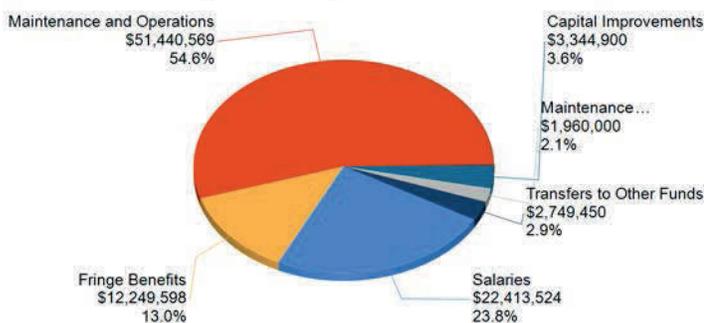
# BUDGET SUMMARY

## GENERAL FUND

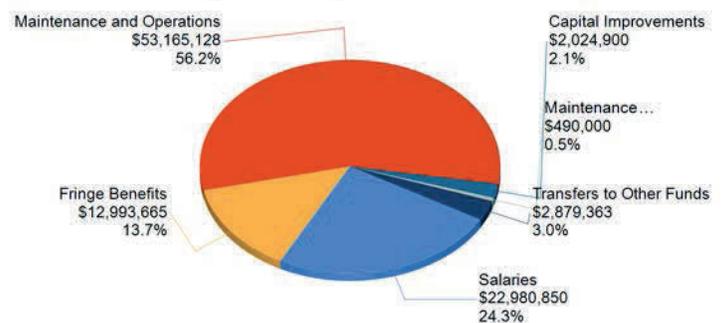
### ALLOCATION SUMMARY

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b><u>Program Allocations</u></b>				
Salaries	\$ 19,432,404	21,740,928	22,413,524	22,980,850
Fringe Benefits	10,540,500	11,208,513	12,249,598	12,993,665
Maintenance and Operations:				
Supplies and Equipment	4,003,008	5,301,030	5,334,800	5,322,150
Repairs and Maintenance	1,736,518	2,122,442	1,792,864	1,805,756
Professional/Contractual Services	12,358,759	10,976,305	7,127,550	6,924,820
Police Contract Services	28,873,349	31,182,288	31,649,250	33,065,200
Utilities	1,437,071	1,604,510	1,409,144	1,451,918
Insurance and Claims	1,401,393	1,584,500	1,885,235	2,190,033
Equipment/Building Rental	601,502	728,199	591,890	592,040
Training and Memberships	386,364	603,718	614,245	609,545
Asset Replacement Funding	1,053,726	1,022,700	1,035,591	1,203,666
Total Maintenance and Operations	51,851,690	55,125,692	51,440,569	53,165,128
Charge Backs	(6,634,742)	(7,219,168)	(6,968,442)	(7,034,982)
Capital Outlay:				
Capital Outlay	355,328	688,383	2,766,763	1,242,432
Use of Asset Replacement	(306,220)	(625,279)	(2,766,763)	(1,242,432)
Total Capital Outlay	49,108	63,104	-	-
Capital Improvements	2,022,064	16,928,643	3,344,900	2,024,900
Maintenance Improvements	768,436	2,892,475	1,960,000	490,000
Transfers to Other Funds	7,065,729	8,846,106	2,749,450	2,879,363
<b>Total Program Allocations</b>	<b>\$ 85,095,189</b>	<b>109,586,293</b>	<b>87,189,599</b>	<b>87,498,924</b>

**Adopted Budget FY 2019-2020**



**Adopted Budget FY 2020-2021**



# BUDGET SUMMARY

## GENERAL FUND

### OPERATING EXPENDITURE BUDGET - ADOPTED 2019-2020

	Salaries\ Fringe Benefits	Maint.\ Operations	Charge Backs	Capital Outlay	Total
<b>City Council:</b>					
City Council	181,513	62,490	(56,000)	-	188,003
Total City Council	181,513	62,490	(56,000)	-	188,003
<b>City Manager:</b>					
Administration	1,874,554	57,450	(43,200)	-	1,888,804
Economic Development	418,932	258,850	-	-	677,782
Intergovernmental Relations	304,554	842,550	-	-	1,147,104
Public Information / Special Services	211,403	56,550	-	-	267,953
TOTV / Cable	460,237	64,670	-	-	524,907
Total City Manager	3,269,680	1,280,070	(43,200)	-	4,506,550
<b>Human Resources:</b>					
Administration	1,120,731	347,280	(55,000)	-	1,413,011
Risk Management	425,155	1,934,085	-	-	2,359,240
Volunteers / Crossing Guards	371,679	12,981	-	-	384,660
Total Human Resources	1,917,565	2,294,346	(55,000)	-	4,156,911
<b>City Attorney:</b>					
Administration (General Legal Services)	1,028,324	82,920	(79,000)	-	1,032,244
Code Compliance	128,976	-	-	-	128,976
Land Use / Housing	339,436	-	-	-	339,436
Total City Attorney	1,496,736	82,920	(79,000)	-	1,500,656
<b>City Clerk:</b>					
Administration	527,518	193,340	(52,000)	-	668,858
Records Management	337,256	103,040	-	-	440,296
Total City Clerk	864,774	296,380	(52,000)	-	1,109,154
<b>Finance:</b>					
Administration	1,609,687	352,070	(109,900)	-	1,851,857
Accounting	1,339,951	141,505	(324,100)	-	1,157,356
Treasury & Debt Service Administration	140,284	172,900	(11,100)	-	302,084
Public Services and Revenue Collection	1,163,361	346,710	(8,100)	-	1,501,971
Information Technology	1,939,360	1,257,000	(101,200)	-	3,095,160
General Services	203,549	388,485	(252,575)	-	339,459
Facility Maintenance	1,322,427	3,569,760	(1,827,110)	-	3,065,077
Total Finance	7,718,619	6,228,430	(2,634,085)	-	11,312,964

# BUDGET SUMMARY

## GENERAL FUND

### OPERATING EXPENDITURE BUDGET - ADOPTED 2019-2020

	Salaries\ Fringe Benefits	Maint.\ Operations	Charge Backs	Capital Outlay	Total
<b>Police:</b>					
Administration	-	1,686,550	-	-	1,686,550
Patrol Services, Special Enforcement Unit, and	-	15,522,250	-	-	15,522,250
Traffic Services	-	4,159,800	-	-	4,159,800
Investigation Services	-	5,966,100	-	-	5,966,100
Intelligence LED Policing (Crime Prevention)	-	2,630,100	-	-	2,630,100
Vehicle Services	-	1,778,100	-	-	1,778,100
Court Services	-	68,000	-	-	68,000
Special Events and Overtime Services	-	449,000	-	-	449,000
Disaster Assistance Response Team (DART)	-	34,000	-	-	34,000
Total Police	-	32,293,900	-	-	32,293,900
<b>Community Development:</b>					
Administration	749,931	126,755	-	-	876,686
Animal Care and Control Services	24,887	320,100	-	-	344,987
Planning Commission	129,565	9,100	-	-	138,665
General Planning	2,454,781	469,840	-	-	2,924,621
Conejo Open Space Conservation Agency	564,955	401,740	-	-	966,695
Building & Safety	2,867,853	129,430	-	-	2,997,283
Code Compliance	806,123	23,440	-	-	829,563
Community Development Block Grant (CDBG)	262,973	45,250	(102,700)	-	205,523
Housing Services	182,429	-	(183,257)	-	(828)
Total Community Development	8,043,497	1,525,655	(285,957)	-	9,283,195
<b>Cultural Affairs:</b>					
Arts Services / Special Projects	354,233	88,750	-	-	442,983
Total Cultural Affairs	354,233	88,750	-	-	442,983
<b>Community Services:</b>					
Senior Services	83,474	368,189	-	-	451,663
Teen Services	83,474	608,779	-	-	692,253
Total Community Services	166,948	976,968	-	-	1,143,916

# BUDGET SUMMARY

## GENERAL FUND

### OPERATING EXPENDITURE BUDGET - ADOPTED 2019-2020

	Salaries\ Fringe Benefits	Maint.\ Operations	Charge Backs	Capital Outlay	Total
<b>Public Works:</b>					
Administration	471,908	94,050	-	-	565,958
Sustainability	194,436	127,970	-	-	322,406
Emergency Preparedness	75,616	33,600	-	-	109,216
Capital Engineering Services	819,793	34,370	-	-	854,163
Development Engineering Services	950,901	80,150	-	-	1,031,051
Traffic Engineering Services	626,009	56,100	-	-	682,109
Fleet Services	1,557,297	2,347,800	(2,998,700)	-	906,397
Roads	3,403,212	1,271,850	(20,000)	-	4,655,062
Street Trees / Landscape	1,760,500	1,607,580	(700,000)	-	2,668,080
Municipal Service Center	681,108	369,790	(44,500)	-	1,006,398
Storm Drain Maintenance	108,777	287,400	-	-	396,177
Total Public Works	<u>10,649,557</u>	<u>6,310,660</u>	<u>(3,763,200)</u>	<u>-</u>	<u>13,197,017</u>
<b>Total General Fund</b>	<u>\$ 34,663,122</u>	<u>51,440,569</u>	<u>(6,968,442)</u>	<u>-</u>	<u>79,135,249</u>

# BUDGET SUMMARY

## GENERAL FUND

### OPERATING EXPENDITURE BUDGET - ADOPTED 2020-2021

	Salaries\ Fringe Benefits	Maint.\ Operations	Charge Backs	Capital Outlay	Total
<b>City Council:</b>					
City Council	182,607	62,490	(57,700)	-	187,397
Total City Council	182,607	62,490	(57,700)	-	187,397
<b>City Manager:</b>					
Administration	1,943,584	57,450	(44,600)	-	1,956,434
Economic Development	433,224	257,650	-	-	690,874
Intergovernmental Relations	315,454	594,350	-	-	909,804
Public Information / Special Services	219,565	106,950	-	-	326,515
TOTV / Cable	475,875	64,670	-	-	540,545
Total City Manager	3,387,702	1,081,070	(44,600)	-	4,424,172
<b>Human Resources:</b>					
Administration	1,159,017	349,780	(56,700)	-	1,452,097
Risk Management	441,464	2,244,008	-	-	2,685,472
Volunteers / Crossing Guards	376,255	12,981	-	-	389,236
Total Human Resources	1,976,736	2,606,769	(56,700)	-	4,526,805
<b>City Attorney:</b>					
Administration (General Legal Services)	1,063,130	83,720	(81,400)	-	1,065,450
Code Compliance	133,860	-	-	-	133,860
Land Use / Housing	352,082	-	-	-	352,082
Total City Attorney	1,549,072	83,720	(81,400)	-	1,551,392
<b>City Clerk:</b>					
Administration	546,870	195,990	(53,500)	-	689,360
Records Management	351,453	105,540	-	-	456,993
Total City Clerk	898,323	301,530	(53,500)	-	1,146,353
<b>Finance:</b>					
Administration	1,668,725	270,570	(112,800)	-	1,826,495
Accounting	1,391,758	146,205	(326,800)	-	1,211,163
Treasury & Debt Service Administration	145,601	178,900	(11,400)	-	313,101
Public Services and Revenue Collection	1,207,629	447,910	(8,300)	-	1,647,239
Information Technology	2,014,416	1,223,650	(104,500)	-	3,133,566
General Services	211,588	388,485	(255,875)	-	344,198
Facility Maintenance	1,373,902	3,564,210	(1,864,259)	-	3,073,853
Total Finance	8,013,619	6,219,930	(2,683,934)	-	11,549,615

# BUDGET SUMMARY

## GENERAL FUND

### OPERATING EXPENDITURE BUDGET - ADOPTED 2020-2021

	Salaries\ Fringe Benefits	Maint.\ Operations	Charge Backs	Capital Outlay	Total
<b>Police:</b>					
Administration	-	1,712,350	-	-	1,712,350
Patrol Services, Special Enforcement Unit, and	-	16,143,200	-	-	16,143,200
Traffic Services	-	4,326,300	-	-	4,326,300
Investigation Services	-	6,205,450	-	-	6,205,450
Intelligence LED Policing (Crime Prevention)	-	2,735,500	-	-	2,735,500
Vehicle Services	-	1,997,350	-	-	1,997,350
Court Services	-	70,750	-	-	70,750
Special Events and Overtime Services	-	466,900	-	-	466,900
Disaster Assistance Response Team (DART)	-	34,000	-	-	34,000
Total Police	-	33,691,800	-	-	33,691,800
<b>Community Development:</b>					
Administration	781,127	126,755	-	-	907,882
Animal Care and Control Services	25,822	365,100	-	-	390,922
Planning Commission	133,179	9,100	-	-	142,279
General Planning	2,548,262	469,840	-	-	3,018,102
Conejo Open Space Conservation Agency	586,364	401,740	-	-	988,104
Building & Safety	2,979,128	144,930	-	-	3,124,058
Code Compliance	840,446	23,440	-	-	863,886
Community Development Block Grant (CDBG)	273,117	25,250	(102,300)	-	196,067
Housing Services	189,354	-	(190,348)	-	(994)
Total Community Development	8,356,799	1,566,155	(292,648)	-	9,630,306
<b>Cultural Affairs:</b>					
Arts Services / Special Projects	365,248	88,850	-	-	454,098
Total Cultural Affairs	365,248	88,850	-	-	454,098
<b>Community Services:</b>					
Senior Services	86,717	375,322	-	-	462,039
Teen Services	86,717	639,832	-	-	726,549
Total Community Services	173,434	1,015,154	-	-	1,188,588

# BUDGET SUMMARY

## GENERAL FUND

### OPERATING EXPENDITURE BUDGET - ADOPTED 2020-2021

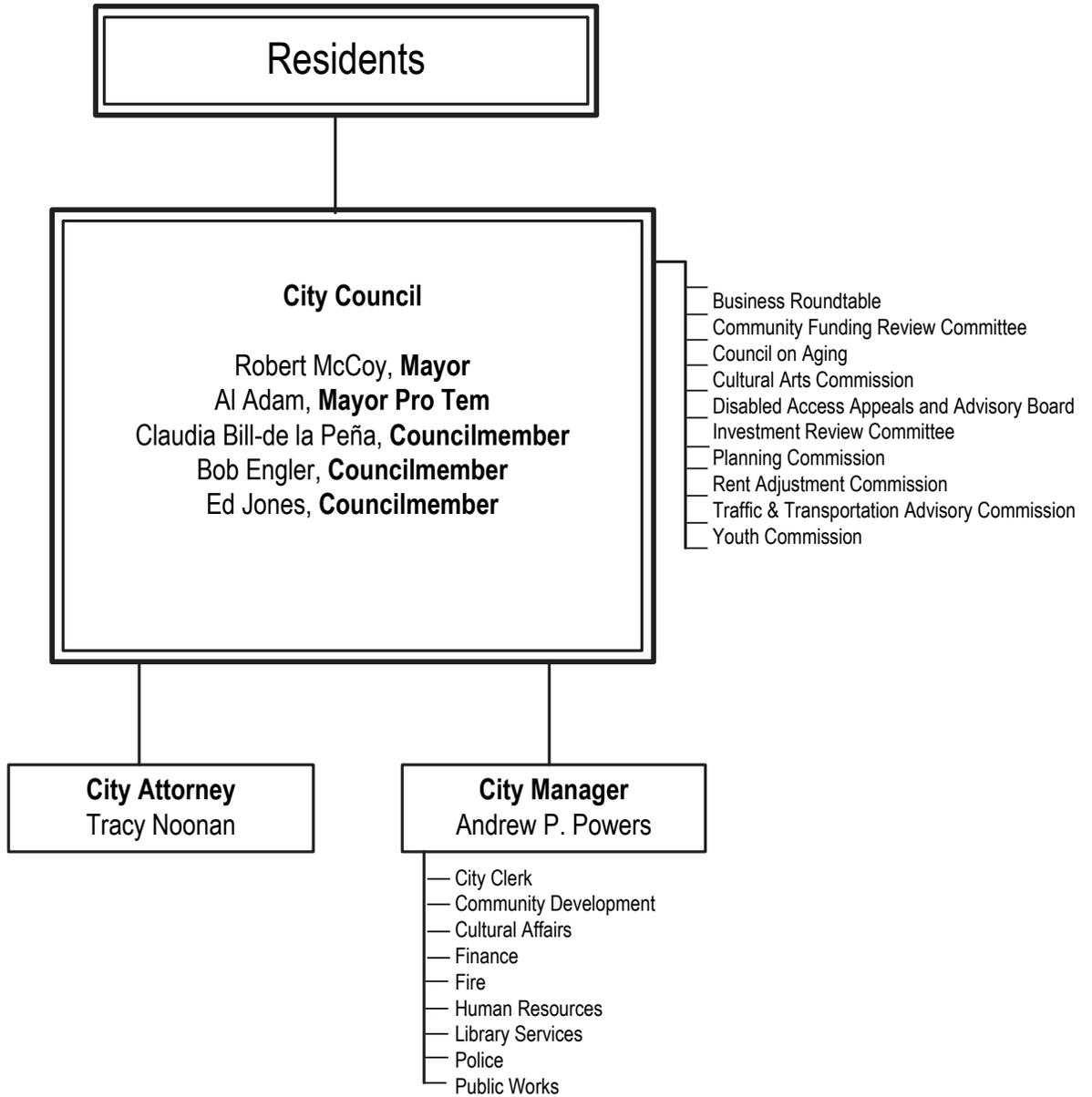
	Salaries\ Fringe Benefits	Maint.\ Operations	Charge Backs	Capital Outlay	Total
<b>Public Works:</b>					
Administration	489,509	94,050	-	-	583,559
Sustainability	202,045	140,470	-	-	342,515
Emergency Preparedness	77,521	33,600	-	-	111,121
Capital Engineering Services	849,654	34,370	-	-	884,024
Development Engineering Services	984,001	80,150	-	-	1,064,151
Traffic Engineering Services	649,138	56,100	-	-	705,238
Fleet Services	1,616,102	2,347,800	(2,998,700)	-	965,202
Roads	3,547,272	1,328,150	(20,000)	-	4,855,422
Street Trees / Landscape	1,837,948	1,674,380	(700,000)	-	2,812,328
Municipal Service Center	705,504	371,090	(45,800)	-	1,030,794
Storm Drain Maintenance	112,281	287,500	-	-	399,781
Total Public Works	<u>11,070,975</u>	<u>6,447,660</u>	<u>(3,764,500)</u>	<u>-</u>	<u>13,754,135</u>
<b>Total General Fund</b>	<u>\$ 35,974,515</u>	<u>53,165,128</u>	<u>(7,034,982)</u>	<u>-</u>	<u>82,104,661</u>

# GENERAL FUND

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

# 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.

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b><u>Program Allocations</u></b>				
Salaries	\$ 109,040	105,001	105,001	105,001
Fringe Benefits	97,439	99,181	76,512	77,606
Maintenance and Operations:				
Supplies and Equipment	11,252	12,100	13,800	13,800
Professional/Contractual Services	2,845	12,000	16,000	16,000
Utilities	3,047	3,000	3,000	3,000
Equipment/Building Rental	3,300	3,300	2,090	2,090
Training and Memberships	21,503	39,600	27,600	27,600
Total Maintenance and Operations	41,947	70,000	62,490	62,490
Charge Backs	(45,946)	(58,000)	(56,000)	(57,700)
<b>Total Program Allocations</b>	<b>\$ 202,480</b>	<b>216,182</b>	<b>188,003</b>	<b>187,397</b>

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 5.00; FY 2020-21 - 5.00

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

# CITY COUNCIL

## GENERAL FUND

### CITY COUNCIL

## GOALS AND OBJECTIVES

#### **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 FY 2017-18 and FY 2018-19 as agreed during each annual City Council Goal Setting meeting.

#### **Prior Budget Accomplishments**

- Held City Council Goal Setting Workshops in FY 2017-18 and FY 2018-19 (May 2019 & March 2019).
- Reported accomplished goals for each fiscal year at Mayor's annual State of the City Address (December 2017 & December 2018).

#### **Additional Accomplishments**

- Planned and executed dedication of the Andrew P. Fox City Council Chambers in honor of retired Mayor & Councilmember Andy Fox (March 2019).

#### **Objective(s)**

- Hold City Council Goal Setting Workshops in FY 2019-20 and FY 2020-21. **(A - Municipal Government Leadership)**
- Report accomplished goals for each fiscal year at Mayor's annual State of the City Address. **(A - Municipal Government Leadership)**
- Adopt FY 2019-20 and FY 2020-21 Operating and Capital Improvement Budgets. **(B - Fiscally and Managerially Responsible)**

#### **Performance Measure(s)**

This Division does not have any "External" Performance Measures.

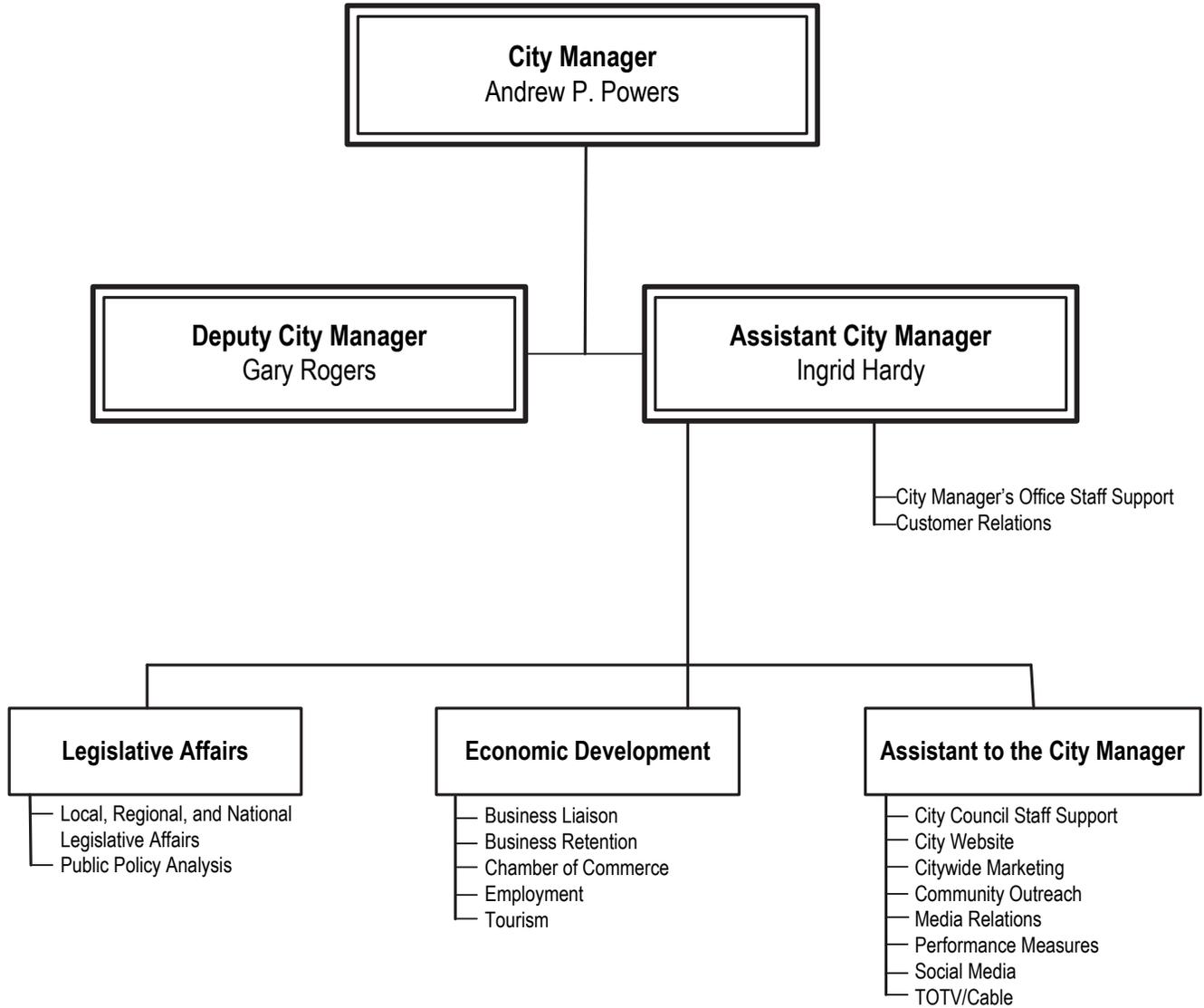
# CITY MANAGER

The City Manager and staff manage the overall City administration and implementation of City Council policy.

Services Provided and Responsibilities include:

- Staff to City Council
- Citizen requests/referrals
- Public information
- Grant programs for arts, recreation, community events, sports facilities
- Assistance to City Council, Residents Roundtable, Business Roundtable, Community Funding Review Committee
- Special Presentations, Proclamations, Commendations, Certificates, Plaques
- Legislation
- Special Projects

# City Manager



**Total Employees:**

FY 19-20: 16

FY 20-21: 16

# CITY MANAGER

## GENERAL FUND

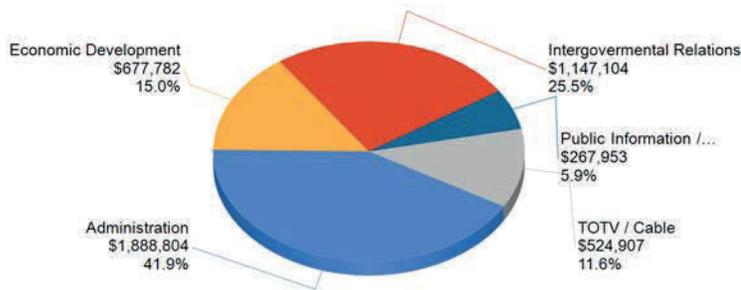
### PROGRAMS SUMMARY

#### City Manager's Office Mission Statement

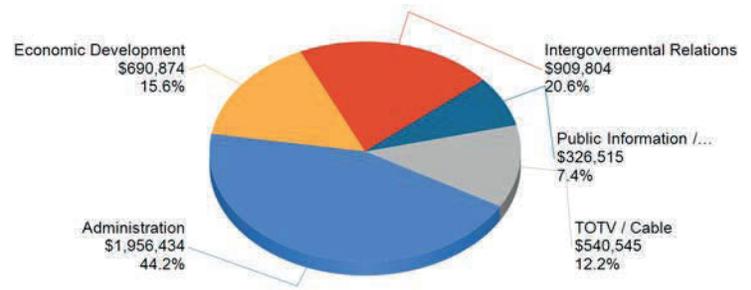
To provide leadership in the administration of City Council policies, programs, services, and Citywide goals and objectives, and to maintain the quality of life for our residents and businesses, while sustaining the prosperity of the City.

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b>Program Allocation Summary</b>				
Administration	\$ 1,064,112	1,250,682	1,888,804	1,956,434
Economic Development	454,919	573,204	677,782	690,874
Intergovernmental Relations	3,244,233	1,140,071	1,147,104	909,804
Public Information / Communications	227,326	430,071	267,953	326,515
TOTV / Cable	550,366	541,380	524,907	540,545
<b>Total</b>	<b>\$ 5,540,956</b>	<b>3,935,408</b>	<b>4,506,550</b>	<b>4,424,172</b>

**Adopted Budget FY 2019-2020**



**Adopted Budget FY 2020-2021**



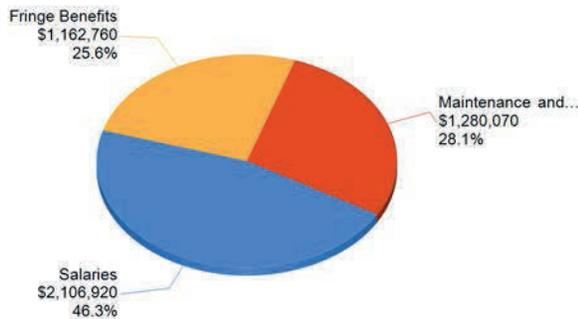
# CITY MANAGER

## GENERAL FUND

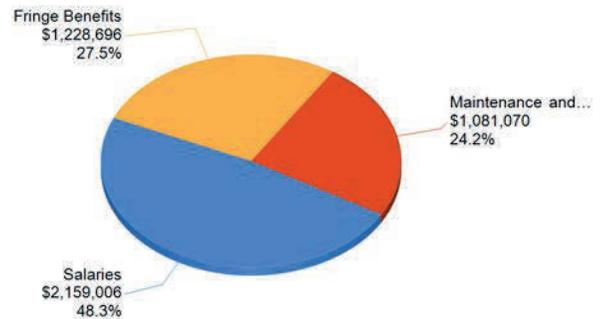
### ALLOCATION SUMMARY

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b>Program Allocations</b>				
Salaries	\$ 1,440,102	1,716,984	2,106,920	2,159,006
Fringe Benefits	737,662	858,414	1,162,760	1,228,696
Maintenance and Operations:				
Supplies and Equipment	71,225	103,400	87,550	99,850
Repairs and Maintenance	596	700	700	700
Professional/Contractual Services	3,122,928	1,092,790	998,400	787,800
Utilities	1,681	4,300	2,300	2,300
Equipment/Building Rental	3,020	3,320	2,970	2,970
Training and Memberships	151,649	179,200	188,150	187,450
Total Maintenance and Operations	3,351,099	1,383,710	1,280,070	1,081,070
Charge Backs	(37,015)	(44,000)	(43,200)	(44,600)
Capital Outlay:				
Capital Outlay	49,108	20,300	-	-
Total Capital Outlay	49,108	20,300	-	-
<b>Total Program Allocations</b>	<b>\$ 5,540,956</b>	<b>3,935,408</b>	<b>4,506,550</b>	<b>4,424,172</b>

**Adopted Budget FY 2019-2020**



**Adopted Budget FY 2020-2021**



# CITY MANAGER

## GENERAL FUND ADMINISTRATION

### Program Description

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

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b><u>Program Allocations</u></b>				
Salaries	\$ 696,602	818,547	1,201,066	1,231,969
Fringe Benefits	364,098	413,475	673,488	711,615
Maintenance and Operations:				
Supplies and Equipment	21,205	31,500	30,400	30,400
Professional/Contractual Services	4,074	2,000	2,000	2,000
Utilities	456	3,000	500	500
Equipment/Building Rental	1,760	1,760	1,050	1,050
Training and Memberships	12,932	24,400	23,500	23,500
Total Maintenance and Operations	40,427	62,660	57,450	57,450
Charge Backs	(37,015)	(44,000)	(43,200)	(44,600)
Total Program Allocations	\$ 1,064,112	1,250,682	1,888,804	1,956,434

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 8.70; FY 2020-21 - 8.70

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

# CITY MANAGER

## GENERAL FUND ADMINISTRATION

### GOALS AND OBJECTIVES

#### 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.
- Provide open and responsive communication and facilitate citizen engagement and community outreach concerning Citywide policies and programs.
- Foster collaborative intergovernmental relations on matters of regional importance.

#### Prior Budget Accomplishments

- Provided oversight of FY 2017-18 & FY 2018-19 City Council Top Priority and Citywide Goals implementation (May 2018 & May 2019).
- Provided oversight of the development and implementation of key performance metrics to measure operational effectiveness (provided quarterly results to Finance for each CMO program (ongoing).
- Provided leadership for implementation of new Customer Response Management System (CRMS) (reports provided in Council Mail on a weekly basis (ongoing).
- Provided leadership and direction with City services (ongoing).

#### Objective(s)

- Provide oversight of FY 2019-20 City Council Top Priorities and Citywide Goals implementation. **(A - Municipal Government Leadership)**
- Provide oversight of the development and implementation of key performance metrics Citywide to measure operational effectiveness. **(A - Municipal Government Leadership)**
- Continue to track citizen concerns through use of Customer Response Management System (CRMS) to ensure timely response to citizen within five business days. **(A - Municipal Government Leadership)**
- Provide leadership and direction with City services. **(A - Municipal Government Leadership)**

#### Performance Measure(s)

Measure	FY 2016	FY 2017	FY 2018	
	Actual	Actual	Actual	Target
Average number of CRMS cases completed	0.00	191.00	119.00	100.00
<b>Significance:</b> Ensure citizen concerns are handled in a timely fashion				
<b>Council Goal/Outcome:</b> Municipal Government Leadership				
Average number of new CRMS cases logged	0.00	231.00	0.00	100.00
<b>Significance:</b> Ensure citizen concerns are handled in a timely fashion				
<b>Council Goal/Outcome:</b> Municipal Government Leadership				
Average percentage of cases where initial citizen contact is made by staff within 5 calendar days	0.00%	100.00%	64.00%	100.00%
<b>Significance:</b> Ensure citizen concerns are handled in a timely fashion				
<b>Council Goal/Outcome:</b> Municipal Government Leadership				
Percent of CRMS cases resolved by completion due date	0.00%	0.00%	22.14%	90.00%
<b>Significance:</b> Ensure citizen requests are completed in the average identified time for each request type				
<b>Council Goal/Outcome:</b> Commitment to Community				

# CITY MANAGER

## GENERAL FUND

### ECONOMIC DEVELOPMENT

#### Program Description

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

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b><u>Program Allocations</u></b>				
Salaries	\$ 177,719	176,968	256,335	262,654
Fringe Benefits	85,332	98,686	162,597	170,570
Maintenance and Operations:				
Supplies and Equipment	324	1,200	2,900	2,900
Professional/Contractual Services	150,488	258,890	214,000	214,000
Utilities	312	400	400	400
Equipment/Building Rental	760	760	350	350
Training and Memberships	39,984	36,300	41,200	40,000
Total Maintenance and Operations	191,868	297,550	258,850	257,650
Total Program Allocations	\$ 454,919	573,204	677,782	690,874

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 2.00; FY 2020-21 - 2.00

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

# CITY MANAGER

## GENERAL FUND

### ECONOMIC DEVELOPMENT

### GOALS AND OBJECTIVES

**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 future development projects within the Thousand Oaks Boulevard Specific Plan (including mixed-use projects).
- Implement Economic Development Strategic Plan recommendations.
- Work with Rams organization on permanent training facility.

**Prior Budget Accomplishments**

- Continued working with Thousand Oaks Boulevard Association (TOBA) and Business Improvement District (BID) to implement the goals of the Thousand Oaks Boulevard Specific Plan (ongoing).
- Continued coordinating and attending meetings via the Business Visitation Program (17 total visits were conducted during FY 2017-18/ FY 2018-19 (ongoing).
- Facilitated the completion and implementation of the Economic Development Strategic Plan and the Thousand Oaks Boulevard Downtown Revitalization Plan (ongoing).
- Continued working with the Rams organization to find a location for their permanent training facilities (ongoing).

**Additional Accomplishments**

- Coordinated City's efforts for the completion of Atara Biotherapeutics facility in the Rancho Conejo industrial area (June 2018).
- Participated in 32 Grand Opening / Ribbon Cutting events (June 2019/ongoing).
- Provided input and support to Community Development Department in the preparation of the Downtown Core Master Plan (ongoing).
- Met with potential developers to discuss concept of mixed-use development on Thousand Oaks Boulevard and met with TOBA to discuss streetscape projects (June 2019).

**Objective(s)**

- Participate in the development, issuance, and review of RFP for the Westside properties **(I - High Quality Revitalization Projects)**
- Provide input and support the implementation of the Civic Arts Plaza Master Campus Plan **(I - High Quality Revitalization Projects)**
- Participate and provide input to consultant preparing the City's Comprehensive General Plan Update **(E - Essential Infrastructure)**
- Coordinate City's efforts with Westlake BioPartners in establishing a biotech incubator in the City **(H - Strong Local Employment Base)**

**Performance Measure(s)**

Measure	FY 2016	FY 2017	FY 2018	
	Actual	Actual	Actual	Target
Number of new jobs created yearly	780	900	700	720
<b>Significance:</b> Increase in jobs created shows a strong and diversified economy				
<b>Council Goal/Outcome:</b> Strong Local Employment Base				
Yearly unemployment rate	0.00%	5.00%	3.50%	4.50%
<b>Significance:</b> Decline in the unemployment rate shows a strong job base				
<b>Council Goal/Outcome:</b> Strong Local Employment Base				

# 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.

	<u>Prior Year Actual 2017-2018</u>	<u>Revised Budget 2018-2019</u>	<u>Adopted Budget 2019-2020</u>	<u>Adopted Budget 2020-2021</u>
<b><u>Program Allocations</u></b>				
Salaries	\$ 157,653	192,460	198,010	202,887
Fringe Benefits	78,643	89,311	106,544	112,567
Maintenance and Operations:				
Supplies and Equipment	1,415	2,600	3,000	2,300
Professional/Contractual Services	2,919,739	750,900	731,900	483,900
Utilities	457	900	900	900
Training and Memberships	86,326	103,900	106,750	107,250
Total Maintenance and Operations	<u>3,007,937</u>	<u>858,300</u>	<u>842,550</u>	<u>594,350</u>
Total Program Allocations	\$ <u>3,244,233</u>	<u>1,140,071</u>	<u>1,147,104</u>	<u>909,804</u>

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 1.10; FY 2020-21 - 1.10

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

# CITY MANAGER

## GENERAL FUND

### INTERGOVERNMENTAL RELATIONS

### GOALS AND OBJECTIVES

#### 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

- Coordinated annual lobbying events to present City needs based on City Council Goals and Objectives (ongoing).
- Annual support of appointment of City Councilmembers to State and Federal League Policy Committees (ongoing).
- Annual support of participation of City Councilmembers to regional, State, and Federal intergovernmental relations organizations and meetings (ongoing).
- Monitored and tracked State and Federal legislation as it impacts City interests and advocate positions on its behalf (ongoing).

#### Additional Accomplishments

- Coordinated Citywide social services meeting with Congresswoman Julia Brownley to discuss impact of proposed cuts to Community Development Block Grant with local social service agencies and non-profit organizations (August 2017).
- Produced and directed Nature Neighbors, a five-part series of public service announcements in cooperation with Santa Monica Mountains Conservancy (February 2018).
- Coordinated passage of National League of Cities resolution in support of extending National Pollutant Discharge Elimination System terms for up to ten years (November 2018).
- Organized a three-part employee training series on government grant writing in cooperation with California Lutheran University Center for Non-Profit Leadership (April 2019).

#### Objective(s)

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

#### Performance Measure(s)

Measure	FY 2016	FY 2017	FY 2018	
	Actual	Actual	Actual	Target
Number of advocated bills that did not make it to the Governor	0	0	0	5
<b>Significance:</b> Need information				
<b>Council Goal/Outcome:</b> Municipal Government Leadership				
Number of bills failed that meet City interests to the bills that were acted upon by the Governor.	0	6	0	7
<b>Significance:</b> Monitor and review bills introduced based on City interests				
<b>Council Goal/Outcome:</b> Municipal Government Leadership				

# CITY MANAGER

## GENERAL FUND

### PUBLIC INFORMATION / COMMUNICATIONS

#### Program Description

The Public Information Office oversees coordinated print, and electronic and video communications channels. It acts as a resource for the news media and works with City departments to develop aligned, effective communications and outreach strategies.

	<u>Prior Year Actual 2017-2018</u>	<u>Revised Budget 2018-2019</u>	<u>Adopted Budget 2019-2020</u>	<u>Adopted Budget 2020-2021</u>
<b><u>Program Allocations</u></b>				
Salaries	\$ 124,865	220,356	139,343	142,777
Fringe Benefits	64,022	112,515	72,060	76,788
Maintenance and Operations:				
Supplies and Equipment	12,004	36,100	22,850	35,850
Professional/Contractual Services	16,181	54,000	23,500	60,900
Utilities	456	-	500	500
Training and Memberships	9,798	7,100	9,700	9,700
Total Maintenance and Operations	<u>38,439</u>	<u>97,200</u>	<u>56,550</u>	<u>106,950</u>
Total Program Allocations	<u>\$ 227,326</u>	<u>430,071</u>	<u>267,953</u>	<u>326,515</u>

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 1.20; FY 2020-21 - 1.20

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

# CITY MANAGER

## GENERAL FUND

### PUBLIC INFORMATION / COMMUNICATIONS

### GOALS AND OBJECTIVES

#### Mission

To inform and engage community stakeholders on civic matters.

#### Goal(s)

- Communicate information internally and externally in a timely, cohesive, and proactive manner so that community members are well informed and able to access information pertaining to the City.
- Cultivate community participation, respect, civil discourse, and civic responsibility by encouraging two-way communication and public involvement in City decision-making processes.
- Support high-quality customer service through responsive, professional, and transparent interactions.

#### Prior Budget Accomplishments

- Improved information access and promote civic engagement opportunities by enhancing City website and utilizing social media technologies (ongoing).
- Promoted City website as a primary public outreach tool with an emphasis on valuable, regularly-updated homepage news articles and video (ongoing).
- Produced TOTV "shorts" highlighting various projects and initiatives (ongoing).

#### Additional Accomplishments

- Developed comprehensive Communications Plan (May 2018).
- Developed community engagement templates (September 2017).
- Guided department communications and outreach efforts for priority projects (June 2018, June 2019).
- Led crisis communications following mass shooting and during wildfires (November 2018).

#### Objective(s)

- Improve information access and promote civic engagement opportunities through strategic use of the City's electronic, print, and television platforms. **(F - Commitment to Community)**
- Increase website visits by promoting www.toaks.org as a primary public outreach tool with an emphasis on dynamic, relevant, and accessible content. **(F - Commitment to Community)**
- Develop and implement an Economic Development Communications Plan. **(F - Commitment to Community)**
- Implement communications and engagement strategies related to homelessness, CAP Master Plan, and General Plan. **(F - Commitment to Community)**

#### Performance Measure(s)

Measure	FY 2016	FY 2017	FY 2018	
	Actual	Actual	Actual	Target
Newsletter open rate	0.00%	0.00%	60.90%	62.00%
<b>Significance:</b> Open rate shows the degree to which readers value the City Newsletter and its content. We balance that with the knowledge that, as our list grows to include those less connected with the City, the open rate may drop <b>Council Goal/Outcome:</b> Commitment to Community				
Number of social media followers	33,372	39,724	52,428	410,00
<b>Significance:</b> Increase citizen participation <b>Council Goal/Outcome:</b> Commitment to Community				
Number of visitors to the website's homepage	0	0	114,212	0
<b>Significance:</b> Need information <b>Council Goal/Outcome:</b> Commitment to Community				

**Performance Measure(s)**

Measure	FY 2016	FY 2017	FY 2018	
	Actual	Actual	Actual	Target
Number of website users <b>Significance:</b> Ensure overall website is effective <b>Council Goal/Outcome:</b> Commitment to Community	260,467	264,495	0	270,000
Percent increase in unique visitors to website <b>Significance:</b> Ensure overall website is effective <b>Council Goal/Outcome:</b> Commitment to Community	0.00%	1.60%	0.00%	10.00%
Percent increase in visitors (Traffic) from referred sites (newsletters, campaigns, etc) <b>Significance:</b> Ensure website is effective in providing information <b>Council Goal/Outcome:</b> Commitment to Community	0.00%	0.00%	0.00%	0.13%
Percent increase of newsletter subscribers per year <b>Significance:</b> Increase citizen participation <b>Council Goal/Outcome:</b> Commitment to Community	0.00%	3.00%	9.50%	35.00%
Percent increase of visitors to homepage <b>Significance:</b> Need information <b>Council Goal/Outcome:</b> Commitment to Community	0.00%	0.00%	8.00%	10.00%
Percentage of newsletter clickthroughs <b>Significance:</b> Increase citizen participation <b>Council Goal/Outcome:</b> Commitment to Community	0.00%	0.57%	0.00%	0.58%



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# CITY MANAGER

## 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.

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b><u>Program Allocations</u></b>				
Salaries	\$ 283,263	308,653	312,166	318,719
Fringe Benefits	145,567	144,427	148,071	157,156
Maintenance and Operations:				
Supplies and Equipment	36,277	32,000	28,400	28,400
Repairs and Maintenance	596	700	700	700
Professional/Contractual Services	32,446	27,000	27,000	27,000
Equipment/Building Rental	500	800	1,570	1,570
Training and Memberships	2,609	7,500	7,000	7,000
Total Maintenance and Operations	72,428	68,000	64,670	64,670
Capital Outlay:				
Capital Outlay	49,108	20,300	-	-
Total Capital Outlay	49,108	20,300	-	-
<b>Total Program Allocations</b>	<b>\$ 550,366</b>	<b>541,380</b>	<b>524,907</b>	<b>540,545</b>

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 3.00; FY 2020-21 - 3.00

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

# CITY MANAGER

## GENERAL FUND

### TOTV / CABLE

## GOALS AND OBJECTIVES

#### Mission

To operate, for the benefit of 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 television service through enforcement of cable television franchise obligations.

#### Goal(s)

- Provide residents with a wide range of programming, focusing on the coverage of community events and interests, and gavel-to-gavel coverage of televised public meetings.
- Upgrade TOTV facilities and public meeting rooms to maintain a digital broadcast standard.
- Monitor compliance with cable television franchise and provide assistance to residents with franchise and consumer concerns.

#### Prior Budget Accomplishments

- Rewired Forum Theatre television production system (February 2018).
- Replaced Boardroom media matrix (August 2017).
- Increased programming for City social media sites (ongoing).
- Increased production of Economic Development television programming (ongoing).

#### Additional Accomplishments

- Developed TOTV staff procedures training program (March 2019/ongoing).
- Produced ten #TOTalks videos featuring City of Thousand Oaks Mayor (June 2018).

#### Objective(s)

- Produce #TOTalks television series for Mayor **(F - Commitment to Community)**
- Provide equipment replacement for TOTV master control router. **(F - Commitment to Community)**
- Strategize with Communications staff on enhanced programming that aligns with City's overall communications strategy. **(F - Commitment to Community)**

#### Performance Measure(s)

Measure	FY 2016	FY 2017	FY 2018	
	Actual	Actual	Actual	Target
Number of TOTV YouTube "Views"	0	305,862	372,214	369,639
<b>Significance:</b> Indicates level of community interest in video programming created by the City.				
<b>Council Goal/Outcome:</b> Commitment to Community				
Number of TOTV YouTube Channel "Subscribers"	0	600	749	724
<b>Significance:</b> Indicates level of community interest in video programming created by the City.				
<b>Council Goal/Outcome:</b> Commitment to Community				
Percent of events recorded by TOTV completed/edited in 7 working days or less.	0.00%	50.00%	100.00%	90.00%
<b>Significance:</b> Ensures TOTV in-house produced programming is delivered timely and efficiently.				
<b>Council Goal/Outcome:</b> Commitment to Community				
Total number of bulletin board messages processed	0	17	8	20
<b>Significance:</b> Ensures core services are achieved				
<b>Council Goal/Outcome:</b> Commitment to Community				

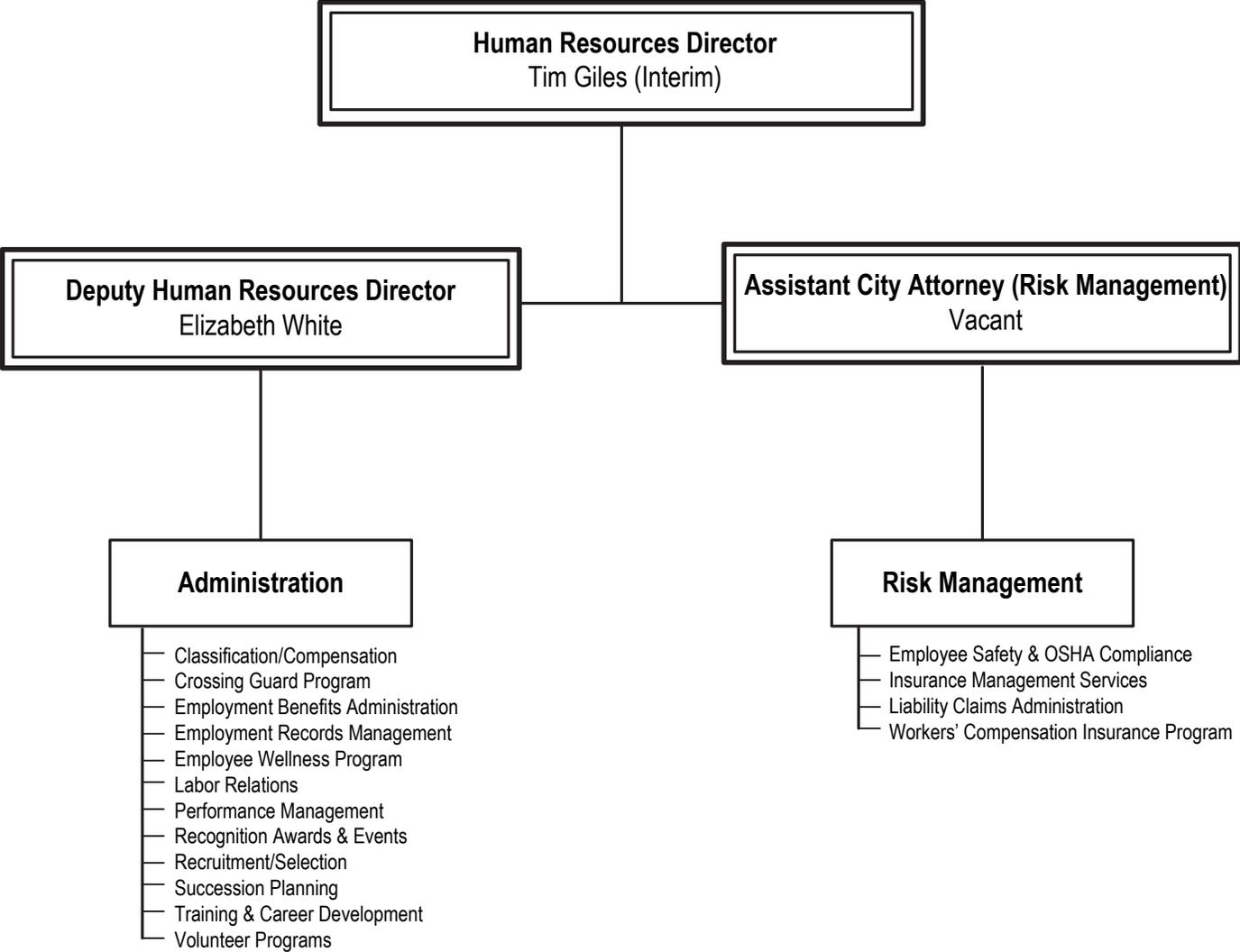
# HUMAN RESOURCES

The Human Resources Department provides excellent service to the citizens of Thousand Oaks by attracting, developing and retaining the most highly qualified, proficient and service-oriented workforce possible.

Other Services Provided and Responsibilities include:

- Labor Relations
- Employee Safety
- Employee Career Development
- Risk Management
- Classification and Compensation
- Workers' Compensation
- Employee Benefits Administration
- City Hall Volunteer Program
- Recruitment and Selection

# Human Resources



Total Employees:  
 FY 19-20: 9  
 FY 20-21: 9

# HUMAN RESOURCES

## GENERAL FUND

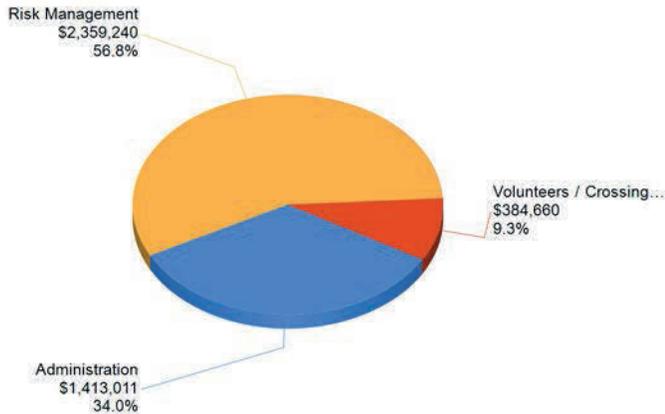
### PROGRAMS SUMMARY

#### Human Resources Department Mission Statement

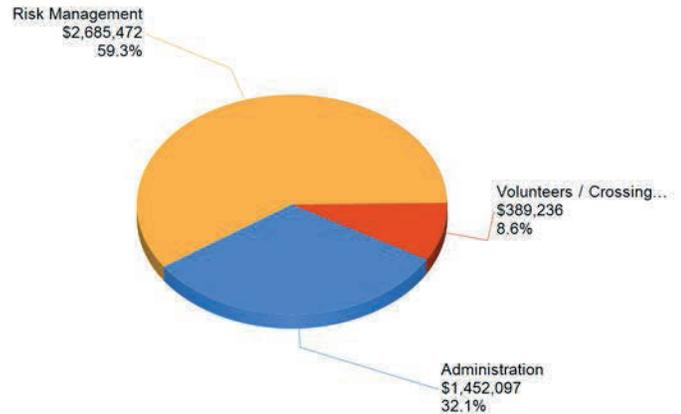
To attract, develop, and retain a diverse, well-qualified, and professional workforce that reflects the high standards of the community we serve, and to provide professional, proactive, quality services to our internal and external customers. We are committed to developing and maintaining a high quality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

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b>Program Allocation Summary</b>				
Administration	\$ 1,094,593	1,411,954	1,413,011	1,452,097
Risk Management	1,964,099	2,216,363	2,359,240	2,685,472
Volunteers / Crossing Guards	432,269	409,083	384,660	389,236
<b>Total</b>	<b>\$ 3,490,961</b>	<b>4,037,400</b>	<b>4,156,911</b>	<b>4,526,805</b>

**Adopted Budget FY 2019-2020**



**Adopted Budget FY 2020-2021**



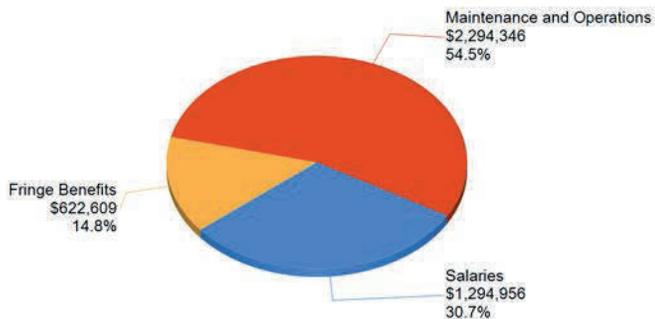
# HUMAN RESOURCES

## GENERAL FUND

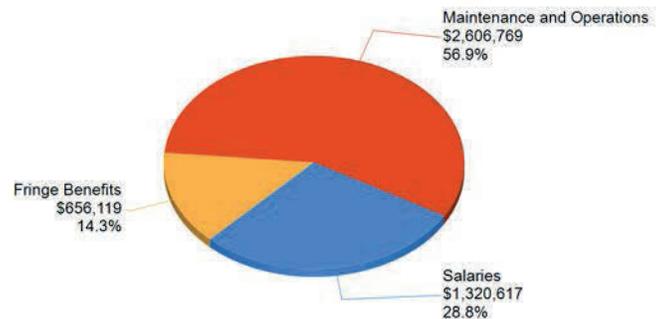
### ALLOCATION SUMMARY

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b>Program Allocations</b>				
Salaries	\$ 1,217,336	1,274,051	1,294,956	1,320,617
Fringe Benefits	604,915	591,899	622,609	656,119
Maintenance and Operations:				
Supplies and Equipment	60,872	100,600	91,800	91,300
Repairs and Maintenance	692	53,000	3,500	3,500
Professional/Contractual Services	216,839	447,600	275,000	278,000
Utilities	1,134	2,250	2,500	2,500
Insurance and Claims	1,401,393	1,583,500	1,884,235	2,189,033
Equipment/Building Rental	1,900	1,900	2,280	2,280
Training and Memberships	24,340	23,100	30,500	30,500
Asset Replacement Funding	9,573	4,500	4,531	9,656
Total Maintenance and Operations	1,716,743	2,216,450	2,294,346	2,606,769
Charge Backs	(48,033)	(45,000)	(55,000)	(56,700)
Capital Outlay:				
Capital Outlay	-	-	28,700	-
Use of Asset Replacement	-	-	(28,700)	-
Total Capital Outlay	-	-	-	-
<b>Total Program Allocations</b>	\$ 3,490,961	4,037,400	4,156,911	4,526,805

**Adopted Budget FY 2019-2020**



**Adopted Budget FY 2020-2021**



# HUMAN RESOURCES

## GENERAL FUND ADMINISTRATION

### Program Description

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

	<u>Prior Year Actual 2017-2018</u>	<u>Revised Budget 2018-2019</u>	<u>Adopted Budget 2019-2020</u>	<u>Adopted Budget 2020-2021</u>
<b><u>Program Allocations</u></b>				
Salaries	\$ 571,182	588,298	709,500	726,275
Fringe Benefits	310,148	342,798	411,231	432,742
Maintenance and Operations:				
Supplies and Equipment	48,051	86,050	74,500	74,000
Repairs and Maintenance	-	1,000	1,000	1,000
Professional/Contractual Services	189,164	421,858	247,000	250,000
Utilities	-	1,750	2,000	2,000
Equipment/Building Rental	1,900	1,900	2,280	2,280
Training and Memberships	22,181	13,300	20,500	20,500
Total Maintenance and Operations	261,296	525,858	347,280	349,780
Charge Backs	(48,033)	(45,000)	(55,000)	(56,700)
Total Program Allocations	\$ 1,094,593	1,411,954	1,413,011	1,452,097

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 5.45; FY 2020-21 - 5.45

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

# HUMAN RESOURCES

## GENERAL FUND

### ADMINISTRATION

### GOALS AND OBJECTIVES

#### Mission

To maintain an effective human resources program for City of Thousand Oaks employees, and to attract, retain and motivate a highly-qualified workforce through training, development and meaningful work.

#### Goal(s)

- To recruit, select, and maintain a qualified and stable workforce, and to encourage individual career development, enhance core competencies and enrich performance.

#### Prior Budget Accomplishments

- Completed negotiations for successor contracts for TOMA, TOCEA, and SMA (June 2019).
- Completed training needs assessment and implement new training program, including leadership, supervisory and targeted competency training (ongoing).
- Through training, prepared internal candidates for promotion and placement on employment eligibility lists (ongoing).
- Continued support of management and employees in the execution of the current City performance management tools and program (ongoing).

#### Objective(s)

- Complete negotiations for successor contracts for TOMA, TOCEA, and SMA. **(B - Fiscally and Managerially Responsible)**
- Complete training needs assessment and implement new training program, including leadership, supervisory and targeted competency training. **(J - Transition of City Workforce)**
- Through training, prepare internal candidates for promotion and placement on employment eligibility lists. **(J - Transition of City Workforce)**
- Continual support of management and employees in the execution of the current City performance management tools and program. **(B - Fiscally and Managerially Responsible)**

#### Performance Measure(s)

This Division does not have any "External" Performance Measures.

# HUMAN RESOURCES

## GENERAL FUND

### RISK MANAGEMENT

#### Program Description

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

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b>Program Allocations</b>				
Salaries	\$ 349,144	373,526	286,296	293,351
Fringe Benefits	176,941	164,895	138,859	148,113
Maintenance and Operations:				
Supplies and Equipment	7,021	7,900	10,350	10,350
Repairs and Maintenance	692	52,000	2,500	2,500
Professional/Contractual Services	27,675	25,742	28,000	28,000
Insurance and Claims	1,401,393	1,583,500	1,884,235	2,189,033
Training and Memberships	1,233	8,800	9,000	9,000
Asset Replacement Funding	-	-	-	5,125
Total Maintenance and Operations	1,438,014	1,677,942	1,934,085	2,244,008
Capital Outlay:				
Capital Outlay	-	-	28,700	-
Use of Asset Replacement	-	-	(28,700)	-
Total Capital Outlay	-	-	-	-
Total Program Allocations	\$ 1,964,099	2,216,363	2,359,240	2,685,472

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 2.55; FY 2020-21 - 2.55

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

# HUMAN RESOURCES

## GENERAL FUND

### RISK MANAGEMENT

### GOALS AND OBJECTIVES

**Mission**

To effectively maintain the City's commitment to employee safety by providing Citywide management of the Employee Safety and Workers' Compensation Programs. To assess and reduce risk to the organization through appropriate risk transfer and risk control procedures. To effectively administer the City's liability claims program.

**Goal(s)**

- Fiscally manage 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.
- Effectively manage liability claims and oversee activities of the City's Third Party Administrator.

**Prior Budget Accomplishments**

- Fiscally managed premium cost for property, liability, and other insurance (ongoing).
- Managed liability claims costs through risk transfer, risk avoidance, risk mitigation, and responsive claims management (ongoing).
- Managed Workers' Compensation costs by providing comprehensive Employee Safety and effective program administration (ongoing).

**Objective(s)**

- Fiscally manage premium cost for property, liability, and other insurance. **(B - Fiscally and Managerially Responsible)**
- Manage liability claims costs through risk transfer, risk avoidance, risk mitigation, and responsive claims management. **(B - Fiscally and Managerially Responsible)**
- Manage Workers' Compensation costs by providing comprehensive Employee Safety and effective program administration. **(B - Fiscally and Managerially Responsible)**

**Performance Measure(s)**

Measure	FY 2016	FY 2017	FY 2018	
	Actual	Actual	Actual	Target
General Liability Loss Rate per \$1000 of Expenditures (Budget)	0.00%	41.00%	0.00%	45.00%
<b>Significance:</b> It shows the General Liability Claims are being appropriately managed				
<b>Council Goal/Outcome:</b> Municipal Government Leadership				
Workers' Compensation Loss Rate Per \$100 of Payroll	0.00%	13.00%	0.00%	15.00%
<b>Significance:</b> It helps show the Workers' Compensation Costs are being controlled and/or are being lowered				
<b>Council Goal/Outcome:</b> Municipal Government Leadership				

# HUMAN RESOURCES

## GENERAL FUND

### VOLUNTEERS / CROSSING GUARDS

#### Program Description

The Volunteers/Crossing Guard program is responsible for the administration and support of City volunteer programs and supervision of the Crossing Guard Program.

	<u>Prior Year Actual 2017-2018</u>	<u>Revised Budget 2018-2019</u>	<u>Adopted Budget 2019-2020</u>	<u>Adopted Budget 2020-2021</u>
<b><u>Program Allocations</u></b>				
Salaries	\$ 297,010	312,227	299,160	300,991
Fringe Benefits	117,826	84,206	72,519	75,264
Maintenance and Operations:				
Supplies and Equipment	5,800	6,650	6,950	6,950
Utilities	1,134	500	500	500
Training and Memberships	926	1,000	1,000	1,000
Asset Replacement Funding	9,573	4,500	4,531	4,531
Total Maintenance and Operations	17,433	12,650	12,981	12,981
Total Program Allocations	\$ 432,269	409,083	384,660	389,236

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 1.00; FY 2020-21 - 1.00

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

# HUMAN RESOURCES

## GENERAL FUND

### VOLUNTEERS / CROSSING GUARDS

### GOALS AND OBJECTIVES

#### **Mission**

To provide direction, consistency and structure in the oversight of volunteer programs in the City, including Volunteers-in-Policing, volunteers in the Library, the Thousand Oaks Civic Arts Plaza theatres and other various City volunteers. To effectively administer the crossing guard program to promote safe, best practices for students and pedestrians at school intersections.

#### **Goal(s)**

- To assist in planning, organizing and refinement of policies and procedures pertaining to volunteer programs to ensure compliance with City objectives.
- Continuously manage the crossing guard program to promote the safe crossing of children at school intersections.

#### **Prior Budget Accomplishments**

- Expanded recruitment, required and supplemental training, annual re-certifications, and performance management for crossing guards and volunteers (ongoing).
- Provided ongoing direction to volunteer programs for City (ongoing).
- Received and promptly respond to concerns regarding crossings/intersections (ongoing).
- Implemented best practices in the administration of the volunteer and crossing guard programs (ongoing).

#### **Objective(s)**

- Expand recruitment, required and supplemental training, annual re-certifications, and performance management for crossing guards and volunteers. **(A - Municipal Government Leadership)**
- Provide ongoing direction to volunteer programs for City. **(A - Municipal Government Leadership)**
- Receive and promptly respond to concerns regarding crossings/intersections. **(C - Commitment to Public Safety)**
- Implement best practices in the administration of the volunteer and crossing guard programs. **(A - Municipal Government Leadership)**

#### **Performance Measure(s)**

This Division does not have any "External" Performance Measures.

# CITY ATTORNEY

The City Attorney's Office provides sound, timely and cost-effective legal analysis, advice, and representation to the City Council, Commissions, Boards, and City staff.

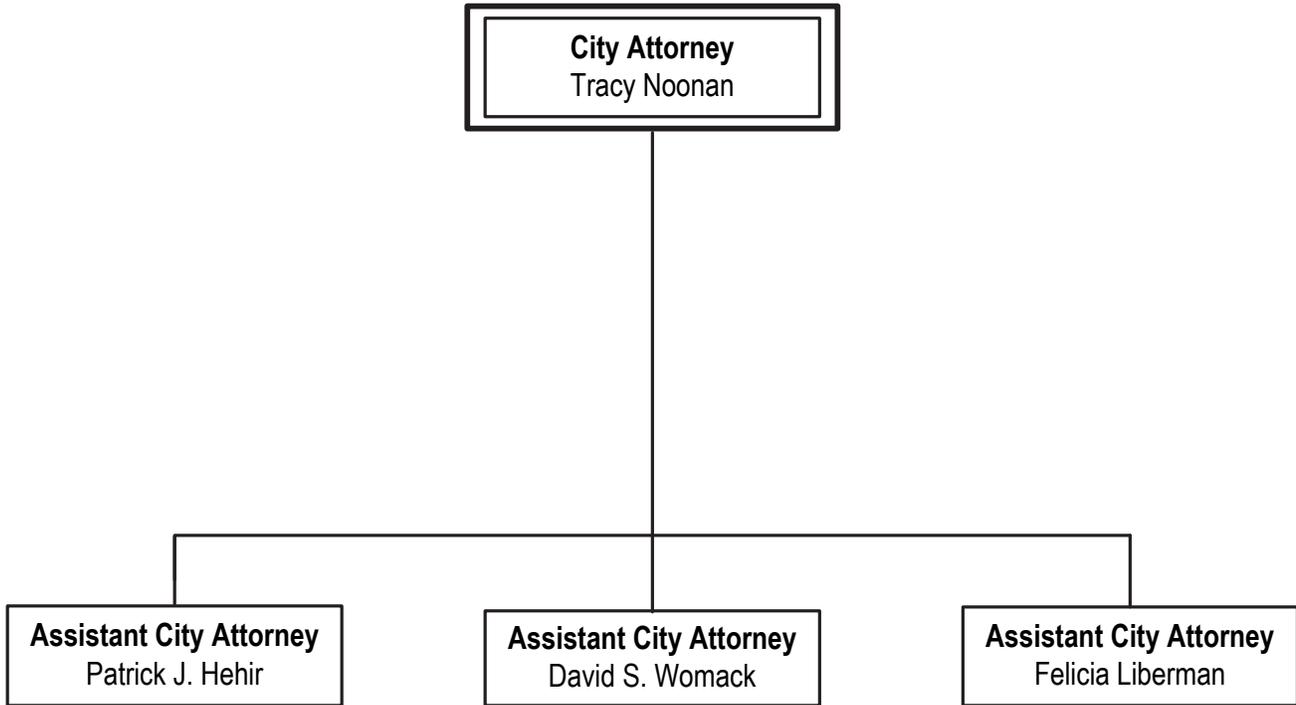
Services Provided and Responsibilities Include:

- Acts as Legal Advisor to the City Council, the City's Boards, and Commissions
- Drafts Many Written Contracts for the City
- Administers Municipal Code and Coordinates Updates
- Advises Various City Departments on New State and Federal Laws, Court Cases and Other Legal Matters
- Represents the City in Legal Matters

How We Help Our Citizens:

- Obtain Legal Information on Ordinances
- Enforce Residential and Commercial Property Compliance
- Enforce City's General Plan and Development Regulations
- Attend Meetings of the City Council Citizen Advisory Committees, Commissions and Boards to Advise on Legal Matters

# City Attorney



Total Employees:  
FY 19-20: 5  
FY 20-21: 5

# CITY ATTORNEY

## GENERAL FUND

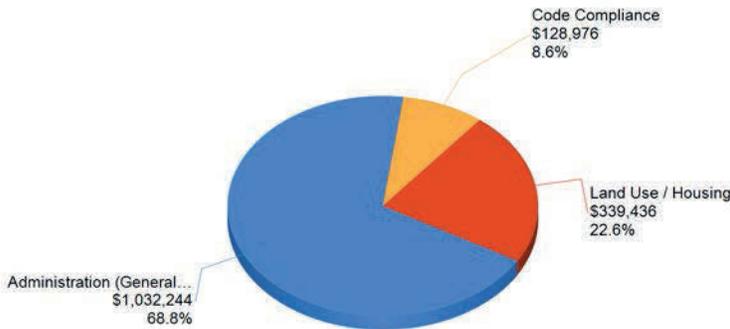
### PROGRAMS SUMMARY

#### City Attorney's Office Mission Statement

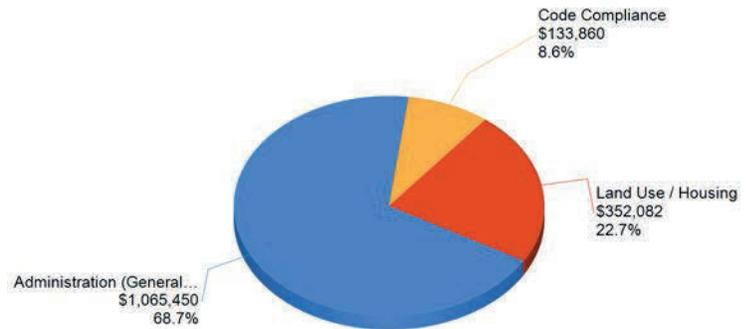
To provide sound, timely, and cost-effective legal analysis, advice, and representation to the City Council, Commissions, Boards, and City staff. The City Attorney's Office is committed to working with staff in carrying out City Council policies, not only by giving advice, but by assisting in formulating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

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b>Program Allocation Summary</b>				
Administration (General Legal Services)	\$ 946,822	954,551	1,032,244	1,065,450
Code Compliance	113,745	120,263	128,976	133,860
Land Use / Housing	310,315	315,200	339,436	352,082
<b>Total</b>	<b>\$ 1,370,882</b>	<b>1,390,014</b>	<b>1,500,656</b>	<b>1,551,392</b>

**Adopted Budget FY 2019-2020**



**Adopted Budget FY 2020-2021**



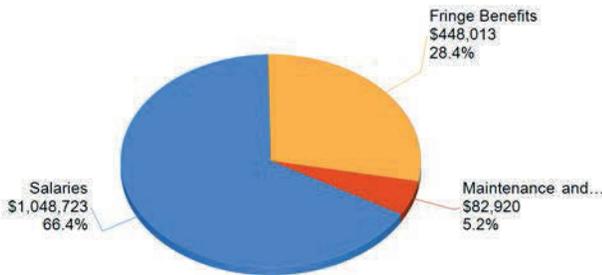
# CITY ATTORNEY

## GENERAL FUND

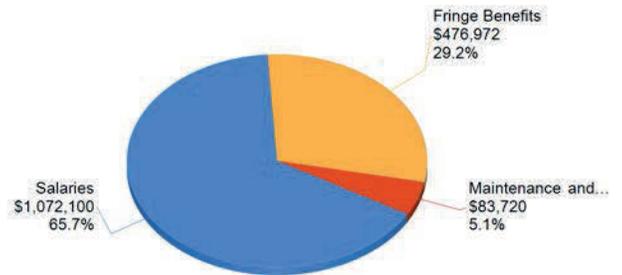
### ALLOCATION SUMMARY

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b>Program Allocations</b>				
Salaries	\$ 949,127	970,928	1,048,723	1,072,100
Fringe Benefits	401,974	394,251	448,013	476,972
Maintenance and Operations:				
Supplies and Equipment	35,179	45,500	42,300	43,100
Repairs and Maintenance	4,220	4,700	5,400	5,400
Professional/Contractual Services	23,959	12,000	3,000	3,000
Utilities	1,772	3,000	2,300	2,300
Equipment/Building Rental	1,800	1,800	2,420	2,420
Training and Memberships	15,860	23,835	27,500	27,500
Total Maintenance and Operations	82,790	90,835	82,920	83,720
Charge Backs	(63,009)	(66,000)	(79,000)	(81,400)
<b>Total Program Allocations</b>	<b>\$ 1,370,882</b>	<b>1,390,014</b>	<b>1,500,656</b>	<b>1,551,392</b>

**Adopted Budget FY 2019-2020**



**Adopted Budget FY 2020-2021**



# 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.

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b><u>Program Allocations</u></b>				
Salaries	\$ 654,904	664,579	727,540	743,002
Fringe Benefits	272,137	265,137	300,784	320,128
Maintenance and Operations:				
Supplies and Equipment	35,179	45,500	42,300	43,100
Repairs and Maintenance	4,220	4,700	5,400	5,400
Professional/Contractual Services	23,959	12,000	3,000	3,000
Utilities	1,772	3,000	2,300	2,300
Equipment/Building Rental	1,800	1,800	2,420	2,420
Training and Memberships	15,860	23,835	27,500	27,500
Total Maintenance and Operations	82,790	90,835	82,920	83,720
Charge Backs	(63,009)	(66,000)	(79,000)	(81,400)
<b>Total Program Allocations</b>	<b>\$ 946,822</b>	<b>954,551</b>	<b>1,032,244</b>	<b>1,065,450</b>

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 3.45; FY 2020-21 - 3.45

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

# CITY ATTORNEY

## GENERAL FUND

### ADMINISTRATION (GENERAL LEGAL SERVICES)

### GOALS AND OBJECTIVES

#### 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

- Improved efficiency of all aspects of contract processing, beginning with RFPs and administration, including contract amendments and extensions to ensure consistency and fairness (ongoing).
- Assisted City staff in keeping abreast with changing laws and obligations in performance of their duties by conducting training sessions (ongoing).

#### 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. **(B - Fiscally and Managerially Responsible)**
- Assist City staff in keeping abreast with changing laws and obligations in performance of their duties by conducting training sessions. **(A - Municipal Government Leadership)**
- Participate in a public speakers bureau whereby City employees give presentations to interested groups on municipal issues. **(A - Municipal Government Leadership)**

#### Performance Measure(s)

This Division does not have any "External" Performance Measures.

# 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 2017-2018</u>	<u>Revised Budget 2018-2019</u>	<u>Adopted Budget 2019-2020</u>	<u>Adopted Budget 2020-2021</u>
<b><u>Program Allocations</u></b>				
Salaries	\$ 78,354	83,537	87,823	89,987
Fringe Benefits	35,391	36,726	41,153	43,873
Total Program Allocations	\$ 113,745	120,263	128,976	133,860

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 0.50; FY 2020-21 - 0.50

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

# CITY ATTORNEY

## GENERAL FUND

### CODE COMPLIANCE

### GOALS AND OBJECTIVES

#### **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 60 criminal cases involving Code Compliance, Police, Animal Control, and Public Works; nearly all were resolved by plea bargain during pre-trial negotiations.
- Assisted Thousand Oaks Police Department in prosecuting municipal code violations.

#### **Objective(s)**

- Work cooperatively with Code Compliance to implement Civil Penalty Procedure. **(C - Commitment to Public Safety)**
- Reduce criminal filings by prosecuting cases through administrative penalty process. **(C - Commitment to Public Safety)**

#### **Performance Measure(s)**

This Division does not have any "External" Performance Measures.

# 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 CEQA, land use, housing, and property rights.

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b><u>Program Allocations</u></b>				
Salaries	\$ 215,869	222,812	233,360	239,111
Fringe Benefits	94,446	92,388	106,076	112,971
Total Program Allocations	\$ 310,315	315,200	339,436	352,082

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 1.05; FY 2020-21 - 1.05

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

# CITY ATTORNEY

## GENERAL FUND

### LAND USE / HOUSING

### GOALS AND OBJECTIVES

#### **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**

- Continued to work with Community Development staff on the Thousand Oaks Boulevard Specific Plan, and Downtown Master Plan (ongoing).

#### **Objective(s)**

- Assist staff in reviewing, processing, and implementing planning documents such as Thousand Oaks Boulevard Specific Plan. **(I - High Quality Revitalization Projects)**
- Assist staff in drafting, processing and finalizing Comprehensive General Plan Update, including Housing Element. **(I - High Quality Revitalization Projects)**

#### **Performance Measure(s)**

This Division does not have any "External" Performance Measures.

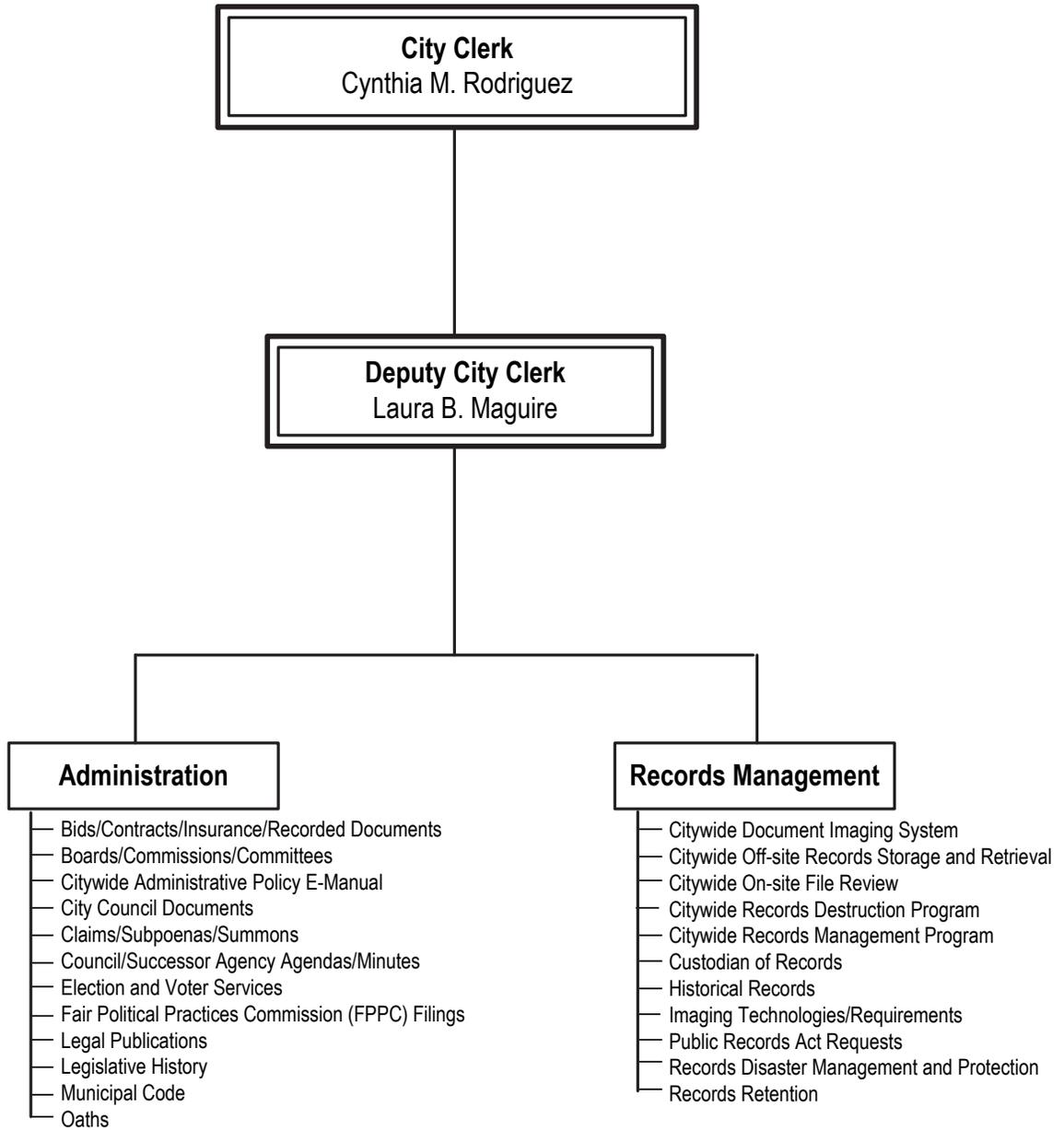
# CITY CLERK

The City Clerk's Department is the official custodian of records for the City and is responsible for all City Council Agendas, Minutes, Ordinances, Resolutions, and legal publications

## Services Provided and Responsibilities Include:

- Fair Political; practices Commission filings, including Statement of Economic Interests and Campaign Disclosures
- Service Agent for the City regarding claims, subpoenas, and summons
- Manages Citywide records Management Program, legislative history, bids, contracts, archives, election activities, and Boards/Committees /Commissions Programs
- Oversees Citywide Administrative E-Manual

# City Clerk



**Total Employees:**

FY 19-20: 6

FY 20-21: 6

# CITY CLERK

## GENERAL FUND

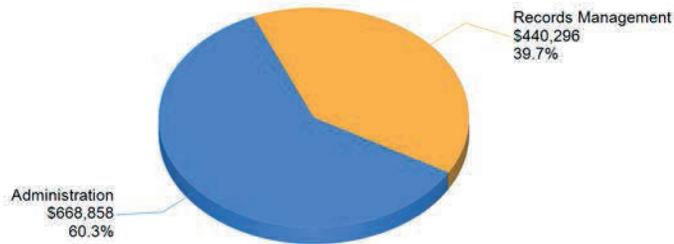
### PROGRAMS SUMMARY

#### City Clerk Department Mission Statement

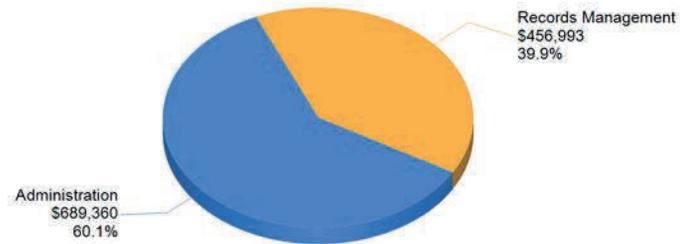
To provide exceptional service by maintaining and preserving the City's official records and legislative history, administering fair and impartial municipal election services in accordance with Federal, State, and local laws, performing statutory and administrative duties in support of City Council goals 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.

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Proposed Budget 2019-2020	Proposed Budget 2020-2021
<b>Program Allocation Summary</b>				
Administration	\$ 592,153	604,980	668,858	689,360
Records Management	387,901	454,577	440,296	456,993
<b>Total</b>	<b>\$ 980,054</b>	<b>1,059,557</b>	<b>1,109,154</b>	<b>1,146,353</b>

**Adopted Budget FY 2019-2020**



**Adopted Budget FY 2020-2021**



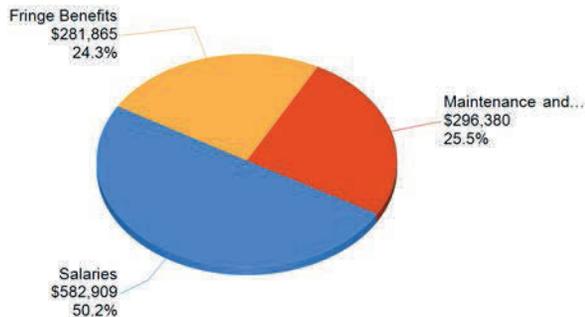
# CITY CLERK

## GENERAL FUND

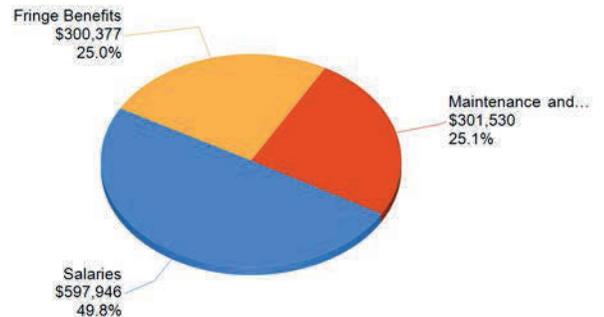
### ALLOCATION SUMMARY

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b>Program Allocations</b>				
Salaries	\$ 568,781	575,280	582,909	597,946
Fringe Benefits	287,596	279,227	281,865	300,377
Maintenance and Operations:				
Supplies and Equipment	10,664	15,150	12,550	12,550
Repairs and Maintenance	29,122	31,600	68,400	70,400
Professional/Contractual Services	48,224	77,800	149,800	149,800
Utilities	-	1,000	500	500
Equipment/Building Rental	61,115	101,400	39,980	39,980
Training and Memberships	13,282	26,100	25,150	25,150
Asset Replacement Funding	-	-	-	3,150
Total Maintenance and Operations	162,407	253,050	296,380	301,530
Charge Backs	(38,730)	(48,000)	(52,000)	(53,500)
Capital Outlay:				
Capital Outlay	-	-	15,200	-
Use of Asset Replacement	-	-	(15,200)	-
Total Capital Outlay	-	-	-	-
<b>Total Program Allocations</b>	<b>\$ 980,054</b>	<b>1,059,557</b>	<b>1,109,154</b>	<b>1,146,353</b>

**Adopted Budget FY 2019-2020**



**Adopted Budget FY 2020-2021**



# 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 Meetings/Agendas/Minutes, Legislative History, Elections Administration, Assessment District Balloting Compliance, Fair Political Practice Commissions Filings (Statement of Economic Interest/Campaign 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 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b><u>Program Allocations</u></b>				
Salaries	\$ 359,951	363,192	359,570	368,333
Fringe Benefits	184,632	170,938	167,948	178,537
Maintenance and Operations:				
Supplies and Equipment	9,162	11,100	10,000	10,000
Repairs and Maintenance	2,068	2,800	38,800	40,800
Professional/Contractual Services	35,539	57,800	129,800	129,800
Utilities	-	1,000	500	500
Equipment/Building Rental	33,265	33,900	1,990	1,990
Training and Memberships	6,266	12,250	12,250	12,250
Asset Replacement Funding	-	-	-	650
Total Maintenance and Operations	86,300	118,850	193,340	195,990
Charge Backs	(38,730)	(48,000)	(52,000)	(53,500)
Capital Outlay:				
Capital Outlay	-	-	5,200	-
Use of Asset Replacement	-	-	(5,200)	-
Total Capital Outlay	-	-	-	-
Total Program Allocations	\$ 592,153	604,980	668,858	689,360

TOTAL ALLOCATION/D POSITIONS: FY 2019-20 - 3.45; FY 2020-21 - 3.45

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

# CITY CLERK

## GENERAL FUND ADMINISTRATION

### GOALS AND OBJECTIVES

#### Mission

To provide exceptional service by maintaining and preserving the City's 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 the legislative process for all stakeholders, including elected and appointed officials, City employees, and the public-at-large.

#### Goal(s)

- Compile and publish City Council 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, maintain policies/procedures and resources, and communicate with staff liaisons and the public.
- Ensure compliance with Fair Political Practices Commission (FPPC) filings (Conflict of Interest) for all designated employees.

#### Prior Budget Accomplishments

- Facilitated 2018 Municipal Election for three City Council seats, including candidate orientations/processing (11 candidates) and one initiative measure (Measure P), election results and Annual Reorganization; State/Local Campaign Disclosure responsibilities (April 2018 - February 2019).
- Implemented software for committee, commission, board administration including recruitment and applications (January 2019).
- Coordinated City Council Annual Goals Meeting (March 2019).

#### Additional Accomplishments

- Appointed Assistant Analyst (February 2019).
- Implemented electronic Pending City Council List via OneNote/OneDrive for greater accessibility and viewing in real time while eliminating paper waste (December 2018).
- Assisted with recruitment for newly-created committee (CFRC) (April 2019).
- Implemented E-signature Policy and began pilot program for electronically executing contracts (January 2019).

#### Objective(s)

- Conduct November 2020 Municipal Election including FPPC responsibilities. **(A - Municipal Government Leadership)**
- Implement software for electronic signatures in phased deployment with IT. **(B - Fiscally and Managerially Responsible)**
- Increase community education about the municipal legislation process. **(A - Municipal Government Leadership)**
- Conduct research and take necessary action related to election management and legislation. **(B - Fiscally and Managerially Responsible)**

#### Performance Measure(s)

Measure	FY 2016	FY 2017	FY 2018	
	Actual	Actual	Actual	Target
Number of applicants per vacancy for Boards/Commissions/Committees	0.00	1.70	1.50	2.00
<b>Significance:</b> Ensure board, commission and committee vacancies remain attractive				
<b>Council Goal/Outcome:</b> Fiscally and Managerially Responsible				
Percent of unscheduled vacancies to scheduled vacancies for Boards/Commissions/Committees	0.00%	13.00%	0.00%	0.00%
<b>Significance:</b> Ensure City staff resources are used in an effective manner				
<b>Council Goal/Outcome:</b> Fiscally and Managerially Responsible				

# 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 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b>Program Allocations</b>				
Salaries	\$ 208,830	212,088	223,339	229,613
Fringe Benefits	102,964	108,289	113,917	121,840
Maintenance and Operations:				
Supplies and Equipment	1,502	4,050	2,550	2,550
Repairs and Maintenance	27,054	28,800	29,600	29,600
Professional/Contractual Services	12,685	20,000	20,000	20,000
Equipment/Building Rental	27,850	67,500	37,990	37,990
Training and Memberships	7,016	13,850	12,900	12,900
Asset Replacement Funding	-	-	-	2,500
Total Maintenance and Operations	76,107	134,200	103,040	105,540
Capital Outlay:				
Capital Outlay	-	-	10,000	-
Use of Asset Replacement	-	-	(10,000)	-
Total Capital Outlay	-	-	-	-
Total Program Allocations	\$ 387,901	454,577	440,296	456,993

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 2.55; FY 2020-21 - 2.55

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

# CITY CLERK

## GENERAL FUND

### RECORDS MANAGEMENT

### GOALS AND OBJECTIVES

#### Mission

To promote and support effective information management, encourage economy and efficiency in creation, storage, retrieval, retention, and disposition of records, and ensure retention and protection of archival records, in accordance with applicable laws and regulations.

#### Goal(s)

- Administer Citywide Records Management Program including Citywide Imaging System. Review and update program policy, procedures, and retention schedule. Provide on-going training for adherence.
- Enhance/manage content of Citywide imaging system repository; provide internal/external customers information access.
- Coordinate and compile Public Records Requests (PRAs) in an efficient manner and within legally prescribed timelines.
- Utilize technology to maximize information management methodologies.

#### Prior Budget Accomplishments

- Promoted imaging system and expanded/enhanced available information (internal/external); increased links on City website (ongoing).
- Resolved Information Management challenges; managed/coordinated PRAs Citywide using existing Accela system (September 2018 and ongoing).
- Implemented Phase I of Electronic Records Project in collaboration with Information Technology (May 2019 and ongoing).
- In conjunction with Electronic Records Project, revised Records Retention Schedule and Records Management Program Policy (May 2019 and ongoing).

#### Additional Accomplishments

- Appointed Records Management Specialist (July 2017).
- Coordinated system upgrade and creation and virtualization of multiple Laserfiche servers with enhanced configuration, performance, and features with IT (January 2019).
- Developed and implemented additional Agenda Report Workflow for Public Works City Council agenda items (July 2018).

#### Objective(s)

- Promote imaging system and expand/enhance available information (internal/external); increase links on City website. **(A - Municipal Government Leadership)**
- Resolve Information Management challenges; manage/coordinate PRAs Citywide. **(A - Municipal Government Leadership)**
- Implement and assist with Electronic Records Project in collaboration with Information Technology. **(B - Fiscally and Managerially Responsible)**
- In conjunction with Electronic Records Project, revise Records Retention Schedule. **(B - Fiscally and Managerially Responsible)**

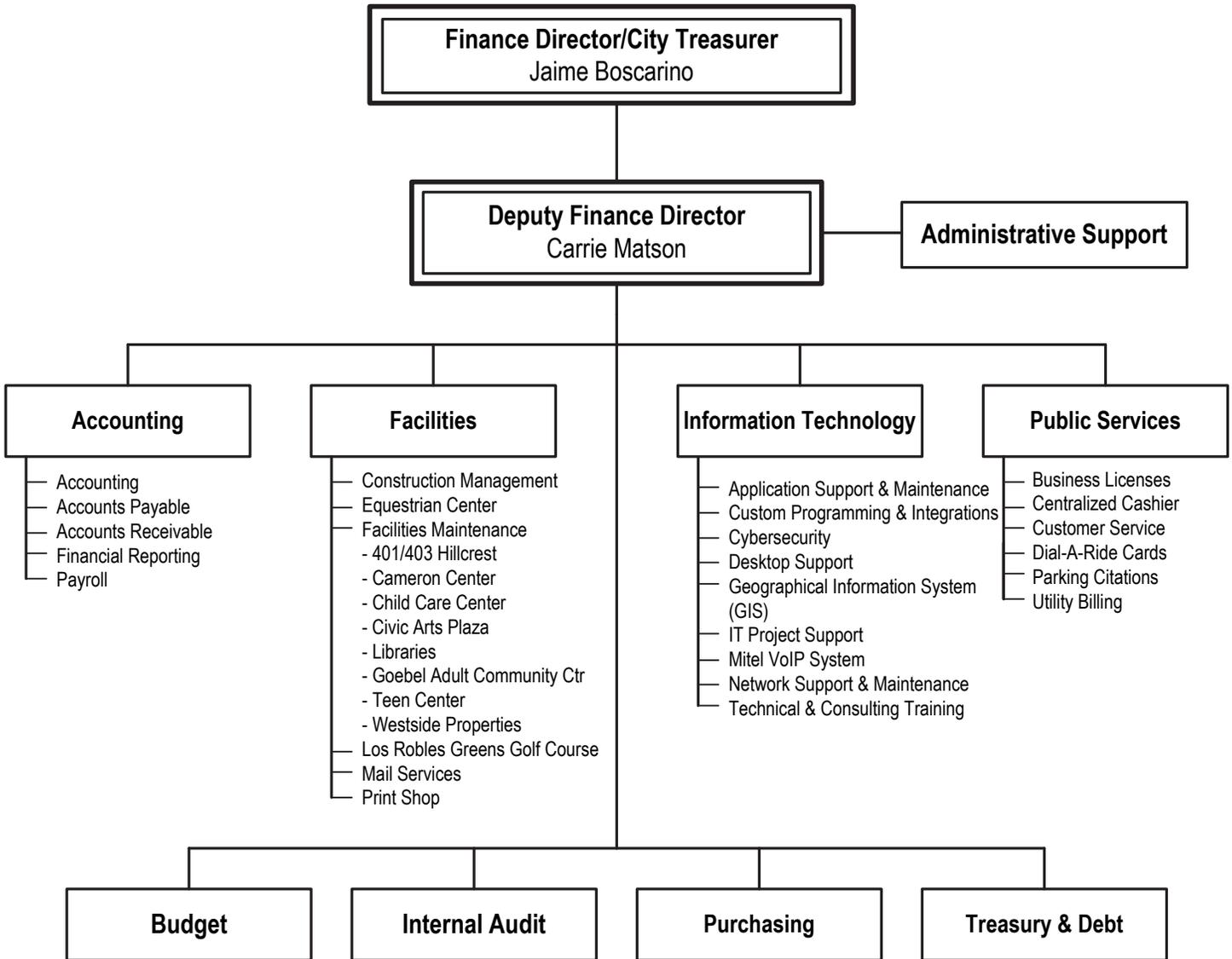
#### Performance Measure(s)

Measure	FY 2016	FY 2017	FY 2018	
	Actual	Actual	Actual	Target
Average number of days to respond to a public records request	0.00	0.00	3.15	10.00
<b>Significance:</b> To ensure the City meets the State mandate on response times for Public Records Act request.				
<b>Council Goal/Outcome:</b> Fiscally and Managerially Responsible				
Number of Public Records Requests	0.00	17.67	0.00	0.00
<b>Significance:</b> Ensure staff time is used efficiently				
<b>Council Goal/Outcome:</b> Municipal Government Leadership				
Number of staff reports to be re-submitted	0.00	79.33	0.00	0.00
<b>Significance:</b> Ensure staff reports meet standards				
<b>Council Goal/Outcome:</b> Fiscally and Managerially Responsible				

# FINANCE

The Finance Department divisions include Administration/Public Support, Accounting, General Services (Purchasing, Print Shop, Mail Services), Facilities, and Information Technology. In addition to responsibility for the City's overall financial operation, the Finance Department manages assessment district information, building construction and maintenance, and reprographics.

# Finance



Total Employees:  
 FY19-20: 61  
 FY20-21: 61

# FINANCE

## GENERAL FUND

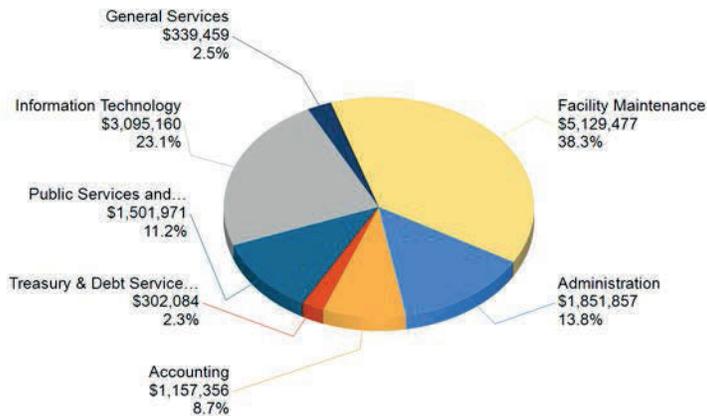
### PROGRAMS SUMMARY

#### Finance Department Mission Statement

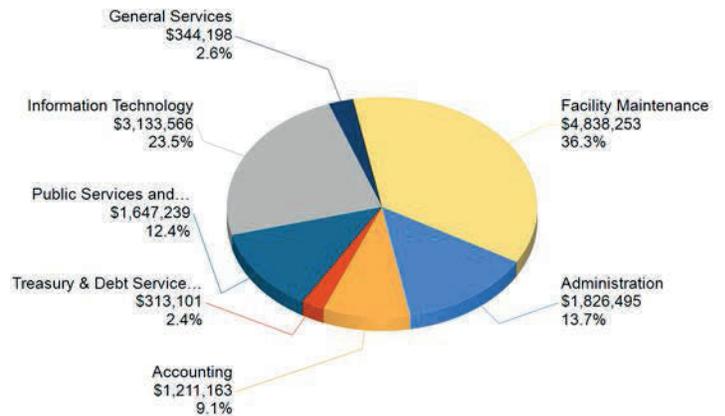
To provide all City stakeholders with accurate and timely financial information, well-maintained City-owned facilities, extraordinary customer service, and dependable information technology resources in the most efficient and effective manner.

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b>Program Allocation Summary</b>				
Administration	\$ 1,611,123	1,787,532	1,851,857	1,826,495
Accounting	913,295	1,182,125	1,157,356	1,211,163
Treasury & Debt Service Administration	242,962	307,981	302,084	313,101
Public Services and Revenue Collection Services	1,372,847	1,518,064	1,501,971	1,647,239
Information Technology	2,519,219	3,143,921	3,095,160	3,133,566
General Services	248,106	327,757	339,459	344,198
Facility Maintenance	4,050,434	18,697,385	5,129,477	4,838,253
<b>Total</b>	\$ 10,957,986	26,964,765	13,377,364	13,314,015

**Adopted Budget FY 2019-2020**



**Adopted Budget FY 2020-2021**



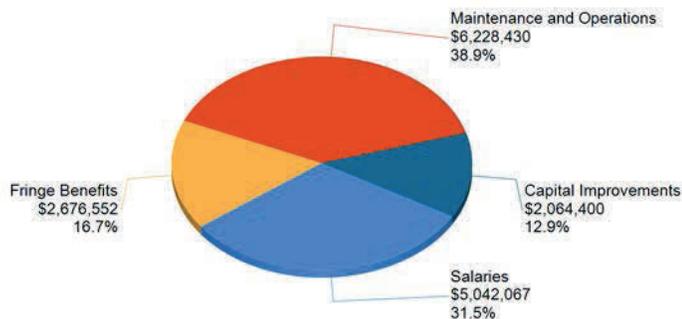
# FINANCE

## GENERAL FUND

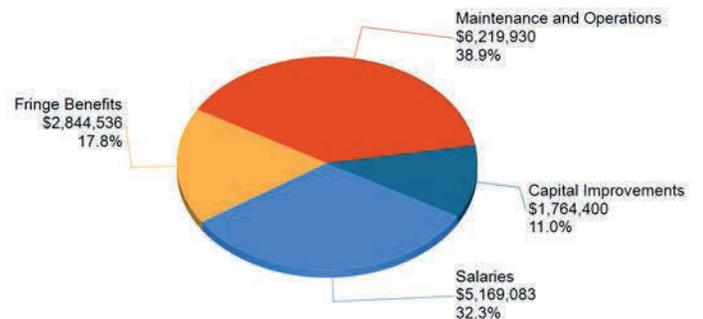
### ALLOCATION SUMMARY

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b>Program Allocations</b>				
Salaries	\$ 4,477,664	4,987,324	5,042,067	5,169,083
Fringe Benefits	2,411,470	2,542,231	2,676,552	2,844,536
Maintenance and Operations:				
Supplies and Equipment	698,822	788,174	862,800	885,200
Repairs and Maintenance	998,041	1,255,210	1,197,600	1,185,750
Professional/Contractual Services	2,215,529	4,247,071	2,423,600	2,374,100
Utilities	972,234	969,500	855,200	874,650
Equipment/Building Rental	493,225	574,949	499,645	499,645
Training and Memberships	58,131	109,320	100,825	96,825
Asset Replacement Funding	299,124	283,400	288,760	303,760
Total Maintenance and Operations	5,735,106	8,227,624	6,228,430	6,219,930
Charge Backs	(2,999,087)	(2,824,709)	(2,634,085)	(2,683,934)
Capital Outlay:				
Capital Outlay	110,926	188,000	317,000	325,000
Use of Asset Replacement	(110,926)	(188,000)	(317,000)	(325,000)
Total Capital Outlay	-	-	-	-
Capital Improvements	1,299,356	13,500,630	2,064,400	1,764,400
Maintenance Improvements	33,477	531,665	-	-
<b>Total Program Allocations</b>	<b>\$ 10,957,986</b>	<b>26,964,765</b>	<b>13,377,364</b>	<b>13,314,015</b>

**Adopted Budget FY 2019-2020**



**Adopted Budget FY 2020-2021**



# 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, purchasing, special projects, miscellaneous management reporting, and coordination of all issues having a financial impact with City departments and outside agencies.

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b>Program Allocations</b>				
Salaries	\$ 1,029,580	1,092,479	1,061,151	1,086,841
Fringe Benefits	526,593	522,953	548,536	581,884
Maintenance and Operations:				
Supplies and Equipment	33,516	33,400	36,200	29,700
Repairs and Maintenance	4,787	6,400	5,900	5,900
Professional/Contractual Services	75,089	174,525	276,100	201,100
Utilities	390	-	-	-
Equipment/Building Rental	2,200	2,200	1,620	1,620
Training and Memberships	25,066	35,575	32,250	32,250
Total Maintenance and Operations	141,048	252,100	352,070	270,570
Charge Backs	(86,098)	(80,000)	(109,900)	(112,800)
Total Program Allocations	\$ 1,611,123	1,787,532	1,851,857	1,826,495

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 12.75; FY 2020-21 - 12.75

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

# FINANCE

## GENERAL FUND ADMINISTRATION

### GOALS AND OBJECTIVES

#### Mission

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

#### 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.
- Manage and coordinate Purchasing activities and provide ongoing training and services to City departments.

#### Prior Budget Accomplishments

- 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 for Fiscal Year 2017-19 and received budget awards from both organizations (February 2018).
- Provided training on Purchasing laws, regulations, and procedures including Purchasing Ordinance Modifications, Cal Card Procedures and Processes, Contracts, Cooperative Procurement, and Year End Processes (ongoing).
- Completed Record Retention review (November 2017), Hotel TOT refund claim (January 2018), Shadows Apartments (July 2018), Matching grant audit of Boys and Girls Club (June 2019), Maintained Fraud Hotline (ongoing), Review of Carpool program and Franchise Audit of Solid Waste Haulers (ongoing).

#### Additional Accomplishments

- Updated and presented to City Council the Purchasing Ordinance, in collaboration with City Attorney's Office and Public Works (Fall 2017). The updated ordinance makes the purchasing process more efficient and effective.
- Completed the process of implementing a new Citywide Uniform Contract (November 2017).
- Revised the Grant Policy to incorporate the Uniform Guidance (June 2018).

#### Objective(s)

- Prepare and implement the City's FYs 2019-21 biennial Operating and Capital Improvement Program (CIP) Budgets; submit and receive GFOA and CSMFO Budget Awards. **(B - Fiscally and 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 review of low moderate housing, Golf Course, and Hampton Inn and Hyatt TOT audits. **(B - Fiscally and Managerially Responsible)**
- Provide Citywide training on Purchasing laws, regulations, and procedures, and assist with departmental practices by providing a minimum of four training classes per year. **(B - Fiscally and Managerially Responsible)**

#### Performance Measure(s)

	FY 2016	FY 2017	FY 2018	
	Actual	Actual	Actual	Target
Percent of purchase orders processed on average within 48 hours of receipt.	0.00%	98.90%	99.40%	98.00%
<b>Significance:</b> Ensure accurate and timely purchase orders.				
<b>Council Goal/Outcome:</b> Fiscally and Managerially Responsible				
Total amount of cost savings and revenue recovery realized by Internal Audit	0.00	277,427	56,000	40,000
<b>Significance:</b> Improve the financial condition of the City				
<b>Council Goal/Outcome:</b> Fiscally and Managerially Responsible				

# 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 2017-2018</u>	<u>Revised Budget 2018-2019</u>	<u>Adopted Budget 2019-2020</u>	<u>Adopted Budget 2020-2021</u>
<b><u>Program Allocations</u></b>				
Salaries	\$ 743,388	916,956	874,240	896,528
Fringe Benefits	457,495	517,304	465,711	495,230
Maintenance and Operations:				
Supplies and Equipment	4,138	4,575	5,000	6,200
Professional/Contractual Services	91,132	165,510	118,250	121,750
Equipment/Building Rental	2,200	2,200	2,780	2,780
Training and Memberships	13,998	13,465	15,475	15,475
Total Maintenance and Operations	111,468	185,750	141,505	146,205
Charge Backs	(399,056)	(437,885)	(324,100)	(326,800)
Total Program Allocations	\$ 913,295	1,182,125	1,157,356	1,211,163

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 9.05; FY 2020-21 - 9.05

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

# FINANCE

## GENERAL FUND

### ACCOUNTING

### GOALS AND OBJECTIVES

**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, accounts receivable, payroll, capital and grant account transactions.
- Ensure timely and accurate compliance with Federal, State, and County financial reporting requirements.
- Improve the efficiency and effectiveness of the Accounting Division operations.

**Prior Budget Accomplishments**

- Published FY 2016-17 and FY 2017-18 CAFRs, meeting requirements for GFOA Certificate of Achievement for Excellence in Financial Reporting (December 2017 and 2018).
- Submitted seven FY 2016-17 and FY 2017-18 California State Controller's Reports by applicable reporting deadlines (January and April 2018 and 2019).
- Provided annual City-wide training on various accounting processes specifically targeting new hires (ongoing).
- Increased the number of vendors using Direct Deposit payments (ongoing).

**Additional Accomplishments**

- Submitted RFP and contract for new external audit firm and ensured a smooth transition (April 2018).
- Provided support with the TOARTS merger by implementing policy and accurate record-keeping (effective June 2017 and ongoing).

**Objective(s)**

- Publish FY 2018-19 and FY 2019-20 CAFRs, meeting requirements for GFOA Certificate of Achievement for Excellence in Financial Reporting. **(B - Fiscally and Managerially Responsible)**
- Submit seven FY 2018-19 and FY 2019-20 California State Controller's Reports by applicable reporting deadlines. **(B - Fiscally and Managerially Responsible)**
- Provide annual City-wide training on various accounting processes specifically targeting new hires **(B - Fiscally and Managerially Responsible)**
- Increase the number of vendors using Direct Deposit payments. **(B - Fiscally and Managerially Responsible)**

**Performance Measure(s)**

Measure	FY 2016	FY 2017	FY 2018	
	Actual	Actual	Actual	Target
Average number of days between original invoice date and paid date	0.00	29.23	26.14	30.00
<b>Significance:</b> Ensure efficient accounts payable processing and time management				
<b>Council Goal/Outcome:</b> Fiscally and Managerially Responsible				
Clean audit opinion of CAFR with no major findings and have it published within 180 days after 06/30	100.00%	100.00%	0.00%	100.00%
<b>Significance:</b> Provide accounting transparency within GAAP principles				
<b>Council Goal/Outcome:</b> Fiscally and Managerially Responsible				

# FINANCE

## GENERAL FUND

### TREASURY & DEBT SERVICE ADMINISTRATION

#### Program Description

This program is responsible for the investment of City funds, administration of banking transactions, and administration of the City's legal and fiduciary responsibilities for timely payment of principal and interest on the City's outstanding bond obligations and for ongoing bond disclosure.

	<b>Prior Year Actual 2017-2018</b>	<b>Revised Budget 2018-2019</b>	<b>Adopted Budget 2019-2020</b>	<b>Adopted Budget 2020-2021</b>
<b><u>Program Allocations</u></b>				
Salaries	\$ 84,628	86,937	90,189	92,415
Fringe Benefits	45,630	44,944	50,095	53,186
Maintenance and Operations:				
Supplies and Equipment	690	800	1,000	1,000
Professional/Contractual Services	137,248	183,000	167,600	173,600
Training and Memberships	1,569	4,300	4,300	4,300
Total Maintenance and Operations	139,507	188,100	172,900	178,900
Charge Backs	(26,803)	(12,000)	(11,100)	(11,400)
Total Program Allocations	\$ 242,962	307,981	302,084	313,101

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 1.75; FY 2020-21 - 1.75

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

# FINANCE

## GENERAL FUND

### TREASURY & DEBT SERVICE ADMINISTRATION

### GOALS AND OBJECTIVES

#### 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

- Invested 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) (ongoing).
- Managed 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) (ongoing).

#### Additional Accomplishments

- Investment Policy and delegation of authority to invest funds reviewed, updated, and approved by City Council (January 2018, January 2019).
- Debt Policy reviewed and updated (May 2019).

#### 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). **(B - Fiscally and 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). **(B - Fiscally and Managerially Responsible)**

#### Performance Measure(s)

Measure	FY 2016	FY 2017	FY 2018	
	Actual	Actual	Actual	Target
Achieve Avg S&P underlying bond rating of AA+ on bonds supported by General Fund as of June 30	1.00	1.00	1.00	1.00
<b>Significance:</b> Minimize financing costs/strong fiscal management				
<b>Council Goal/Outcome:</b> Municipal Government Leadership				
Amount City Yield to Maturity exceeds Federal Reserve 2 Year Constant Maturity Treasury Index	0.00%	0.20%	-0.41%	0.00%
<b>Significance:</b> Earn an acceptable rate of return				
<b>Council Goal/Outcome:</b> Municipal Government Leadership				

# 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, Emergency Response Fees, Social Host Citations, and Facilities Rental. In addition, bankruptcy and foreclosure filings as well as cashing and City Hall telephone switchboard services are provided.

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b>Program Allocations</b>				
Salaries	\$ 699,695	773,646	756,827	776,651
Fringe Benefits	359,241	390,138	406,534	430,978
Maintenance and Operations:				
Supplies and Equipment	150,871	153,750	242,200	314,900
Repairs and Maintenance	120	-	-	10,000
Professional/Contractual Services	164,532	197,350	97,700	113,700
Equipment/Building Rental	2,900	2,900	1,960	1,960
Training and Memberships	2,110	9,280	4,850	4,850
Asset Replacement Funding	-	-	-	2,500
Total Maintenance and Operations	320,533	363,280	346,710	447,910
Charge Backs	(6,622)	(9,000)	(8,100)	(8,300)
Capital Outlay:				
Capital Outlay	-	-	20,000	70,000
Use of Asset Replacement	-	-	(20,000)	(70,000)
Total Capital Outlay	-	-	-	-
Total Program Allocations	\$ 1,372,847	1,518,064	1,501,971	1,647,239

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 9.00; FY 2020-21 - 9.00

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

# FINANCE

## GENERAL FUND

### PUBLIC SERVICES AND REVENUE COLLECTION SERVICES

### GOALS AND OBJECTIVES

#### 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)

- Identify and implement cost saving measures and increase revenues.
- Analyze existing work processes to identify modifications that will increase organizational effectiveness and efficiency.

#### Prior Budget Accomplishments

- Analyzed costs of various utility bill payment methods and review options to reduce those costs (ongoing).
- Assisted with development and implementation of possible marijuana ordinance (November 2017), including any ballot measures that may be required for taxation (passed November 2018).
- Investigated available tools to allow online submission of various applications (e.g., water service, business license) (ongoing).
- Billed water and wastewater customers in accordance with bi-monthly schedule with accuracy rate of 99% (ongoing).

#### Additional Accomplishments

- Implemented new online utility billing payment platform (Mar 2019)

#### Objective(s)

- Investigate and possible implementation of monthly utility billing. **(B - Fiscally and Managerially Responsible)**
- Implement new false alarm billing software. **(B - Fiscally and Managerially Responsible)**
- Investigate options for business license software to enhance efficiencies. **(B - Fiscally and Managerially Responsible)**
- Bill water and wastewater customers in accordance with bi-monthly schedule with accuracy rate of 99%. **(B - Fiscally and Managerially Responsible)**

#### Performance Measure(s)

Measure	FY 2016	FY 2017	FY 2018	
	Actual	Actual	Actual	Target
Average monthly water cost for Single Family Residence	0	0	115	115
<b>Significance:</b> Ensure water rates remain affordable				
<b>Council Goal/Outcome:</b> Fiscally and Managerially Responsible				
Average number of customer service calls serviced, per agent	0.00	418.33	540.00	350.00
<b>Significance:</b> Ensure customer service calls are handled in a timely manner				
<b>Council Goal/Outcome:</b> Municipal Government Leadership				
Average wait time in Customer Service phone queue (in seconds)	0.00	120.00	95.00	90.00
<b>Significance:</b> Ensure wait times meet or exceed customer expectations				
<b>Council Goal/Outcome:</b> Commitment to Community				
Number of customer service calls per employee phone hour	0.00	2.82	2.91	3.00
<b>Significance:</b> Ensure customer service calls are handled in a timely manner				
<b>Council Goal/Outcome:</b> Municipal Government Leadership				

# FINANCE

## GENERAL FUND

### INFORMATION TECHNOLOGY

#### Program Description

This program provides technical and business expertise in the creation, access, management, security, and optimization of Information Technology (IT) services and applications. Applications include: financial, personnel and payroll, land management and permitting, code enforcement, water and wastewater billing, business licenses, geographic information systems (GIS), document management system, websites, and phone system. IT provides maintenance and support, and procurement of City software and hardware.

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b><u>Program Allocations</u></b>				
Salaries	\$ 1,027,623	1,182,877	1,281,280	1,313,344
Fringe Benefits	525,763	567,369	658,080	701,072
Maintenance and Operations:				
Supplies and Equipment	167,254	316,535	245,550	200,550
Repairs and Maintenance	540,108	691,840	659,800	664,950
Professional/Contractual Services	169,721	272,600	156,000	150,000
Training and Memberships	11,767	42,500	35,450	35,450
Asset Replacement Funding	182,108	160,200	160,200	172,700
Total Maintenance and Operations	1,070,958	1,483,675	1,257,000	1,223,650
Charge Backs	(105,125)	(90,000)	(101,200)	(104,500)
Capital Outlay:				
Capital Outlay	9,927	165,000	220,000	220,000
Use of Asset Replacement	(9,927)	(165,000)	(220,000)	(220,000)
Total Capital Outlay	-	-	-	-
Total Program Allocations	\$ 2,519,219	3,143,921	3,095,160	3,133,566

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 11.00; FY 2020-21 - 11.00

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

# FINANCE

## GENERAL FUND

### INFORMATION TECHNOLOGY

### GOALS AND OBJECTIVES

#### Mission

To provide and maintain efficient and cost effective security, storage, retrieval, and reporting of electronically-processed information throughout the City. Provide innovative solutions and options to the City's computing needs. 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 applications, GIS, phone system and mobile devices.

#### Goal(s)

- Maintain the City's computing platform in a secure and safe environment.
- Provide effective and efficient computing systems to enhance City staff performance.
- Maintain and enhance City's performance through use of City's network and computer systems.
- Foster a collaborative and engaging approach to meet City staff computing needs.

#### Prior Budget Accomplishments

- Migrated the City's computing infrastructure to Microsoft Active Directory and Exchange/Outlook from current MicroFocus/Novell environment (August 2017).
- Implemented new customer relationship management system (CRMS) to support the City's initiative to provide exceptional customer service to its citizens (July 2017)
- Automated and optimized various internal and external processes via Online Forms initiative. Phase 1 completed May 2018, additional phases on-going.

#### Additional Accomplishments

- Partnered with Community Development and Public Works departments to implement a queue management application for their public counters to provide enhanced and exceptional customer service (November 2018).
- Implemented a variety of cybersecurity initiatives and solutions to provide a safer computing environment to City staff and citizens (ongoing).
- Increased the utilization of the City's Office 365 platform (e.g. OneDrive, OneNote, SharePoint); leading to higher productivity and efficiency with a greater return on investment (ongoing).
- Launched Digital Literacy staff training to increase staff's technical competency (ongoing).

#### Objective(s)

- Migrate the City's on-premise Enterprise Resource Planning system (e.g. Naviline) to cloud based; leads to cost savings, frees up staff for other duties, and improved disaster recovery/business continuity. **(B - Fiscally and Managerially Responsible)**
- Implement electronic signatures for City staff and vendors; leading to staff time savings, quicker turnaround time, better trackability, and more environmentally friendly (e.g. paper reduction). **(B - Fiscally and Managerially Responsible)**
- Continue City's cybersecurity efforts for a safer computing environment for City staff and the public. **(B - Fiscally and Managerially Responsible)**
- Increase the utilization of City's Geographic Information System (GIS) for City staff and the public; leading to higher productivity, efficiencies, analysis, and ease of use. **(B - Fiscally and Managerially Responsible)**

#### Performance Measure Notes

(A)Investment benchmark: As of January 2012, the City benchmark is the three-year U.S. Treasury Note.

#### Performance Measure(s)

Measure	FY 2016	FY 2017	FY 2018	
	Actual	Actual	Actual	Target
Percentage of network uptime	0.00%	99.00%	99.20%	99.00%
<b>Significance:</b> Ensure City technology resources remain reliable				
<b>Council Goal/Outcome:</b> Municipal Government Leadership				

# FINANCE

## GENERAL FUND

### GENERAL SERVICES

#### Program Description

This program provides Reprographics and Mail Services ensuring production of high-quality products at competitive pricing, and timely, cost-efficient mail processing.

	<b>Prior Year Actual 2017-2018</b>	<b>Revised Budget 2018-2019</b>	<b>Adopted Budget 2019-2020</b>	<b>Adopted Budget 2020-2021</b>
<b><u>Program Allocations</u></b>				
Salaries	\$ 121,172	124,557	128,214	131,301
Fringe Benefits	67,478	72,027	75,335	80,287
Maintenance and Operations:				
Supplies and Equipment	211,208	154,273	197,000	197,000
Repairs and Maintenance	4,020	4,900	4,000	4,000
Professional/Contractual Services	13,279	15,000	15,000	15,000
Equipment/Building Rental	181,308	170,400	163,925	163,925
Training and Memberships	240	-	500	500
Asset Replacement Funding	7,068	7,100	8,060	8,060
Total Maintenance and Operations	417,123	351,673	388,485	388,485
Charge Backs	(357,667)	(220,500)	(252,575)	(255,875)
Total Program Allocations	\$ 248,106	327,757	339,459	344,198

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 2.00; FY 2020-21 - 2.00

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

# FINANCE

## GENERAL FUND

### GENERAL SERVICES

### GOALS AND OBJECTIVES

#### **Mission**

To provide and coordinate activities for City's Reprographics and Mail Services functions in an efficient and cost-effective manner, with a strong commitment to quality and customer service.

#### **Goal(s)**

- Process mail efficiently and accurately.
- Provide reprographic services with balanced revenue and costs.

#### **Prior Budget Accomplishments**

- Utility bills and late notices were mailed within two (2) days of receipt from Public Services to ensure timely delivery of collectibles for optimum receipt of revenue by mailing (ongoing).
- Print Shop costs did not exceed amount billed (ongoing).

#### **Objective(s)**

- Ensure timely delivery of collectibles for optimum receipt of revenue by mailing utility bills and late notices within two (2) days of receipt from Public Services. **(B - Fiscally and Managerially Responsible)**
- Ensure Print Shop costs do not exceed amount billed. **(B - Fiscally and Managerially Responsible)**

#### **Performance Measure(s)**

This Division does not have any "External" Performance Measures.

# 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, Libraries, Child Care Center, Cameron Center, Teen Center, Goebel Adult Community 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 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b>Program Allocations</b>				
Salaries	\$ 771,578	809,872	850,166	872,003
Fringe Benefits	429,270	427,496	472,261	501,899
Maintenance and Operations:				
Supplies and Equipment	131,145	124,841	135,850	135,850
Repairs and Maintenance	449,006	552,070	527,900	500,900
Professional/Contractual Services	1,564,528	3,239,086	1,592,950	1,598,950
Utilities	971,844	969,500	855,200	874,650
Equipment/Building Rental	304,617	397,249	329,360	329,360
Training and Memberships	3,381	4,200	8,000	4,000
Asset Replacement Funding	109,948	116,100	120,500	120,500
Total Maintenance and Operations	3,534,469	5,403,046	3,569,760	3,564,210
Charge Backs	(2,017,716)	(1,975,324)	(1,827,110)	(1,864,259)
Capital Outlay:				
Capital Outlay	100,999	23,000	77,000	35,000
Use of Asset Replacement	(100,999)	(23,000)	(77,000)	(35,000)
Total Capital Outlay	-	-	-	-
Capital Improvements	1,299,356	13,500,630	2,064,400	1,764,400
Maintenance Improvements	33,477	531,665	-	-
Total Program Allocations	\$ 4,050,434	18,697,385	5,129,477	4,838,253

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 12.00; FY 2020-21 - 12.00

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

# FINANCE

## GENERAL FUND

### FACILITY MAINTENANCE

### GOALS AND OBJECTIVES

#### Mission

To develop, maintain, and renovate assigned City facilities safely, efficiently, effectively and sustainably with a strong commitment to quality and customer service.

#### Goal(s)

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

#### Prior Budget Accomplishments

- Completed 93% customer-requested Work Orders by due date. 100% of Work Order Customer Service Surveys were rated as "Good" or "Excellent" (on-going).
- Completed work orders requiring "re-work" were less than 1% (on-going).
- Natural Gas use for top seven buildings was 0.03 BTU/sf or less for annual average (on-going).
- Electricity use for top seven buildings was 1.20 kWh/sf or less for annual average (on-going).

#### Additional Accomplishments

- Completed the Hillcrest Center Accessibility Upgrade Project (MI 2090) on-time and within budget. (November 2017)
- Completed the Civic Arts Plaza Parking Structure Upgrades (CI 5090) on-time and within budget. (October 2018)
- Completed the Goebel Center Painting and Flooring Replacement project (CI 5485) on-time and within budget. (April 2019)
- Completed Parking Lot Lighting LED Upgrades at various locations project (CI 5079, CI 5085 and CI 5093) on-time and within budget. (June 2019)

#### Objective(s)

- Complete Kavli Theatre Renovation (MI 2088) within budget and prior to September 27, 2019. **(E - Essential Infrastructure)**
- Complete Civic Arts Plaza Mechanical Upgrade (CI 5086) within budget by December 31, 2019. **(E - Essential Infrastructure)**
- Complete re-roofing projects at the Civic Arts Plaza (CI 5387), Teen Center, and Goebel Adult Center (CI 5418) within budget by December 31, 2020. **(E - Essential Infrastructure)**

#### Performance Measure(s)

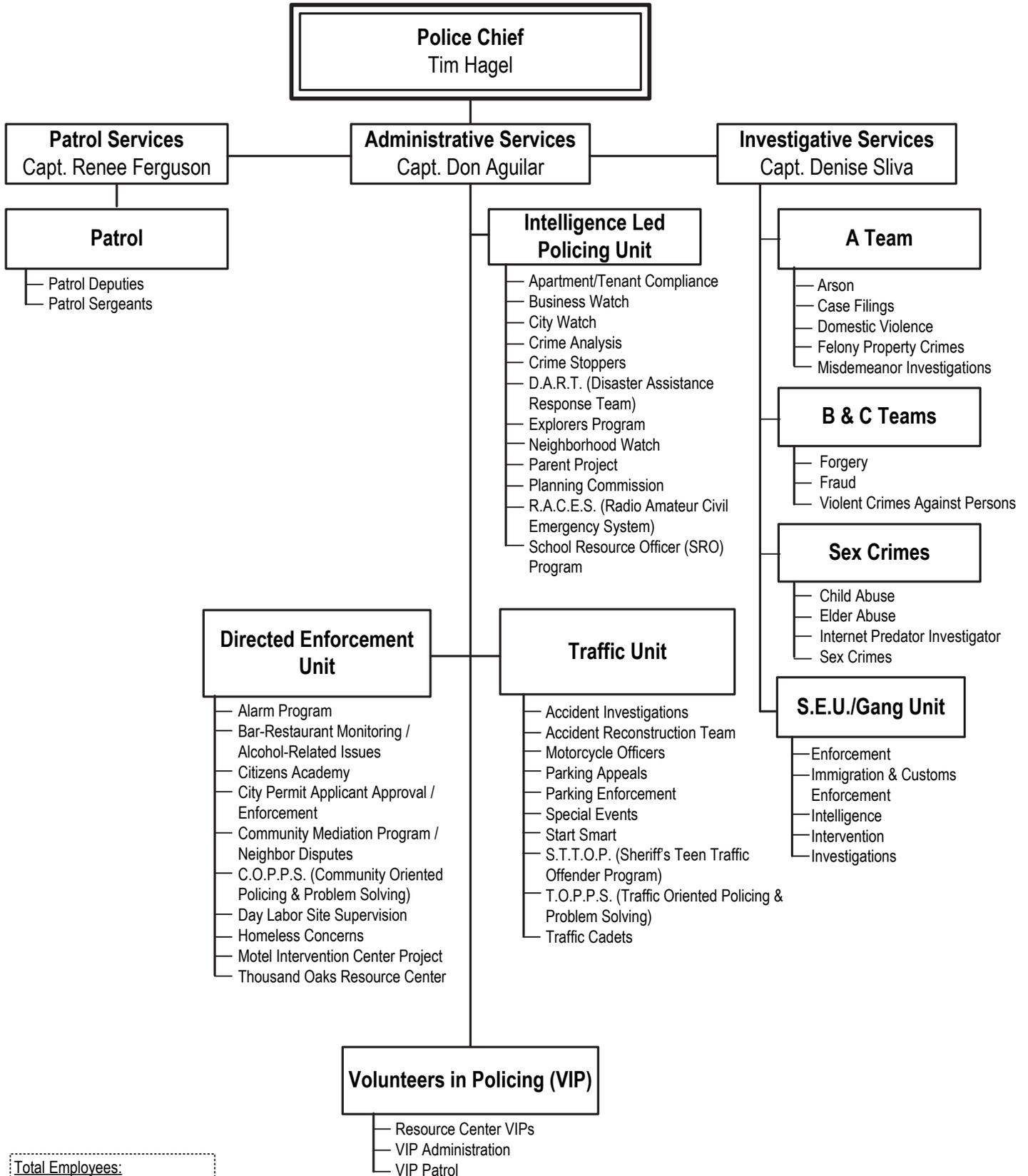
Measure	FY 2016	FY 2017	FY 2018	
	Actual	Actual	Actual	Target
Cost per square foot for maintenance and repairs	0	10	8	10
<b>Significance:</b> Ensure City facilities are maintained at a reasonable cost				
<b>Council Goal/Outcome:</b> Fiscally and Managerially Responsible				
Kilowatts per square foot for utilities	0.00	1.38	0.00	1.20
<b>Significance:</b> Ensure energy efficiency for City facilities				
<b>Council Goal/Outcome:</b> Fiscally and Managerially Responsible				
Percent of customer requested Work Orders completed by due date	96.00%	94.00%	96.00%	95.00%
<b>Significance:</b> Ensure Work Order Service Requests completed in a timely manner.				
<b>Council Goal/Outcome:</b> Municipal Government Leadership				

# POLICE

Since its incorporation in 1964, Thousand Oaks has contracted with the Ventura County Sheriff's Department for law enforcement services. As the City has evolved into a well-planned and highly desirable community to live, work and recreate in, the women and men of the Police Department continue to dedicate their professional skills toward enhancing the strong partnership we enjoy with the people we serve.

Thousand Oaks is a leader in the development of proactive law enforcement strategies and prevention programs, all intended to keep our community safe and to maintain the quality of life our residents expect. In addition to the core patrol, traffic, and investigative services typical among comparable cities, Thousand Oaks provides specialized services in response to community concerns and input.

# Police



**Total Employees:**  
 FY 19-20: 108  
 FY 20-21: 108

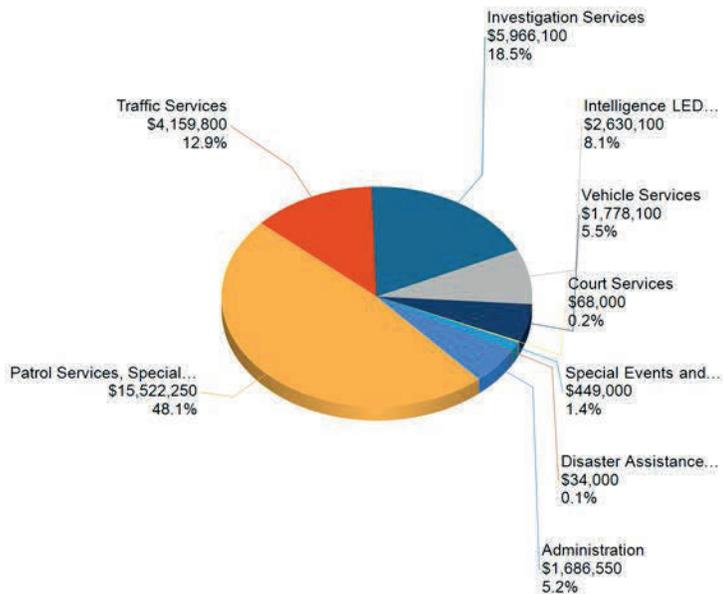
# POLICE GENERAL FUND PROGRAMS SUMMARY

## Police Department Mission Statement

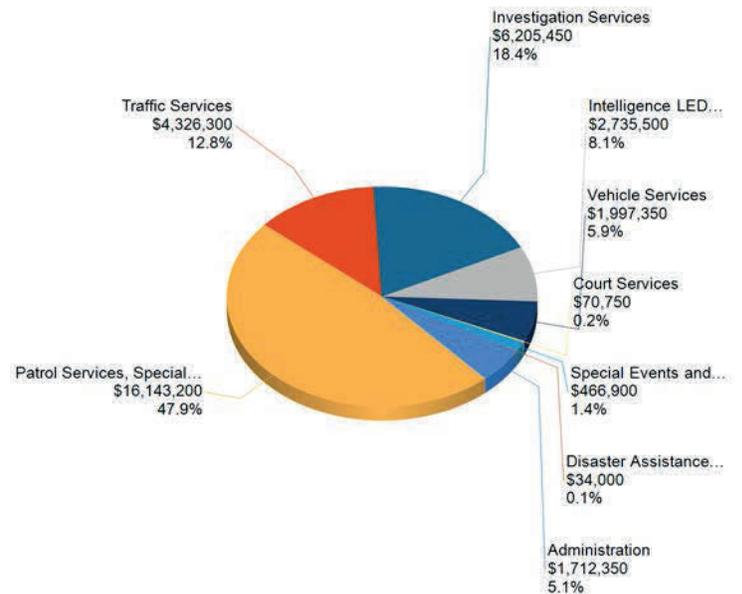
To safeguard the lives and property of residents of Thousand Oaks and respond to public concerns in a manner that promotes neighborhoods free from the fear of crime.

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b>Program Allocation Summary</b>				
Administration	\$ 1,466,143	1,612,565	1,686,550	1,712,350
Patrol Services, Special Enforcement Unit, and	14,539,053	15,374,500	15,522,250	16,143,200
Traffic Services	3,687,141	4,072,500	4,159,800	4,326,300
Investigation Services	5,248,358	5,755,500	5,966,100	6,205,450
Intelligence LED Policing (Crime Prevention)	2,481,471	2,577,400	2,630,100	2,735,500
Vehicle Services	1,420,737	1,797,500	1,778,100	1,997,350
Court Services	64,328	74,450	68,000	70,750
Special Events and Overtime Services	417,122	464,400	449,000	466,900
Disaster Assistance Response Team (DART)	17,240	30,300	34,000	34,000
<b>Total</b>	<b>\$ 29,341,593</b>	<b>31,759,115</b>	<b>32,293,900</b>	<b>33,691,800</b>

**Adopted Budget FY 2019-2020**



**Adopted Budget FY 2020-2021**

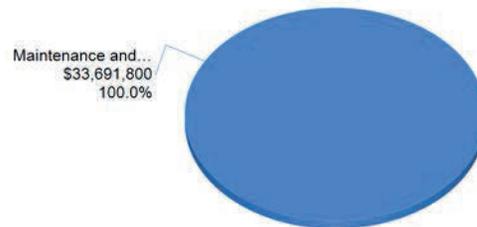
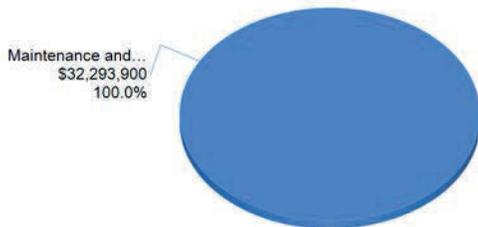


# POLICE GENERAL FUND ALLOCATION SUMMARY

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b>Program Allocations</b>				
Maintenance and Operations:				
Supplies and Equipment	\$ 250,115	331,928	372,300	331,250
Repairs and Maintenance	9,261	13,500	13,000	13,000
Professional/Contractual Services	24,287	30,400	30,400	30,400
Police Contract Services	28,873,349	31,182,288	31,649,250	33,065,200
Utilities	42,688	60,500	58,000	58,000
Training and Memberships	20,869	34,330	40,950	40,950
Asset Replacement Funding	121,024	105,200	130,000	153,000
Total Maintenance and Operations	29,341,593	31,758,146	32,293,900	33,691,800
Capital Outlay:				
Capital Outlay	100,806	67,469	131,000	80,000
Use of Asset Replacement	(100,806)	(66,500)	(131,000)	(80,000)
Total Capital Outlay	-	969	-	-
Total Program Allocations	\$ 29,341,593	31,759,115	32,293,900	33,691,800

**Adopted Budget FY 2019-2020**

**Adopted Budget FY 2020-2021**



# 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, Intelligence Led Policing Unit, Directed Enforcement Unit, Investigations, Intelligence Led Policing Unit, Special Enforcement Unit, and the Volunteers In Policing Program.

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b>Program Allocations</b>				
Maintenance and Operations:				
Supplies and Equipment	\$ 93,295	121,128	162,300	121,250
Repairs and Maintenance	9,261	12,500	12,000	12,000
Professional/Contractual Services	24,287	30,400	30,400	30,400
Police Contract Services	1,155,394	1,250,538	1,255,900	1,299,750
Utilities	42,688	60,500	58,000	58,000
Training and Memberships	20,194	31,330	37,950	37,950
Asset Replacement Funding	121,024	105,200	130,000	153,000
Total Maintenance and Operations	<u>1,466,143</u>	<u>1,611,596</u>	<u>1,686,550</u>	<u>1,712,350</u>
Capital Outlay:				
Capital Outlay	100,806	67,469	131,000	80,000
Use of Asset Replacement	(100,806)	(66,500)	(131,000)	(80,000)
Total Capital Outlay	<u>-</u>	<u>969</u>	<u>-</u>	<u>-</u>
Total Program Allocations	<u>\$ 1,466,143</u>	<u>1,612,565</u>	<u>1,686,550</u>	<u>1,712,350</u>

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 3.00; FY 2020-21 - 3.00  
(Ventura County Police Contract Service Positions.)

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

# POLICE

## GENERAL FUND ADMINISTRATION

### GOALS AND OBJECTIVES

#### **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**

- Remained One of the safest cities in the United States with a population over 100,000 (ongoing).
- Responded to citizen concerns in a timely and efficient manner (ongoing).
- Maintained sufficient level of training to allow officers to perform their duties (ongoing).
- Conducted ongoing evaluation of staff employment in six-month intervals (ongoing).

#### **Additional Accomplishments**

- Updated City police website with toolbar for parent resources (ongoing).
- Continued development of educational programs for youth and their parents, conducted numerous active shooter trainings for businesses and schools (ongoing).
- School Resource Officers impact students making smart choices and wise decisions; in a continued effort to speak to every student in the middle schools and high schools (ongoing).
- Continued monthly "Coffee with the Chief" community outreach events to answer questions and address concerns from the residents (ongoing).

#### **Objective(s)**

- Provide Police services to assist with vulnerable population in our community. **(C - Commitment to Public Safety)**
- Continue working closely with businesses and community groups to minimize crime of opportunity. **(C - Commitment to Public Safety)**
- Utilize the latest technology to investigate and suppress crime. **(C - Commitment to Public Safety)**
- Continue to expand social media footprint. **(C - Commitment to Public Safety)**

#### **Performance Measure(s)**

This Division does not have any "External" Performance Measures.

# POLICE

## GENERAL FUND

### PATROL SERVICES, SPECIAL ENFORCEMENT UNIT, AND DIRECTED ENFORCEMENT TEAM

#### Program Description

This program is responsible for providing Citywide uniformed police patrol and directed enforcements services to the City. The Special Enforcement Unit is responsible for conducting police operations dealing with local gangs, and conducting field investigative operations. The Directed Enforcement Unit specializes in handling specific criminal issues effecting micro communities.

	<b>Prior Year Actual 2017-2018</b>	<b>Revised Budget 2018-2019</b>	<b>Adopted Budget 2019-2020</b>	<b>Adopted Budget 2020-2021</b>
<b>Program Allocations</b>				
Maintenance and Operations:				
Police Contract Services	\$ 14,539,053	15,374,500	15,522,250	16,143,200
Total Maintenance and Operations	<u>14,539,053</u>	<u>15,374,500</u>	<u>15,522,250</u>	<u>16,143,200</u>
Total Program Allocations	<u>\$ 14,539,053</u>	<u>15,374,500</u>	<u>15,522,250</u>	<u>16,143,200</u>

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 61.00; FY 2020-21 - 61.00  
 (Ventura County Police Contract Service Positions.)

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

# POLICE

## GENERAL FUND

### PATROL SERVICES, SPECIAL ENFORCEMENT UNIT, AND DIRECTED ENFORCEMENT TEAM

### GOALS AND OBJECTIVES

**Mission**

Maintain as a safe community with 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**

- Conducted citywide tobacco sting operations to limit youth access to tobacco products (ongoing).
- Continued the "Vulnerable Population Officer" to assist the homeless population (ongoing).
- Assisted the district attorney's office with the enforcement of workers' compensation laws at all massage establishments (ongoing).
- Continued the "Neighborhood Partnership Program" in Conejo Creek condominium community to develop a partnership to help reduce criminal activity and limit the excessive amount of nuisance calls for service such as noise complaints (ongoing).

**Additional Accomplishments**

- FBI background checks were added to prospective business permit holders to ensure public safety and prevent potential liability (ongoing).
- Continued successful proactive enforcement in targeting city "hot spots" to improve the quality of life for those communities. Continued deployment of GPS/RF equipped bicycle and generator to reduce thefts in the city (ongoing).
- Continued to work on reduction of gang activity in multi-family apartment complexes. Created Safe Passage program, a community policing and intervention opportunity to work with elementary school age children in these complexes to expose them to higher education, the arts, and visits to local businesses to get them on a positive life path (ongoing).

**Objective(s)**

- Continue the "Neighborhood Partnership Program" in Conejo Creek condominium community. **(C - Commitment to Public Safety)**
- Continue the "Vulnerable Population Officer" to assist the homeless population. **(C - Commitment to Public Safety)**
- Continue Patrol of the uninhabited areas and COSCA open spaces in collaboration with park rangers. **(C - Commitment to Public Safety)**
- Continue to conduct tobacco sting operations to limit youth access to tobacco products. **(C - Commitment to Public Safety)**

**Performance Measure(s)**

Measure	FY 2016	FY 2017	FY 2018	
	Actual	Actual	Actual	Target
Average response time to emergency calls (in minutes)	0.00	5.52	0.00	5.67
<b>Significance:</b> This information is important to make sure our response time are within acceptable standards				
<b>Council Goal/Outcome:</b> Commitment to Public Safety				
Number of arrests	0	2,730	0	2,608
<b>Significance:</b> Impact on local crime trends				
<b>Council Goal/Outcome:</b> Commitment to Public Safety				

# 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 2017-2018</u>	<u>Revised Budget 2018-2019</u>	<u>Adopted Budget 2019-2020</u>	<u>Adopted Budget 2020-2021</u>
<b><u>Program Allocations</u></b>				
Maintenance and Operations:				
Police Contract Services	\$ 3,687,141	4,072,500	4,159,800	4,326,300
Total Maintenance and Operations	<u>3,687,141</u>	<u>4,072,500</u>	<u>4,159,800</u>	<u>4,326,300</u>
Total Program Allocations	<u>\$ 3,687,141</u>	<u>4,072,500</u>	<u>4,159,800</u>	<u>4,326,300</u>

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 16.00; FY 2020-21 - 16.00  
(Ventura County Police Contract Service Positions.)

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

# POLICE

## GENERAL FUND

### TRAFFIC SERVICES

### GOALS AND OBJECTIVES

#### 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

- Continued to meet the goals and objectives of the current STEP grant which include conducting: DUI checkpoints, train personnel in DUI detection and arrest, various types of traffic enforcement operations, and traffic educational presentations (ongoing).
- Continued to update the traffic bureau's traffic collision reporting system and records keeping software (ongoing).
- Continued to equip patrol vehicles with Opticom systems that provide safe and controlled passage through signalized intersections when responding to emergency calls for service (ongoing).
- Continued to improve traffic safety on Westlake Boulevard (ongoing).

#### Additional Accomplishments

- Successfully applied and completed, through the Sheriff's Office, the Office of Traffic Safety (OTS) Selective Enforcement Program (STEP) grant (ongoing).

#### Objective(s)

- Provide law enforcement service for vulnerable population in our community and partner with Ventura County Behavioral Health. **(C - Commitment to Public Safety)**
- Conduct thorough and complete traffic collision investigations in a fair and impartial manner, enabling the accurate determination of the cause of collisions. **(C - Commitment to Public Safety)**
- Encourage Vehicle Code compliance and safe driving through a visible presence on streets, school education, and media relations to decrease traffic collisions, including bicycles. **(C - Commitment to Public Safety)**
- Increase awareness and enforcement of the crime of Driving Under the Influence (DUI) of alcohol and/or drugs through education and enforcement. **(C - Commitment to Public Safety)**

#### Performance Measure(s)

This Division does not have any "External" Performance Measures.

# POLICE

## GENERAL FUND

### INVESTIGATION SERVICES

#### Program Description

This program is responsible for investigating all felony and misdemeanor crimes that occur within the City. The program also develops crime control strategies and conducts targeted investigations of habitual criminals.

	<b>Prior Year Actual 2017-2018</b>	<b>Revised Budget 2018-2019</b>	<b>Adopted Budget 2019-2020</b>	<b>Adopted Budget 2020-2021</b>
<b>Program Allocations</b>				
Maintenance and Operations:				
Police Contract Services	\$ 5,248,358	5,755,500	5,966,100	6,205,450
Total Maintenance and Operations	<u>5,248,358</u>	<u>5,755,500</u>	<u>5,966,100</u>	<u>6,205,450</u>
Total Program Allocations	<u>\$ 5,248,358</u>	<u>5,755,500</u>	<u>5,966,100</u>	<u>6,205,450</u>

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 19.00; FY 2020-21 - 19.00  
(Ventura County Police Contract Service Positions.)

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

# POLICE

## GENERAL FUND

### INVESTIGATION SERVICES

### GOALS AND OBJECTIVES

#### Mission

Investigate all reported felony and misdemeanor crimes by conducting quality investigations and apprehend individuals found to have violated the law.

#### Goal(s)

- Establish offender based investigations that prioritize habitual offenders.
- Create informal task force of allied law enforcement agencies to investigate regional crime groups.
- Increase investigation efficiency by incorporating technology.

#### Prior Budget Accomplishments

- Contacted victims of crimes within 24 hours of case assignment (ongoing).
- Acted on any actionable criminal intelligence within 24 hours (ongoing).
- Developed innovative residential burglary investigative techniques (ongoing).

#### Additional Accomplishments

- Investigations Bureau continued audits on all detectives assigned to the Thousand Oaks Department investigations unit. Detective sergeants selected cases at random, reviewed them thoroughly for completeness, follow-through, and overall quality. Monitored all reports, evidence, and any tape recorded interviews, and contacted victims to inquire about response to their respective case (ongoing).
- Continued to aggressively investigate graffiti cases (ongoing).
- Identified and addressed those locations that generate repeated calls for service (ongoing).
- Prioritized developing actionable criminal intelligence from various arrestees (ongoing).

#### Objective(s)

- Use civilians and volunteers to assist in data collection and case follow-up. Volunteers in Policing (VIPs) provided over 18,800 hours during last budget period. **(C - Commitment to Public Safety)**
- Maintain a partnership with Federal and State agencies to reduce narcotic sales and distribution within the City. **(C - Commitment to Public Safety)**
- Implementation of offender tracking software that provides alerts on persons of interest released from jail. **(C - Commitment to Public Safety)**
- Embed crime analysts with detectives for investigative support. **(C - Commitment to Public Safety)**

#### Performance Measure(s)

Measure	FY 2016	FY 2017	FY 2018	
	Actual	Actual	Actual	Target
Number of narcotics arrests	0.00	977.00	0.00	986.00
<b>Significance:</b> Evaluate sources of drug use/ sales				
<b>Council Goal/Outcome:</b> Commitment to Public Safety				
Number of vehicle burglaries	0.00	173.00	0.00	203.00
<b>Significance:</b> Develop trends and focus resources and strategy to reduce # of vehicle burglaries				
<b>Council Goal/Outcome:</b> Commitment to Public Safety				

# POLICE

## GENERAL FUND

### INTELLIGENCE LED POLICING (CRIME PREVENTION)

#### Program Description

This program is responsible for services pertaining to Crime Analysis, Intelligence Led Policing, and Information Technology. Crime Analysis is responsible for identifying crime patterns, criminal offenders, and providing administrative support for effective resource deployment based upon statistical analysis of crime patterns throughout the city. Intelligence Led Policing is responsible for development of crime prevention services directed toward both residents and businesses. The program also manages the Volunteers in Policing (VIP) program, Disaster Assistance Response Team (DART), law enforcement Explorer program, conducts environmental design of planning projects, conducts Citizen and VIP academies, and the Parent Project program. Information Services is responsible for maintaining and supporting the Police Department's computers and local area network (LAN).

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b>Program Allocations</b>				
Maintenance and Operations:				
Police Contract Services	\$ 2,481,471	2,577,400	2,630,100	2,735,500
Total Maintenance and Operations	<u>2,481,471</u>	<u>2,577,400</u>	<u>2,630,100</u>	<u>2,735,500</u>
Total Program Allocations	<u>\$ 2,481,471</u>	<u>2,577,400</u>	<u>2,630,100</u>	<u>2,735,500</u>

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 9.00; FY 2020-21 - 9.00  
(Ventura County Police Contract Service Positions.)

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

# POLICE

## GENERAL FUND

### INTELLIGENCE LED POLICING (CRIME PREVENTION)

### GOALS AND OBJECTIVES

#### **Mission**

To respond to the needs of the community quickly to take a proactive approach in the reduction of crime through the use of information and technology.

#### **Goal(s)**

- Use technology and information to identify crime trends and predict future criminal activity.
- Use information to track and arrest habitual criminal offenders and prolific criminal offenders, and to direct resources to areas of high criminal activity.
- Collaborate with investigators, allied agencies, and the public to gather information and intelligence to deter crime.
- Continue to use and maintain on-line platforms to share information with the public and facilitate community involvement.

#### **Prior Budget Accomplishments**

- Reduced gang activity by expanding Safe Passage activities at Conejo Creek and 850 Warwick communities (ongoing).
- Conducted safety surveys for schools, residents, and businesses as requested (ongoing).
- Conducted community drug forums for prescription drug and heroin education prevention (ongoing).
- Expanded surveillance camera program by including additional public and private surveillance camera systems that can be accessed by police personnel during an emergency or after a catastrophic incident (ongoing).

#### **Additional Accomplishments**

- Continued to provide Parent Project classes to educate parents on strategies for effective parenting (ongoing).
- Expanded the police department's social media platforms. Currently, the department maintains 161 NextDoor.com communities with 47,300+ participants online and 4,000 Twitter followers (ongoing).
- Implemented volunteer patrols at shopping malls and "decoy" patrol car program to deter retail theft (ongoing).
- Continued to expand the Thousand Oaks Police explorer program to include more youth members, increased scenario based training, provided new equipment, and team building trips (ongoing).

#### **Objective(s)**

- Present active shooter training and response to school incidents training to all Thousand Oaks Police personnel. **(C - Commitment to Public Safety)**
- Present training to school district personnel reference school threats. **(C - Commitment to Public Safety)**
- Continue to provide emergency response training to all school personnel and school district management. **(C - Commitment to Public Safety)**
- Continue to maintain social media platforms for residents and businesses to share information and facilitate community development. **(C - Commitment to Public Safety)**

#### **Performance Measure(s)**

This Division does not have any "External" Performance Measures.

# POLICE

## GENERAL FUND

### VEHICLE SERVICES

#### Program Description

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

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b><u>Program Allocations</u></b>				
Maintenance and Operations:				
Supplies and Equipment	\$ 140,255	184,500	180,000	180,000
Police Contract Services	1,280,482	1,613,000	1,598,100	1,817,350
Total Maintenance and Operations	<u>1,420,737</u>	<u>1,797,500</u>	<u>1,778,100</u>	<u>1,997,350</u>
Total Program Allocations	<u>\$ 1,420,737</u>	<u>1,797,500</u>	<u>1,778,100</u>	<u>1,997,350</u>

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 0.00; FY 2020-21 - 0.00  
(Ventura County Police Contract Service Positions.)

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

# POLICE

## GENERAL FUND

### VEHICLE SERVICES

### GOALS AND OBJECTIVES

**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**

- Continued to replace high mileage vehicles (ongoing).
- Continued to monitor vehicle cost and replacement of vehicles (ongoing).
- Replaced high mileage vehicles, including two Volunteers in Policing (VIP) units and Directed Enforcement unit (ongoing).

**Objective(s)**

- Continue to replace high mileage vehicles. **(B - Fiscally and Managerially Responsible)**
- Continue to monitor vehicle cost and replacement of vehicles. **(B - Fiscally and Managerially Responsible)**

**Performance Measure(s)**

This Division does not have any "External" Performance Measures.

# POLICE

## GENERAL FUND

### COURT SERVICES

#### Program Description

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

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b><u>Program Allocations</u></b>				
Maintenance and Operations:				
Police Contract Services	\$ 64,328	74,450	68,000	70,750
Total Maintenance and Operations	<u>64,328</u>	<u>74,450</u>	<u>68,000</u>	<u>70,750</u>
Total Program Allocations	<u>\$ 64,328</u>	<u>74,450</u>	<u>68,000</u>	<u>70,750</u>

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 0.00; FY 2020-21 - 0.00  
(Ventura County Police Contract Service Positions.)

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

# POLICE

## GENERAL FUND

### COURT SERVICES

### GOALS AND OBJECTIVES

#### **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's Office (ongoing).
- Ensured that Police Officers appeared for off-duty court subpoenas, except for excused absences (ongoing).
- Ensured that Police Officers are properly notified when they must appear in court (ongoing).
- Continued to maintain a low level of FTA incidences by off-duty deputies (ongoing).

#### **Objective(s)**

- Continue to track requests for Police Officers to appear in court through notification from the County of Ventura District Attorney's Office. **(C - Commitment to Public Safety)**
- Ensure that Police Officers appear for all off-duty court subpoenas, except for excused absences. **(C - Commitment to Public Safety)**
- Ensure that Police Officers are properly notified when they must appear in court. **(C - Commitment to Public Safety)**
- Continue to maintain a low level of FTA incidences by off-duty deputies. **(C - Commitment to Public Safety)**

#### **Performance Measure(s)**

This Division does not have any "External" Performance Measures.

# 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 2017-2018</u>	<u>Revised Budget 2018-2019</u>	<u>Adopted Budget 2019-2020</u>	<u>Adopted Budget 2020-2021</u>
<b><u>Program Allocations</u></b>				
Maintenance and Operations:				
Police Contract Services	\$ 417,122	464,400	449,000	466,900
Total Maintenance and Operations	<u>417,122</u>	<u>464,400</u>	<u>449,000</u>	<u>466,900</u>
Total Program Allocations	<u>\$ 417,122</u>	<u>464,400</u>	<u>449,000</u>	<u>466,900</u>

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 0.00; FY 2020-21 - 0.00  
(Ventura County Police Contract Service Positions.)

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

# POLICE

## GENERAL FUND

### SPECIAL EVENTS AND OVERTIME SERVICES

### GOALS AND OBJECTIVES

#### 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.
- Continue to pursue grants that will allow for increased traffic enforcements efforts in the City.

#### Prior Budget Accomplishments

- Continued to pursue grants that allow increased enforcement efforts at minimal expense to the City (ongoing).
- Continued to successfully administer all grants (ongoing).
- Continued cost recovery for emergency response (ongoing).
- Continued cost recovery for special events (ongoing).

#### Additional Accomplishments

- The Traffic bureau completed all objectives required of the Office of Traffic Safety Selective Enforcement program grants that included DUI checkpoints and many different traffic related enforcement operations (ongoing).
- The Traffic bureau was awarded a Selective Traffic Enforcement (STEP) grant in the amount of \$487,000 in October 2017 and \$610,500 in October 2018 (ongoing).

#### Objective(s)

- Continue to pursue grants that will allow increased enforcement efforts at minimal expense to the City. **(B - Fiscally and Managerially Responsible)**
- Continue to successfully administer all grants. **(B - Fiscally and Managerially Responsible)**
- Continue cost recovery for emergency response. **(B - Fiscally and Managerially Responsible)**
- Continue cost recovery for special events. **(B - Fiscally and Managerially Responsible)**

#### Performance Measure(s)

This Division does not have any "External" Performance Measures.

# POLICE

## GENERAL FUND

### DISASTER ASSISTANCE RESPONSE TEAM (DART)

#### Program Description

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

	<b>Prior Year Actual 2017-2018</b>	<b>Revised Budget 2018-2019</b>	<b>Adopted Budget 2019-2020</b>	<b>Adopted Budget 2020-2021</b>
<b><u>Program Allocations</u></b>				
Maintenance and Operations:				
Supplies and Equipment	\$ 16,565	26,300	30,000	30,000
Repairs and Maintenance	-	1,000	1,000	1,000
Training and Memberships	675	3,000	3,000	3,000
Total Maintenance and Operations	17,240	30,300	34,000	34,000
Total Program Allocations	\$ 17,240	30,300	34,000	34,000

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 0.00; FY 2020-21 - 0.00  
(Ventura County Police Contract Service Positions.)

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

# POLICE

## GENERAL FUND

### DISASTER ASSISTANCE RESPONSE TEAM (DART)

### GOALS AND OBJECTIVES

#### Mission

To provide the community with disaster preparedness education and provide assistance for disaster response to the City.

#### Goal(s)

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

#### Prior Budget Accomplishments

- Continued to develop protocols & partnerships with Sheriff's Office of Emergency Services for increased support & training (ongoing).
- Provided earthquake preparedness training, assisted in light search and rescue incidents, and provided first aid and EMS services for the community (ongoing).
- Continued training plan for DART members and increased the number of scenario-based drills (ongoing).
- Initiated weather related patrols during weather events to monitor storm drains, flood control, & respond to weather related incidents as directed (ongoing).

#### Additional Accomplishments

- Participated in various training exercises with the Ventura County Fire Department (ongoing).
- Provided medial support for Safe Passage outings, Persian New Year, Conejo Valley Days, Chili Cook Off, & numerous other community events (ongoing).
- Assisted police department in evidence search, missing persons searches, and neighborhood canvassing to inform residents of increased residential and vehicle burglaries, and canvassed neighborhoods with informational fliers (ongoing).
- Continued to complete DART training classes (ongoing).

#### Objective(s)

- Continue to expand training with Ventura County Fire Department and other vendors for advanced training courses for eligible DART members. **(C - Commitment to Public Safety)**
- Expand support role with police department for evidence searches, missing persons searches, and community education. **(C - Commitment to Public Safety)**
- Continue providing disaster preparedness training, assist in light search and rescue incidents with Ventura County Fire Department and Ventura County Sheriff's Office Search & Rescue, and provide first aid and emergency medical services for the community. **(C - Commitment to Public Safety)**
- Develop formal training plan for members and increase the number of scenario-based drills. **(C - Commitment to Public Safety)**

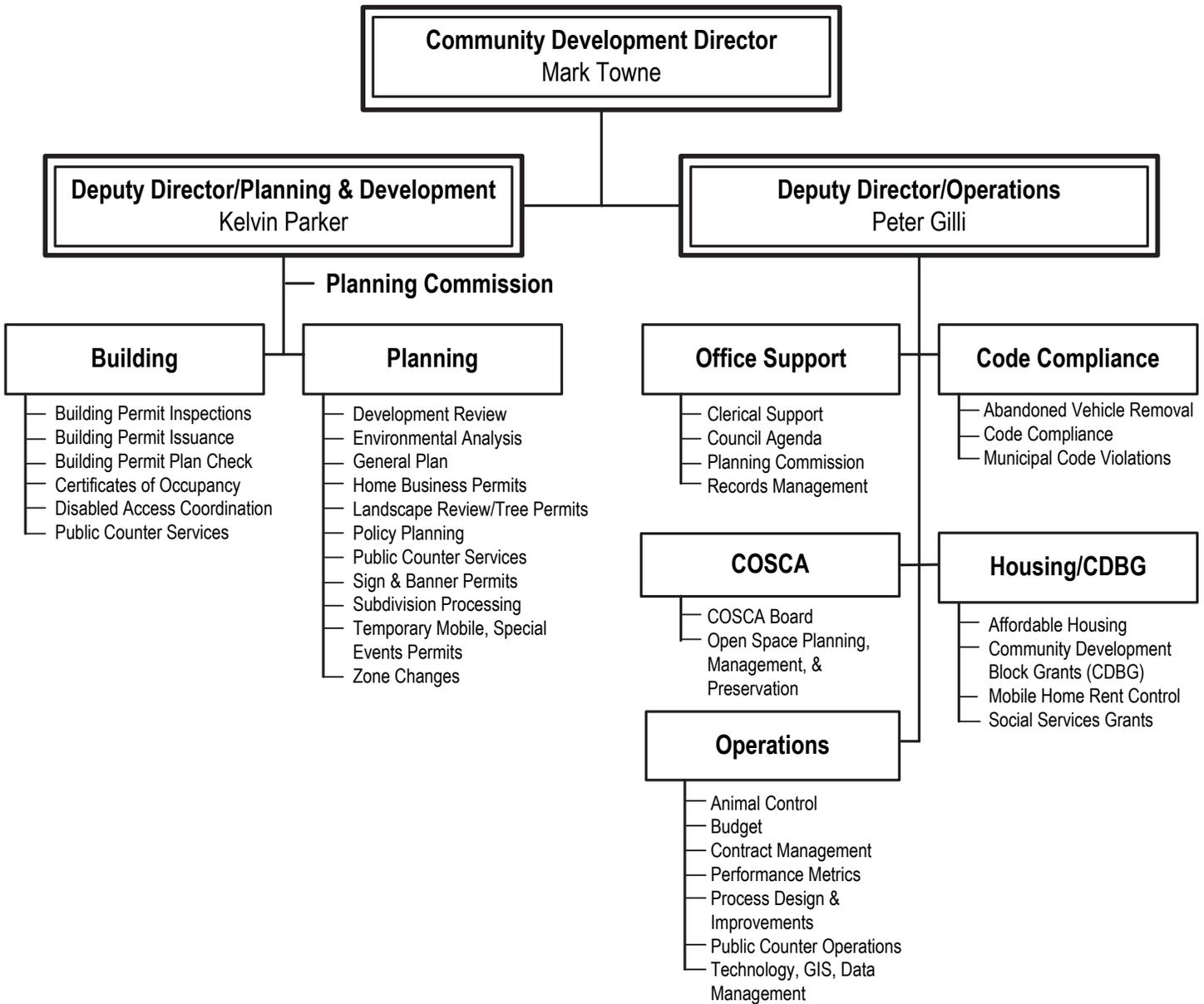
#### Performance Measure(s)

This Division does not have any "External" Performance Measures.

# COMMUNITY DEVELOPMENT

The Community Development Department comprises six divisions: Building, Planning, Code Compliance, Housing, Open Space Management, and Permit Process. The Department focuses on planning and overseeing the built environment of the City, as well as protecting the awesome natural environment we enjoy. Our activities are guided by the City's General Plan and the development policies and programs adopted by the City Council to implement the General Plan.

# Community Development



**Total Employees:**  
 FY 19-20: 48  
 FY 20-21: 48

# COMMUNITY DEVELOPMENT

## GENERAL FUND

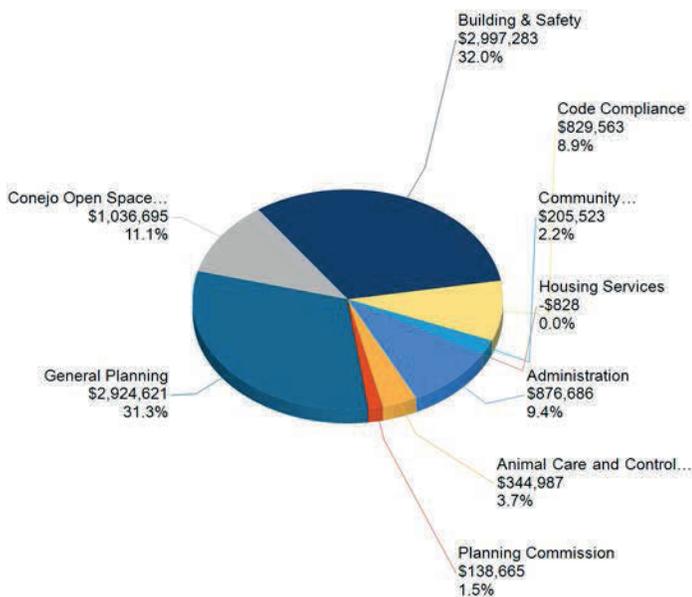
### PROGRAMS SUMMARY

#### Community Development Department Mission Statement

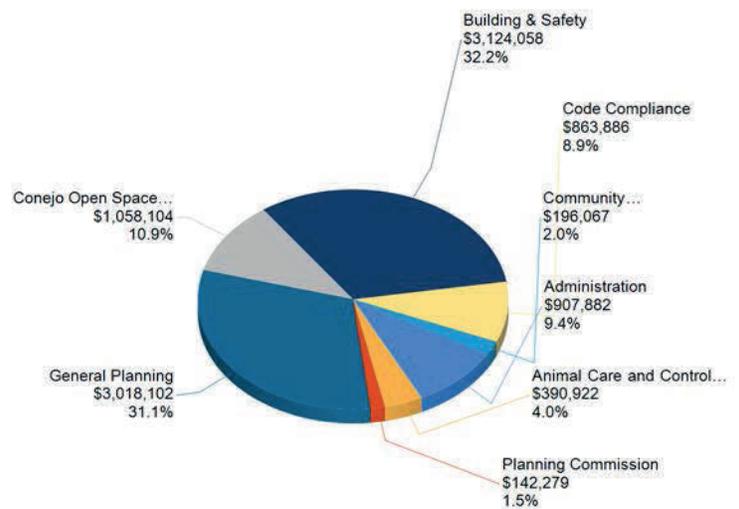
To be stewards of the City's General Plan and implementation agents in assisting the community with land development, housing, construction, code compliance, open space, and regional issues, all of which must be kept in balance with the City's environment and resources.

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b>Program Allocation Summary</b>				
Administration	\$ 1,800,448	4,096,373	876,686	907,882
Animal Care and Control Services	276,060	287,484	344,987	390,922
Planning Commission	87,489	112,530	138,665	142,279
General Planning	1,722,893	2,185,777	2,924,621	3,018,102
Conejo Open Space Conservation Agency (COSCA)	767,226	1,594,004	1,036,695	1,058,104
Building & Safety	2,544,416	2,836,877	2,997,283	3,124,058
Code Compliance	721,890	823,595	829,563	863,886
Community Development Block Grant (CDBG)	110,825	107,989	205,523	196,067
Housing Services	-	-	(828)	(994)
<b>Total</b>	<b>\$ 8,031,247</b>	<b>12,044,629</b>	<b>9,353,195</b>	<b>9,700,306</b>

**Adopted Budget FY 2019-2020**



**Adopted Budget FY 2020-2021**



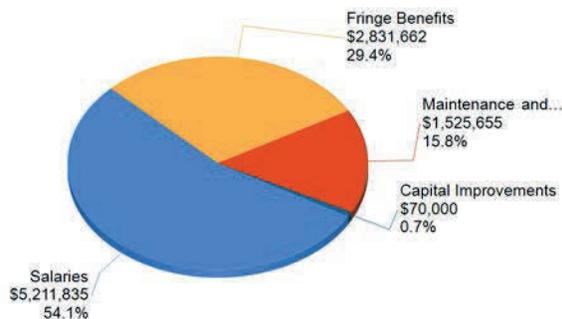
# COMMUNITY DEVELOPMENT

## GENERAL FUND

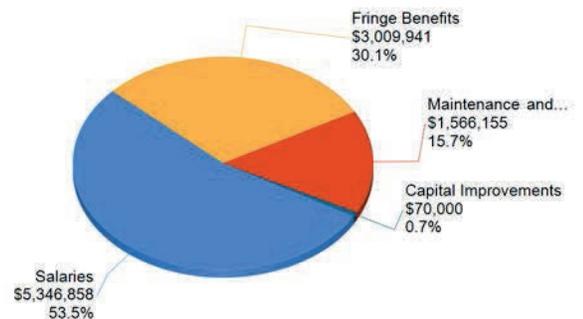
### ALLOCATION SUMMARY

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b>Program Allocations</b>				
Salaries	\$ 4,500,447	5,177,706	5,211,835	5,346,858
Fringe Benefits	2,498,650	2,618,900	2,831,662	3,009,941
Maintenance and Operations:				
Supplies and Equipment	79,648	112,950	118,800	113,800
Repairs and Maintenance	1,054	1,300	1,100	1,100
Professional/Contractual Services	1,079,250	3,101,855	1,265,800	1,290,800
Utilities	6,825	11,700	5,500	5,500
Equipment/Building Rental	9,900	9,900	6,055	6,055
Training and Memberships	30,112	74,900	88,400	88,400
Asset Replacement Funding	37,809	30,300	40,000	60,500
Total Maintenance and Operations	1,244,598	3,342,905	1,525,655	1,566,155
Charge Backs	(212,448)	(313,407)	(285,957)	(292,648)
Capital Outlay:				
Capital Outlay	-	-	1,181,850	139,800
Use of Asset Replacement	-	-	(1,181,850)	(139,800)
Total Capital Outlay	-	-	-	-
Capital Improvements	-	818,525	70,000	70,000
Maintenance Improvements	-	400,000	-	-
<b>Total Program Allocations</b>	<b>\$ 8,031,247</b>	<b>12,044,629</b>	<b>9,353,195</b>	<b>9,700,306</b>

**Adopted Budget FY 2019-2020**



**Adopted Budget FY 2020-2021**



# COMMUNITY DEVELOPMENT

## GENERAL FUND ADMINISTRATION

### Program Description

This program is responsible for management oversight and general support for department operations, including administrative support to all divisions, public counter operations, social services, records and data management, CRMS case oversight, website management, contract management, and GIS mapping.

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b>Program Allocations</b>				
Salaries	\$ 920,347	1,117,335	486,726	500,559
Fringe Benefits	547,326	578,643	263,205	280,568
Maintenance and Operations:				
Supplies and Equipment	32,116	28,400	36,000	36,000
Repairs and Maintenance	1,054	1,300	1,100	1,100
Professional/Contractual Services	278,516	1,928,410	59,500	59,500
Utilities	2,608	6,000	2,500	2,500
Equipment/Building Rental	4,185	4,185	2,605	2,605
Training and Memberships	9,752	25,100	20,050	20,050
Asset Replacement Funding	4,544	7,000	5,000	5,000
Total Maintenance and Operations	332,775	2,000,395	126,755	126,755
Capital Outlay:				
Capital Outlay	-	-	1,067,050	139,800
Use of Asset Replacement	-	-	(1,067,050)	(139,800)
Total Capital Outlay	-	-	-	-
Maintenance Improvements	-	400,000	-	-
Total Program Allocations	\$ 1,800,448	4,096,373	876,686	907,882

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 5.50; FY 2020-21 - 5.50

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

# COMMUNITY DEVELOPMENT

## GENERAL FUND ADMINISTRATION

### GOALS AND OBJECTIVES

**Mission**

To provide general leadership and administrative support to the Community Development Department (CDD) in an efficient and fiscally-responsible manner, and to manage operations of the public counter and social services.

**Goal(s)**

- Conduct Department operations efficiently and in a manner that provides consistent, professional and friendly internal and external customer service to effectively serve the City.
- Continue efforts to transition to a more paperless environment through technology and procedural improvements.
- Manage programs which support the development and coordination of homeless and social services in the community.

Implement and monitor compliance with City’s Rent Stabilization Ordinance.

- Administer and monitor City’s affordable which includes development agreement units, and density bonus units and process requests by affordable housing providers and effectively administer on-going housing-related responsibilities.

**Prior Budget Accomplishments**

- Provided service to approximately 13,800 members of the public at the counter in FY 2017-18 and approximately 12,000 members of the public in the first eleven months of FY 2018-19.
- Provided \$100,000 in grants to 19 local non-profit providers of social services (July 2017), and \$100,000 in grants to 20 providers in July 2018.

**Additional Accomplishments**

- Redesigned the public counter and upgraded equipment to better serve the public.
- Worked with HCD to receive a \$286,125 Housing Related Parks grant for rehabilitation of Spring Meadows Park.
- Imported 4,507 files into Laserfiche, reducing the volume of paper files and storage needs while improving access to information.

**Objective(s)**

- To establish, implement, and continuously strive for organizational, operational, and programmatic efficiencies in accordance with best business/industry standard practices for all department functions. **(A - Municipal Government Leadership)**
- Continue to improve the customer experience at the public counter function with the Public Works Department. **(F - Commitment to Community)**
- Begin implementation of a land management system upgrade that provides the public with online access to apply and review pending projects. **(A - Municipal Government Leadership)**
- Continue to collaborate with the Library, Public Works, COSCA, CRPD and Police City’s homeless issues. **(F - Commitment to Community)**

**Performance Measure(s)**

Measure	FY 2016	FY 2017	FY 2018	
	Actual	Actual	Actual	Target
Average number of minutes a customer waited before initial help (by bldg, plng, PW) (queuing app)	0.00	0.00	0.00	0.00
<b>Significance:</b> Need information				
<b>Council Goal/Outcome:</b> Commitment to Community				
Average response time for Residential Resale applications (business days)	0.00	1.28	0.00	3.00
<b>Significance:</b> Ensure residential resale application requests are handled in a timely fashion				
<b>Council Goal/Outcome:</b> Commitment to Community				

# COMMUNITY DEVELOPMENT

## GENERAL FUND

### ANIMAL CARE AND CONTROL SERVICES

#### Program Description

Animal Care and Control Services provides animal-related services to citizens and animal welfare services to domestic pets and City wildlife.

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b>Program Allocations</b>				
Salaries	\$ 11,263	14,332	16,451	16,856
Fringe Benefits	6,157	7,152	8,436	8,966
Maintenance and Operations:				
Supplies and Equipment	-	500	100	100
Professional/Contractual Services	258,640	265,500	320,000	365,000
Total Maintenance and Operations	258,640	266,000	320,100	365,100
Total Program Allocations	\$ 276,060	287,484	344,987	390,922

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 0.10; FY 2020-21 - 0.10

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

# COMMUNITY DEVELOPMENT

## GENERAL FUND

### ANIMAL CARE AND CONTROL SERVICES

### GOALS AND OBJECTIVES

**Mission**

To provide animal-related services, as mandated by law, in a timely and responsible manner.

**Goal(s)**

- Provide animal-related services mandated by law and create awareness among citizens of the services available to them.

**Prior Budget Accomplishments**

- Maintained animal care and control costs within established budget (ongoing).
- Complied with State laws regarding animals (ongoing).
- Conducted low-cost vaccination clinic/animal licensing opportunities (ongoing).

**Objective(s)**

- Stay within budget for contract services. **(B - Fiscally and Managerially Responsible)**
- Comply with State laws regarding animals. **(C - Commitment to Public Safety)**
- Conduct low-cost vaccination clinic. **(A - Municipal Government Leadership)**

**Performance Measure(s)**

This Division does not have any "External" Performance Measures.

# COMMUNITY DEVELOPMENT

## GENERAL FUND

### PLANNING COMMISSION

#### Program Description

This program provides administrative and professional services to support the City's Planning Commission. Services include preparing agendas and reports, providing appropriate public notification of meeting dates and times, providing staff to facilitate meetings, making presentations, providing and receiving speaker and statement cards at the meeting, recording minutes, and providing a staff liaison to the Commission.

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b><u>Program Allocations</u></b>				
Salaries	\$ 50,079	71,648	87,023	88,513
Fringe Benefits	28,317	25,342	42,542	44,666
Maintenance and Operations:				
Supplies and Equipment	2,719	3,200	3,200	3,200
Equipment/Building Rental	1,090	1,090	250	250
Training and Memberships	5,284	11,250	5,650	5,650
Total Maintenance and Operations	9,093	15,540	9,100	9,100
Total Program Allocations	\$ 87,489	112,530	138,665	142,279

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 5.65; FY 2020-21 - 5.65

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

# COMMUNITY DEVELOPMENT

## GENERAL FUND

### PLANNING COMMISSION

### GOALS AND OBJECTIVES

#### **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 and development review process.

Provide highly competent and responsible staff to facilitate Planning Commission meetings.

Ensure technical expertise is provided to assist the Commission at public meeting and ensure projects and issues are clearly explained and understood.

#### **Goal(s)**

- To apply appropriate staff resources from the Community Development Department, coordinate attendance from other departments and agencies, and ensure courteous, respectful, and responsive dialogue is provided.
- Respond to community and Planning Commission questions and comments and provide exceptional service.
- Assist the Planning Commission by properly preparing commissioners for meetings, clarifying the role of the commissioners in the review process, and enabling the Commission to best serve the community and City Council in compliance with all local, state, and federal laws.

#### **Prior Budget Accomplishments**

- Held 18 Planning Commission meetings with 33 agenda items in FY 2017-2018 and FY 2018-2019.
- Major projects reviewed by the Planning Commission include: cannabis regulations, Silverado Senior Living facility, Science Building at Cal Lutheran, Downtown Core Master Plan, Griffin Fine Living assisted living facility, and the mixed-use project at 299 Thousand Oaks Boulevard.

#### **Objective(s)**

- Provide Planning Commission with high quality professional staff reports and presentations at public hearings. **(A - Municipal Government Leadership)**

#### **Performance Measure(s)**

This Division does not have any "External" Performance Measures.

# COMMUNITY DEVELOPMENT

## GENERAL FUND

### GENERAL PLANNING

#### Program Description

This program provides a full range of planning services including public services, general planning services, development services, and environmental services. Public services include disseminating information to the public and comprehensive review of various types of residential, commercial, and industrial projects while providing exceptional customer service. General planning services includes development of plans, policies, and regulations for managing land use and development. Development services include comprehensive review of entitlements related to development and legislative acts. Environmental services include implementation of state and local laws related to protection of the environment through review of proposed development projects.

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b>Program Allocations</b>				
Salaries	\$ 1,070,643	1,143,450	1,599,637	1,639,276
Fringe Benefits	568,872	560,041	855,144	908,986
Maintenance and Operations:				
Supplies and Equipment	4,551	6,300	7,100	7,100
Professional/Contractual Services	70,071	455,206	445,200	445,200
Equipment/Building Rental	1,780	1,780	740	740
Training and Memberships	6,976	19,000	16,800	16,800
Total Maintenance and Operations	83,378	482,286	469,840	469,840
Total Program Allocations	\$ 1,722,893	2,185,777	2,924,621	3,018,102

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 13.65; FY 2020-21 - 13.65

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

# COMMUNITY DEVELOPMENT

## GENERAL FUND

### GENERAL PLANNING

### GOALS AND OBJECTIVES

**Mission**

To serve the Thousand Oaks citizens by providing excellent customer service and attitude through knowledgeable staff, accurate and consistent application of the Municipal Code and City policies, and easy access to user-friendly information and tools.  
 To maintain planning and zoning standards and guidelines to ensure that Thousand Oaks remains a desirable place to live, work, and play.  
 To process proposed development projects efficiently and in a manner that will maintain and enhance the aesthetic quality of the community.  
 To ensure development projects comply with local, state and federal environmental laws.

**Goal(s)**

- Maintain exceptional service delivery, efficiency, accuracy, and effectiveness to customers related to planning and zoning matters related to counter assistance, development review and environmental review.
- Maintain and periodically update the General Plan and process applications to amend the General Plan, zoning map, Municipal Code, and Specific Plans.
- Coordinate with Federal, State, and regional agencies and neighboring jurisdictions concerning growth and development issues.

**Prior Budget Accomplishments**

- Increased public access to planning related information by updating the public website and counter handouts with the latest information, applications and fees, and provided opportunities to staff for job skills enhancement by facilitating attendance at seminars, enrollment in college courses, and arranging for in-house training (ongoing).
- Annual Progress report on the General Plan and Housing Element (FY 2017-18 & FY 2018-19) and the completion of the Downtown Core Master Plan (endorsed by City Council June 2018).
- Reviewed projects for compliance with applicable provisions of the Municipal Code and City policy requirements and conducted bi-weekly Interdepartment Development Review Committee (IDRC) meetings for comprehensive review of development projects (ongoing).
- Reviewed and commented on projects outside the City’s jurisdiction that could have an impact on the City and its citizens, processed 468 Administrative permits, 74 event permits, and 52 film permits in FY 2017-18 and 601 Administrative permits, 71 event permits, and 31 film permits in the first eleven months of FY 2018-19.

**Additional Accomplishments**

- Completed Municipal Code Amendment for small wireless facilities to comply with federal laws and initiated kick-off for the Comprehensive General Plan update and Civic Arts Plaza Master Plan update.
- Presented 22 Planning Commission agenda items in FY 2017-18 and 11 agenda items in the first eleven months of FY 2018-19, and 31 City Council agenda items in FY 2017-18 and 26 City Council agenda items in the first eleven months of FY 2018-19. Notable City Council agenda items include Measure E analysis, Downtown Core Master Plan, General Plan Update Initiation, Griffin Assisted Living Facility, Silverado Senior Living, Latigo Group (299 Thousand Oaks Boulevard).

**Objective(s)**

- Improve public access to planning related information by updating the public website and counter handouts with the latest information, applications and fees. **(A - Municipal Government Leadership)**
- Review projects for compliance with applicable provisions of the Municipal Code and City policy requirements within the time limits established by the Municipal Code and State law. **(E - Essential Infrastructure)**
- Complete environmental review of discretionary permit applications in accordance with the California Environmental Quality Act (CEQA) and Guidelines. **(E - Essential Infrastructure)**
- Coordinate with other County, State, and Federal regulatory agencies to reduce potential impacts of construction and development on designated “sensitive, threatened, rare, and endangered” species. **(E - Essential Infrastructure)**

**Performance Measure(s)**

Measure	FY 2016	FY 2017	FY 2018	
	Actual	Actual	Actual	Target
Average number of entitlements processed per planner per year	36.00	39.00	0.00	36.00

**Significance:** Ensure cases are handled in a timely fashion

**Council Goal/Outcome:** Fiscally and Managerially Responsible

**Performance Measure(s)**

	FY 2016 Actual	FY 2017 Actual	FY 2018	
			Actual	Target
Average number of final actions on plng applications per day (admin/PC/CC) <b>Significance:</b> Monitor local economic activity <b>Council Goal/Outcome:</b> Fiscally and Managerially Responsible	0.00	0.00	1.80	1.50
Average number of plng entitlement applications received per day <b>Significance:</b> Monitor local economic activity. <b>Council Goal/Outcome:</b> Fiscally and Managerially Responsible	0.00	0.00	2.60	2.00
Average time to process administrative entitlements that do not involve an appeal (weeks) <b>Significance:</b> Ensure cases are handled in a timely fashion <b>Council Goal/Outcome:</b> Fiscally and Managerially Responsible	0.00	9.29	0.00	12.00
Avg weeks to process small residential entitlements on a quarterly basis <b>Significance:</b> Delivers accurate information and excellent customer service in an efficient manner <b>Council Goal/Outcome:</b> Fiscally and Managerially Responsible	0.00	4.00	0.00	8.00
Avg weeks to process stand-alone legislative applications and policy analysis projects per planner <b>Significance:</b> Ensure projects completed in a timely fashion <b>Council Goal/Outcome:</b> Commitment to Community	21.00	28.00	0.00	26.00
Number of entitlement applications received per year <b>Significance:</b> Monitor local economic activity <b>Council Goal/Outcome:</b> Fiscally and Managerially Responsible	395.00	478.00	0.00	400.00



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# COMMUNITY DEVELOPMENT

## GENERAL FUND

### CONEJO OPEN SPACE CONSERVATION AGENCY (COSCA)

#### Program Description

The Conejo Open Space Conservation Agency (COSCA) is a joint powers agency between the City of Thousand Oaks and the Conejo Recreation and Park District. COSCA administers the open space program through acquisition, conservation and management of natural open space within and surrounding the Conejo Valley. Through this program, COSCA permanently conserves a system of natural open space and multi-use trails, stewarding natural and cultural resources, preserving native habitats, providing opportunities for public enjoyment through trail-based recreation (hiking, horseback riding, and bicycling) and outdoor education, and visually enhancing the community.

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b>Program Allocations</b>				
Salaries	\$ 235,197	278,624	381,604	390,568
Fringe Benefits	132,839	123,876	183,351	195,796
Maintenance and Operations:				
Supplies and Equipment	5,804	5,750	6,000	6,000
Professional/Contractual Services	391,620	361,739	391,000	391,000
Equipment/Building Rental	540	540	490	490
Training and Memberships	1,226	4,950	4,250	4,250
Total Maintenance and Operations	399,190	372,979	401,740	401,740
Capital Improvements	-	818,525	70,000	70,000
<b>Total Program Allocations</b>	<b>\$ 767,226</b>	<b>1,594,004</b>	<b>1,036,695</b>	<b>1,058,104</b>

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 3.30; FY 2020-21 - 3.30

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

# COMMUNITY DEVELOPMENT

## GENERAL FUND

### CONEJO OPEN SPACE CONSERVATION AGENCY (COSCA)

### GOALS AND OBJECTIVES

#### Mission

To acquire, conserve, and manage open space within and surrounding the Conejo Valley for future generations, sustainably balancing public use with ecosystem protection.

#### 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

- Continued implementation of COSCA Strategic Plan and Conejo Canyons Management Plan (ongoing).
- Provided COSCA Board of Directors, Planning Commission, and City Council with 32 staff reports (ongoing).
- Acquired eight parcels through dedication, donation, and purchase totaling approximately 111 acres of land in the City's planned ring of open space; acquisition of Rasnow parcels in progress (ongoing).

#### Additional Accomplishments

- Secured one trail easement at Lone Oak Drive to improve public trail connectivity in Glider Hill Open Space (November 2018).
- Constructed, realigned, or refurbished approximately 55,000 linear feet of trails (ongoing).
- Honored COSCA's 40th Anniversary with events throughout 2017, culminating with a community celebration in conjunction with Trail Work Day in October 2017.
- Coordinated 1,100 volunteers who performed approximately 8,000 hours of work on COSCA open space and trails (ongoing).

#### Objective(s)

- Provide COSCA Board of Directors with high-quality staff reports and public presentations. **(A - Municipal Government Leadership)**
- Acquire open space parcels via purchase, dedication, or donation. Complete plan to acquire Rasnow open space parcels. **(D - Ring of Open Space Around the City)**
- Maintain and expand public trail system, using volunteer assistance when possible. **(D - Ring of Open Space Around the City)**
- Continue implementation of COSCA Strategic Plan and Conejo Canyons Management Plan. **(D - Ring of Open Space Around the City)**

#### Performance Measure(s)

Measure	FY 2016	FY 2017	FY 2018	
	Actual	Actual	Actual	Target
Average purchase price per acre of open space parcels less than five acres <b>Significance:</b> Monitor cost of open space acquisitions over time <b>Council Goal/Outcome:</b> Ring of Open Space Around the City	72,000	34,880	0	60,000
Cost per acre to manage open space <b>Significance:</b> Ensure City staff resources are being used effectively <b>Council Goal/Outcome:</b> Fiscally and Managerially Responsible	103	103	0	105
Linear feet of trails either constructed, refurbished, or realigned per year <b>Significance:</b> Implement the Trail Master Plan <b>Council Goal/Outcome:</b> Ring of Open Space Around the City	63,360	60,720	0	60,000

# COMMUNITY DEVELOPMENT

## GENERAL FUND

### BUILDING & SAFETY

#### Program Description

This program regulates commercial, industrial and residential construction permit activities through provision of related services including construction permit administration/issuance, construction document examination, and construction field inspection relative to construction, erection, installation, enlargement, alteration, renovation, replacement, repair, equipment, relocation, and demolition, as well as occupancy, use, and maintenance, of new and existing buildings and structures in the City in accordance with minimum mandatory State and municipal construction regulations, codes, and standards as well as associated transparent dissemination/communication of public information and provision of exceptional customer service.

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b><u>Program Allocations</u></b>				
Salaries	\$ 1,602,949	1,808,494	1,825,747	1,873,794
Fringe Benefits	870,183	936,108	1,042,106	1,105,334
Maintenance and Operations:				
Supplies and Equipment	21,354	53,200	51,700	46,700
Professional/Contractual Services	6,873	1,000	3,000	3,000
Utilities	3,793	5,000	2,500	2,500
Equipment/Building Rental	1,475	1,475	980	980
Training and Memberships	4,524	8,300	36,250	36,250
Asset Replacement Funding	33,265	23,300	35,000	55,500
Total Maintenance and Operations	71,284	92,275	129,430	144,930
Capital Outlay:				
Capital Outlay	-	-	114,800	-
Use of Asset Replacement	-	-	(114,800)	-
Total Capital Outlay	-	-	-	-
Total Program Allocations	\$ 2,544,416	2,836,877	2,997,283	3,124,058

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 17.75; FY 2020-21 - 17.75

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

# COMMUNITY DEVELOPMENT

## GENERAL FUND

### BUILDING & SAFETY

### GOALS AND OBJECTIVES

#### Mission

To protect and promote the public health, safety, and welfare of life and property from natural and man-made hazards and fire in constructed environments through administration, regulation, and enforcement of minimum mandatory State and municipal construction regulations, codes, and standards.

To provide highly confident levels of fire and life safety to emergency personnel and responders during emergency operations.

To serve the City of Thousand Oaks community and citizens through provision of competent, consistent, professional, and prompt exceptional customer service, including accurate interpretation and application of minimum mandatory State and municipal regulations and codes, as well as transparent public communication and convenient information access.

#### Goal(s)

- To perform and provide exceptional, transparent, comprehensive, competent, accurate, consistent, responsive, communicative, professional, and prompt organizational, operational, technical, and administrative responsibilities, functions, services, as well as customer service, to all internal and external clients in effective, efficient, and economical manners.
- To perform highest levels of construction permit administration to ensure complete and accurate submission of required permit applications, construction documents, and substantiating information that result in most thorough and expedient development/construction permit processes from construction permit issuance through certificate of occupancy issuance.
- To perform highest levels of construction document examination to evaluate proposed design, means, methods, and materials, to identify potential code deficiencies, and to ensure code compliance prior to building construction.
- To provide highest levels of construction field inspection to verify construction means, methods, and materials, to identify code violations for correction, and to ensure code compliance prior to building occupancy.

#### Prior Budget Accomplishments

- Issued 2,462 commercial and residential construction permits, 5,015 trade permits having a total construction valuation of approximately \$104.1 M in FY 2017-18, 2,255 commercial and residential construction permits, and 4,593 trade permits having total construction valuation of approximately \$71.6 M in the first eleven months of FY 2018-19.
- Performed 2,569 commercial and residential construction document/plan examinations in FY 2017-18 and 2,317 commercial and residential construction document/plan examinations in the first eleven months of FY 2018-19.
- Conducted 15,746 commercial and residential field inspections in FY 2017-18 and the first eleven months of FY 2018-19.
- Issued 1,304 commercial and residential certificates of occupancy in FY 2017-18 and the first eleven months of FY 2018-19.

#### Additional Accomplishments

- Increased public information/communication access to counter and website services which included and updated multiple documents, forms, and applications (ongoing).
- Trained, prepared, and responded to emergency situations and conditions (ongoing), particularly Hill and Woolsey Fires, in conjunction with Public Works and Ventura County Fire Department and conducted safety and structural assessments of existing buildings and structures for content retrieval, occupancy/habitation, or required demolition (Spring 2019).
- Reviewed, identified, and established organizational, operational, and programmatic efficacies in accordance with best business/industry standard practices for construction permit services and activities (ongoing).
- Established increased training and certification opportunities to elevate professionalism, capabilities, and capacities of technical assistants through training and certification to conform with minimum mandated State qualification requirements (ongoing).

#### Objective(s)

- Process construction permit applications, construction documents, and substantiating information prior to and required for construction permit issuance and certificate of occupancy issuance. **(C - Commitment to Public Safety)**
- Conduct construction document examination for code compliance in accordance with minimum mandatory State and municipal construction regulations and codes, including building, mechanical, plumbing/fuel gas, electrical, energy, green, accessibility, and security codes prior to building construction. **(C - Commitment to Public Safety)**
- Conduct construction field inspection for code compliance in accordance with minimum mandatory State and municipal construction regulations and codes, including building, mechanical, plumbing/fuel gas, electrical, energy, green, accessibility, and security codes prior to building occupancy. **(C - Commitment to Public Safety)**
- Provide technical and administrative program support and assistance to Code Compliance/Enforcement Division with occupancy, use, and maintenance of existing structures. **(C - Commitment to Public Safety)**

**Performance Measure(s)**

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018	
			Actual	Target
Average number of building permit applications received per business day <b>Significance:</b> Improve safety and reliability of the City's built environment <b>Council Goal/Outcome:</b> Fiscally and Managerially Responsible	0.00	0.00	39.00	30.00
Average number of building permits issued <b>Significance:</b> Improve safety and reliability of the City's built environment <b>Council Goal/Outcome:</b> Commitment to Public Safety	0.00	689.00	677.00	650.00
Average number of building permits issued per business day <b>Significance:</b> Improve safety and reliability of the City's built environment <b>Council Goal/Outcome:</b> Commitment to Public Safety	0.00	0.00	35.00	30.00
Average number of inspections per inspector per day <b>Significance:</b> Ensure inspectors have adequate time for thorough and complete inspections <b>Council Goal/Outcome:</b> Commitment to Public Safety	0.00	21.00	0.00	20.00
Average number of inspections performed per business day per inspector <b>Significance:</b> Ensure inspectors have adequate time for thorough and complete inspections. <b>Council Goal/Outcome:</b> Commitment to Public Safety	0.00	0.00	18.00	20.00
Average number of Permits issued per business day <b>Significance:</b> Monitor local economic trends <b>Council Goal/Outcome:</b> Fiscally and Managerially Responsible	34.00	35.00	0.00	35.00
Average time to issue an over-the-counter permit on a quarterly basis (in minutes) <b>Significance:</b> Quality customer service <b>Council Goal/Outcome:</b> Fiscally and Managerially Responsible	0.00	45.00	0.00	40.00
Total valuation of all issued building permits <b>Significance:</b> Monitor economic vitality of the City <b>Council Goal/Outcome:</b> Commitment to Public Safety	0	0	20,110,406	20,000,000
Total valuation of permitted construction and percent change per year <b>Significance:</b> Monitor economic vitality of the City <b>Council Goal/Outcome:</b> Commitment to Public Safety	0	105,000,000	0	80,000,000



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# COMMUNITY DEVELOPMENT

## GENERAL FUND

### CODE COMPLIANCE

#### Program Description

Code Compliance is responsible for the intake, investigation and resolution of Municipal Code violations. Violations include issues concerning property maintenance, unsafe housing and structures, and work done without required City permits.

	<u>Prior Year Actual 2017-2018</u>	<u>Revised Budget 2018-2019</u>	<u>Adopted Budget 2019-2020</u>	<u>Adopted Budget 2020-2021</u>
<b><u>Program Allocations</u></b>				
Salaries	\$ 460,187	521,862	524,088	539,507
Fringe Benefits	244,761	275,228	282,035	300,939
Maintenance and Operations:				
Supplies and Equipment	12,183	14,000	13,500	13,500
Professional/Contractual Services	1,400	5,900	4,100	4,100
Utilities	424	700	500	500
Equipment/Building Rental	605	605	740	740
Training and Memberships	2,330	5,300	4,600	4,600
Total Maintenance and Operations	<u>16,942</u>	<u>26,505</u>	<u>23,440</u>	<u>23,440</u>
Total Program Allocations	<u>\$ 721,890</u>	<u>823,595</u>	<u>829,563</u>	<u>863,886</u>

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 5.35 FY 2020-21 - 5.35

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

# COMMUNITY DEVELOPMENT

## GENERAL FUND

### CODE COMPLIANCE

### GOALS AND OBJECTIVES

**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.
- Provide public education for Municipal Code requirements.

**Prior Budget Accomplishments**

- Initiated 672 investigations and closed 811 investigations in FY 17-18.
- Initiated 501 investigations and closed 447 investigations in FY 18-19.

**Objective(s)**

- Reduce open cases from 2015 or older by 50% before June 2020, and by 75% before June 2021. **(B - Fiscally and Managerially Responsible)**
- Respond to priority designated cases within two working days of case initiation. **(C - Commitment to Public Safety)**

**Performance Measure(s)**

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018	
			Actual	Target
Average number of cases closed per business day <b>Significance:</b> Ensure cases are handled in a timely fashion <b>Council Goal/Outcome:</b> Fiscally and Managerially Responsible	0.00	0.00	2.40	2.00
Average number of cases closed per officer per year <b>Significance:</b> Ensure cases are handled in a timely fashion <b>Council Goal/Outcome:</b> Fiscally and Managerially Responsible	145.00	203.00	0.00	180.00
Average number of cases initiated per business day <b>Significance:</b> Monitor public demand for code enforcement <b>Council Goal/Outcome:</b> Fiscally and Managerially Responsible	0.00	0.00	3.20	3.00
Number of new cases initiated per year <b>Significance:</b> Monitor public demand for code enforcement <b>Council Goal/Outcome:</b> Fiscally and Managerially Responsible	618.00	671.00	0.00	700.00
Percent of Priority 1 cases where the first assessment is handled within 4 working days <b>Significance:</b> Ensure cases are handled in a timely fashion <b>Council Goal/Outcome:</b> Fiscally and Managerially Responsible	0.00%	78.00%	0.00%	95.00%

# 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 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b><u>Program Allocations</u></b>				
Salaries	\$ 80,044	77,196	171,339	175,626
Fringe Benefits	55,897	38,868	91,634	97,491
Maintenance and Operations:				
Supplies and Equipment	921	1,600	1,200	1,200
Professional/Contractual Services	72,130	84,100	43,000	23,000
Equipment/Building Rental	225	225	250	250
Training and Memberships	20	1,000	800	800
Total Maintenance and Operations	73,296	86,925	45,250	25,250
Charge Backs	(98,412)	(95,000)	(102,700)	(102,300)
Total Program Allocations	\$ 110,825	107,989	205,523	196,067

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 0.95; FY 2020-21 - 0.95

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

# COMMUNITY DEVELOPMENT

## GENERAL FUND

### COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) PROGRAM

### GOALS AND OBJECTIVES

#### Mission

To invest federal funds to provide decent housing, a suitable living environment, and delivery of social services to lower-income persons and households.

#### Goal(s)

- Improve and preserve the city's affordable housing stock, including rental apartments and mobile homes, for lower-income households.
- Support local non-profits delivering social services through operational and capital grants

#### Prior Budget Accomplishments

- Provided Many Mansions with \$145,000 (July 2017) and \$120,000 (July 2018) for rehabilitation at Richmond Terrace Apartments.
- Provided \$8,293 (July 2017) and \$102,236 (July 2018) for rehabilitation at very low-income owner/occupied, single-family units, including mobile homes.
- Provided \$88,753 (July 2017) and \$88,036 (July 2018) for grants to 6 local non-profit providers of public/social services.
- Completed \$189,055 rehabilitation project at Ranch Mobile Home Park (MHP) and Thunderbird Oaks MHP (June 2018)

#### Objective(s)

- Residential rehabilitation at multi-unit apartment complexes restricted to occupancy by low-income households. **(E - Essential Infrastructure)**
- Residential rehabilitation at single-family units and mobile homes owned/occupied by very low-income persons. **(C - Commitment to Public Safety)**
- Leverage federal funds with local dollars (Social Services Endowment Fund) for grants to non-profit providers of social services to lower-income persons/households. **(G - Public-Private and Multi-Jurisdictional Opportunities)**

#### Performance Measure(s)

This Division does not have any "External" Performance Measures.

# COMMUNITY DEVELOPMENT

## GENERAL FUND

### HOUSING SERVICES

#### Program Description

This cost center accumulates salary and benefit costs for Community Development staff to implement Housing activities. A portion of the costs are charged back to the Successor Agency.

	<u>Prior Year Actual 2017-2018</u>	<u>Revised Budget 2018-2019</u>	<u>Adopted Budget 2019-2020</u>	<u>Adopted Budget 2020-2021</u>
<b><u>Program Allocations</u></b>				
Salaries	\$ 69,738	144,765	119,220	122,159
Fringe Benefits	44,298	73,642	63,209	67,195
Charge Backs	(114,036)	(218,407)	(183,257)	(190,348)
Total Program Allocations	\$ -	-	(828)	(994)

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 0.75; FY 2020-21 - 0.75

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

# COMMUNITY DEVELOPMENT

## GENERAL FUND

### HOUSING SERVICES

### GOALS AND OBJECTIVES

#### Mission

Implement Housing and redevelopment-related activities, including dissolution of former Redevelopment Agency.

#### Goal(s)

- To implement goals and policies of the Housing Element of the City's General Plan that seek to increase the supply of affordable housing in the City.
- To create, preserve, or rehabilitate affordable housing.
- Administer City's Housing Trust Fund, including processing of funding requests by affordable housing providers and effectively administer on-going housing-related responsibilities.

#### Prior Budget Accomplishments

- Processed required Housing Successor reports as required by Housing & Community Development(December 2017 and December 2018).
- Monitored Housing Successor units and processed applications requests related to Housing Successor (ongoing).
- Reviewed Financial Audits and received loan payments (ongoing).

#### Objective(s)

- Continue implementation activities and monitoring of Housing Successor units. **(E - Essential Infrastructure)**
- Leverage Housing Successor funds with State and Federal funds for the development of affordable housing. **(G - Public-Private and Multi-Jurisdictional Opportunities)**

#### Performance Measure(s)

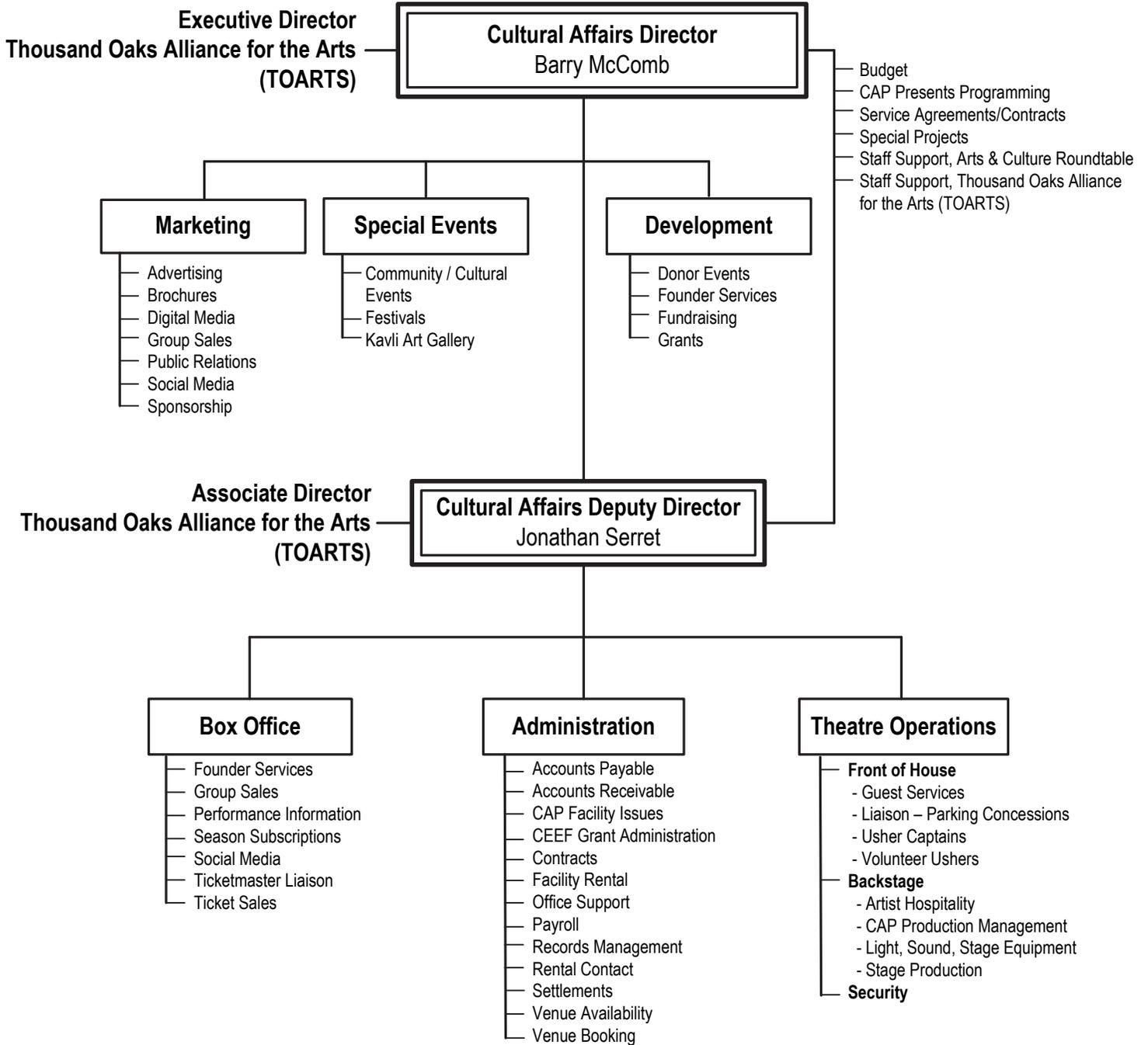
This Division does not have any "External" Performance Measures.

# CULTURAL AFFAIRS

The Cultural Affairs Department oversees the Theatre operations for the Thousand Oaks Civic Arts Plaza, one of the largest performing arts centers between Los Angeles and San Francisco.

The City built and opened the Civic Arts Plaza in October 1994. It consists of City Hall, a three-acre park, and two theatres. Cultural Affairs oversees operations for the 1,800-seat Fred Kavli Theatre for the Performing Arts and the 394-seat Janet and Ray Scherr Forum Theatre and manages a wide range of arts services. Through a partnership with TOArts, Cultural Affairs supports our three resident companies: Pacific Festival Ballet, New West Symphony and 5 Star Theatricals.

# Cultural Affairs



Total Employees:  
 FY 19-20: 16  
 FY 20-21: 16

# CULTURAL AFFAIRS

## GENERAL FUND

### PROGRAMS SUMMARY

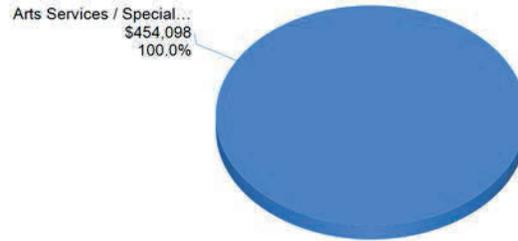
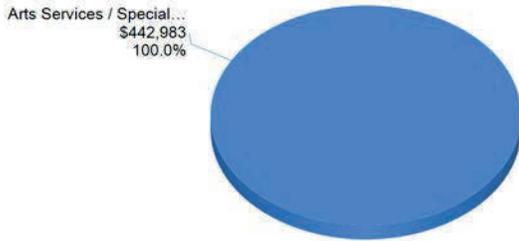
#### Community and Cultural Services Department Mission Statement

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.

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b>Program Allocation Summary</b>				
Arts Services / Special Projects	\$ 4,357,298	398,576	442,983	454,098
<b>Total</b>	<b>\$ 4,357,298</b>	<b>398,576</b>	<b>442,983</b>	<b>454,098</b>

**Adopted Budget FY 2019-2020**

**Adopted Budget FY 2020-2021**



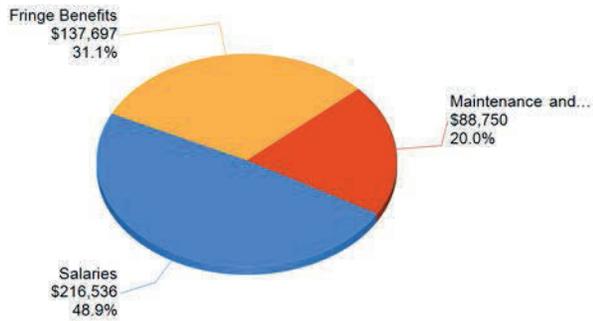
# CULTURAL AFFAIRS

## GENERAL FUND

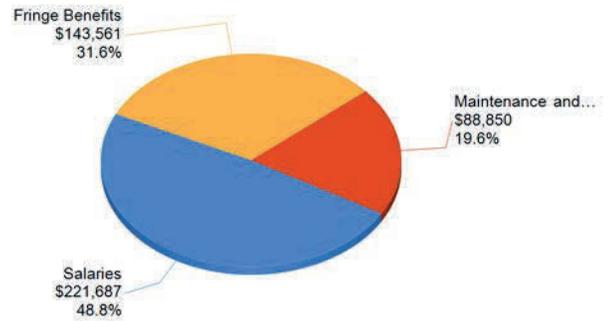
### ALLOCATION SUMMARY

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b>Program Allocations</b>				
Salaries	\$ 200,541	200,711	216,536	221,687
Fringe Benefits	85,341	76,894	137,697	143,561
Maintenance and Operations:				
Supplies and Equipment	1,733	13,850	2,850	2,850
Repairs and Maintenance	-	14,920	14,400	14,400
Professional/Contractual Services	4,069,116	82,801	60,500	60,500
Utilities	567	800	5,800	5,900
Training and Memberships	-	8,600	5,200	5,200
Total Maintenance and Operations	4,071,416	120,971	88,750	88,850
<b>Total Program Allocations</b>	<b>\$ 4,357,298</b>	<b>398,576</b>	<b>442,983</b>	<b>454,098</b>

**Adopted Budget FY 2019-2020**



**Adopted Budget FY 2020-2021**



# CULTURAL AFFAIRS

## GENERAL FUND

### ARTS SERVICES / SPECIAL PROJECTS

#### Program Description

Responsible for promoting cultural programs, activities and development for the City. Additional responsibilities include meeting room coordination, curation of the Kavli Theatre Gallery, liaison support for the Arts & Culture Roundtable and the Thousand Oaks Alliance for the Arts (TOARTS), administration of CEEF grants program, and community-wide cultural events and partnerships (i.e. CLU, CVUSD, Library, etc.).

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b><u>Program Allocations</u></b>				
Salaries	\$ 200,541	200,711	216,536	221,687
Fringe Benefits	85,341	76,894	137,697	143,561
Maintenance and Operations:				
Supplies and Equipment	1,733	13,850	2,850	2,850
Repairs and Maintenance	-	14,920	14,400	14,400
Professional/Contractual Services	4,069,116	82,801	60,500	60,500
Utilities	567	800	5,800	5,900
Training and Memberships	-	8,600	5,200	5,200
Total Maintenance and Operations	4,071,416	120,971	88,750	88,850
Total Program Allocations	\$ 4,357,298	398,576	442,983	454,098

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 1.40; FY 2020-21 - 1.40

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

# CULTURAL AFFAIRS

## GENERAL FUND

### ARTS SERVICES / SPECIAL PROJECTS

### GOALS AND OBJECTIVES

#### Mission

To advance, support, and promote diverse arts and cultural programs to strengthen the economy and quality of life.

#### Goal(s)

- Provide residents with a wide range of cultural arts activities and special events through arts and cultural programming and activities, visual arts exhibitions, community festivals.
- Administer City Community Events Endowment Fund (CEEF) grants in coordination with the Community Funding Review Committee.
- Present annual community events that encourage community participation in the arts, including a visual arts Open Studio Tour in 2020.
- Develop public art and programming policies for the Downtown Core Master Plan.

#### Prior Budget Accomplishments

- Established an Arts Education Task Force comprised of local leaders in the arts and arts educators to develop a long-term plan for ongoing life-long arts and cultural learning opportunities in the community (ongoing).
- Administered the annual CEEF grant program in an efficient and equitable manner and served as a liaison to the Cultural Affairs Commission's Grant Committee (ongoing).
- Relunched annual Excellence in the Arts Awards (October 2017, 2018), continued a guest curator program in the Kavli Theatre Gallery, and hosted artist receptions for each exhibition (ongoing).
- Staged the first annual Pop-Up Arts & Music Festival featuring a wide variety of free arts and cultural activities and performances at unique locations throughout the community (June 2018).

#### Additional Accomplishments

- Updated the Cultural Affairs Department's five year strategic plan through 2023 (ongoing).
- Transitioned CAC into new Arts & Culture Roundtable (ACR) to better meet the current needs of community. ACR is comprised of members drawn from local arts organizations, working artists and educators (ongoing).
- Present six visual arts exhibitions in the Kavli Theatre Gallery and added "open hours" for public accessibility to view the exhibitions without having to attend a performance (ongoing).

#### Objective(s)

- Together with the Arts Education Task Force, establish five arts learning initiatives to be implemented in the community over the next two years. **(F - Commitment to Community)**
- Continue to administer the CEEF grants program in an efficient and equitable manner and serve as a liaison to the Community Funding Review Committee. **(B - Fiscally and Managerially Responsible)**
- Work with City Council and City staff to develop arts and cultural components for inclusion in the General Plan Update and the Downtown Core Master Plan **(F - Commitment to Community)**
- Participate in Americans for the Arts National Economic Impact Study 2020. **(F - Commitment to Community)**

#### Performance Measure(s)

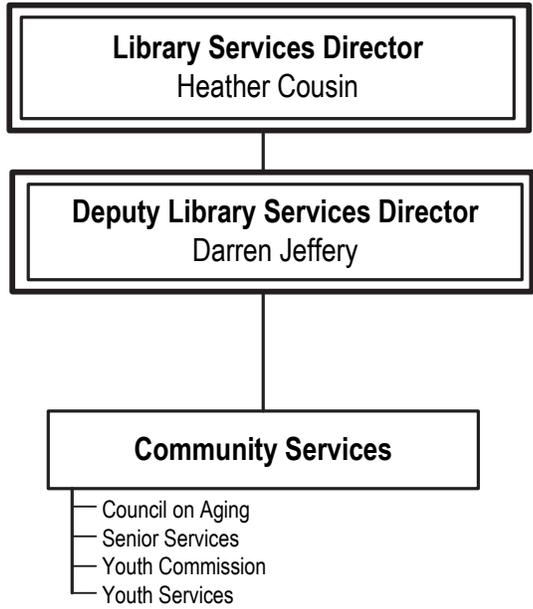
This Division does not have any "External" Performance Measures.

# COMMUNITY SERVICES

Community Services oversees the following operations for the City of Thousand Oaks:

Senior and Youth Services  
Council on Aging  
Youth Commission

# Community Services



Total Employees:  
FY 19-20: 1  
FY 20-21: 1

# COMMUNITY SERVICES

## GENERAL FUND

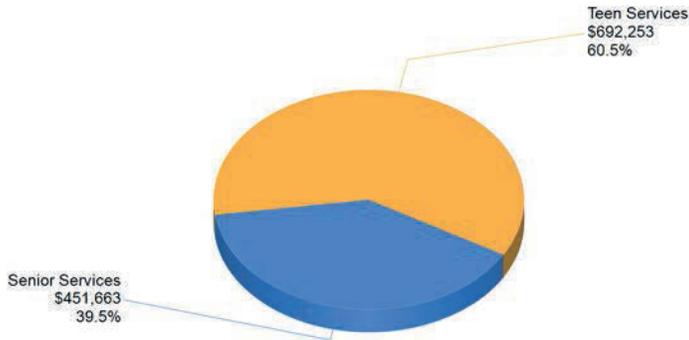
### PROGRAMS SUMMARY

#### Community Services Mission Statement

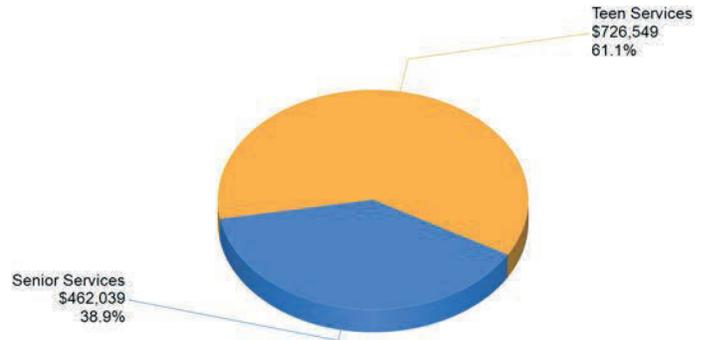
To provide extraordinary service, educate, entertain, and enlighten the citizens of Thousand Oaks through exposure to art, music, drama, community, and government meetings and events, and to provide facilities and programs of interest, while serving the needs of seniors and teens in the community.

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b><u>Program Allocation Summary</u></b>				
Senior Services	\$ 420,261	456,452	451,663	462,039
Teen Services	732,996	691,212	692,253	726,549
<b>Total</b>	<b>\$ 1,153,257</b>	<b>1,147,664</b>	<b>1,143,916</b>	<b>1,188,588</b>

**Adopted Budget FY 2019-2020**



**Adopted Budget FY 2020-2021**



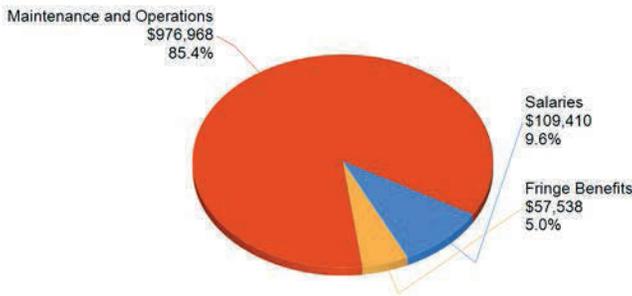
# COMMUNITY SERVICES

## GENERAL FUND

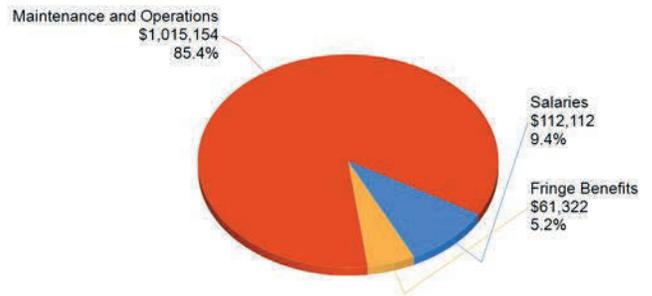
### ALLOCATION SUMMARY

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b><u>Program Allocations</u></b>				
Salaries	\$ 103,674	106,916	109,410	112,112
Fringe Benefits	52,614	52,786	57,538	61,322
Maintenance and Operations:				
Supplies and Equipment	54,032	52,800	31,800	30,200
Repairs and Maintenance	632,623	624,512	379,144	401,886
Professional/Contractual Services	302,767	300,970	556,250	573,120
Utilities	789	800	824	848
Equipment/Building Rental	5,059	6,840	6,560	6,710
Training and Memberships	1,699	2,040	2,390	2,390
Total Maintenance and Operations	996,969	987,962	976,968	1,015,154
Total Program Allocations	\$ 1,153,257	1,147,664	1,143,916	1,188,588

**Adopted Budget FY 2019-2020**



**Adopted Budget FY 2020-2021**



# COMMUNITY SERVICES

## GENERAL FUND

### SENIOR SERVICES

#### Program Description

This program is responsible for Council on Aging programs, and serving as liaison to various senior related community committees/non-profits.

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b>Program Allocations</b>				
Salaries	\$ 51,837	53,458	54,705	56,056
Fringe Benefits	26,308	26,393	28,769	30,661
Maintenance and Operations:				
Supplies and Equipment	11,655	13,750	14,900	13,950
Repairs and Maintenance	315,284	343,456	203,947	207,818
Professional/Contractual Services	13,539	16,310	146,330	150,530
Utilities	394	400	412	424
Equipment/Building Rental	788	1,520	1,360	1,360
Training and Memberships	456	1,165	1,240	1,240
Total Maintenance and Operations	342,116	376,601	368,189	375,322
Total Program Allocations	\$ 420,261	456,452	451,663	462,039

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 0.50; FY 2020-21 - 0.50

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

# COMMUNITY SERVICES

## GENERAL FUND

### SENIOR SERVICES

### GOALS AND OBJECTIVES

#### **Mission**

To facilitate programs for the benefit and well-being of the Thousand Oaks senior adult community as appropriate for the community as a whole.

#### **Goal(s)**

- Improve the quality of life for the senior adult community through greater awareness of programs and resources available.
- Be an effective liaison to Council on Aging and community agencies and non-profits serving older adults.
- Provide appropriate information to make resources available to homebound seniors.
- Provide leadership and support to honor older adult volunteers in the community.

#### **Prior Budget Accomplishments**

- Conducted monthly information outreach at Goebel adult community center and senior communities (FY 2017-18 & FY 2018-19).
- Served as effective Liaison to Council on Aging (33 meetings 2017-2019) Conejo Cares (Monthly meetings/Caregiver event January 2018); and Community Conscience (monthly meetings).
- Increased awareness of senior adult resources through monthly televised meetings and increased the maintenance of Conejo Connections (FY 2017-18 & FY 2018-19).
- Planned and hosted the annual Senior of the Year banquet and Wellness Festival, and continued the annual grant support of the Conejo Senior Volunteer Program (FY 2017-18 & FY 2018-19).

#### **Additional Accomplishments**

- Conducted six 8-hour Mental Health First Aid certification trainings (July, September, November 2018, January and April 2019).

#### **Objective(s)**

- Conduct monthly information outreach. **(F - Commitment to Community)**
- Attend and provide support for Council on Aging meetings, Community Conscience board and tenant meetings, and others as assigned. **(F - Commitment to Community)**
- Host speakers on topics of interest to seniors at televised meetings and maintain Conejo Connections resource directory. **(F - Commitment to Community)**
- Plan and host annual Senior of the Year banquet , Manage Conejo Senior Volunteer Program grant and attend meetings and events. **(F - Commitment to Community)**

#### **Performance Measure(s)**

This Division does not have any "External" Performance Measures.

# COMMUNITY SERVICES

## GENERAL FUND

### TEEN SERVICES

#### Program Description

This program is responsible for Youth Commission programs and serving as a liaison to community youth organizations as assigned.

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b>Program Allocations</b>				
Salaries	\$ 51,837	53,458	54,705	56,056
Fringe Benefits	26,306	26,393	28,769	30,661
Maintenance and Operations:				
Supplies and Equipment	42,377	39,050	16,900	16,250
Repairs and Maintenance	317,339	281,056	175,197	194,068
Professional/Contractual Services	289,228	284,660	409,920	422,590
Utilities	395	400	412	424
Equipment/Building Rental	4,271	5,320	5,200	5,350
Training and Memberships	1,243	875	1,150	1,150
Total Maintenance and Operations	654,853	611,361	608,779	639,832
Total Program Allocations	\$ 732,996	691,212	692,253	726,549

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 0.50; FY 2020-21 - 0.50

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

# COMMUNITY SERVICES

## GENERAL FUND

### TEEN SERVICES

### GOALS AND OBJECTIVES

#### Mission

To facilitate programs and services for the benefit and well-being of Thousand Oaks youth as appropriate for the community as a whole.

#### Goal(s)

- Improve the quality of life for youth of the community through effective programming and leadership activities.
- Be an effective liaison to Youth Commission and Community Youth Agencies and non-profits.
- Maintain effective administration of the C.I.T.Y. Internship Program.
- Provide leadership and support to honor teen volunteers in the community.

#### Prior Budget Accomplishments

- Planned and implemented the biennial Youth Leadership Summit (YLS) and developed programs from YLS and Therapeutic Dance (FY 2017-18 & FY 2018-19).
- Served as effective Liaison to Youth Commission and Conejo Coalition for Youth and Families (CCYF), held monthly meetings, planned a non-profit networking event, and served on the Substance Use Prevention Committee (FY 2017-18 & FY 2018-19).
- Effectively implemented C.I.T.Y. Internship program (ongoing), hosted the Conejo Valley Chamber of Commerce Educational Breakfast and the C.I.T.Y. Culmination (FY 2017-18- & FY 2018-19).
- Planned and hosted annual Youth Recognition Awards, conducted over 200 interviews, and maintained volunteer opportunity listings and notifications (ongoing).

#### Objective(s)

- Plan and implement the Youth Leadership Summit (YLS), YLS programs, and Therapeutic Dance; Conduct three Mental Health First Aid Courses. **(F - Commitment to Community)**
- Attend and provide support for Youth Commission Conejo Coalition for Youth and Families, and Substance Use Prevention Committee meetings and programs, and others as assigned. **(F - Commitment to Community)**
- Implement C.I.T.Y. Internship program through effective community partnerships. **(F - Commitment to Community)**
- Plan and host annual Youth Recognition Awards and maintain volunteer opportunity listings and notifications. **(F - Commitment to Community)**

#### Performance Measure(s)

Measure	FY 2016	FY 2017	FY 2018	
	Actual	Actual	Actual	Target
Number of kids served at the teen center <b>Significance:</b> Ensure teen center services are cost effective <b>Council Goal/Outcome:</b> Commitment to Community	0	31,846	0	30,000
Number of programs offered at the teen center <b>Significance:</b> Ensure programming remains relevant and desirable to teens <b>Council Goal/Outcome:</b> Commitment to Community	0.00	86.00	0.00	0.00
Percent accuracy in placing interns in the C.I.T.Y Internship program with local businesses <b>Significance:</b> Ensure intern and business satisfaction with C.I.T.Y Internship program <b>Council Goal/Outcome:</b> Commitment to Community	0.00%	98.00%	98.00%	95.00%
Percent of cost recovery based on fees at the Teen Center <b>Significance:</b> Minimize City expenditures for Teen Center <b>Council Goal/Outcome:</b> Fiscally and Managerially Responsible	0.00%	24.41%	0.00%	50.00%

# PUBLIC WORKS

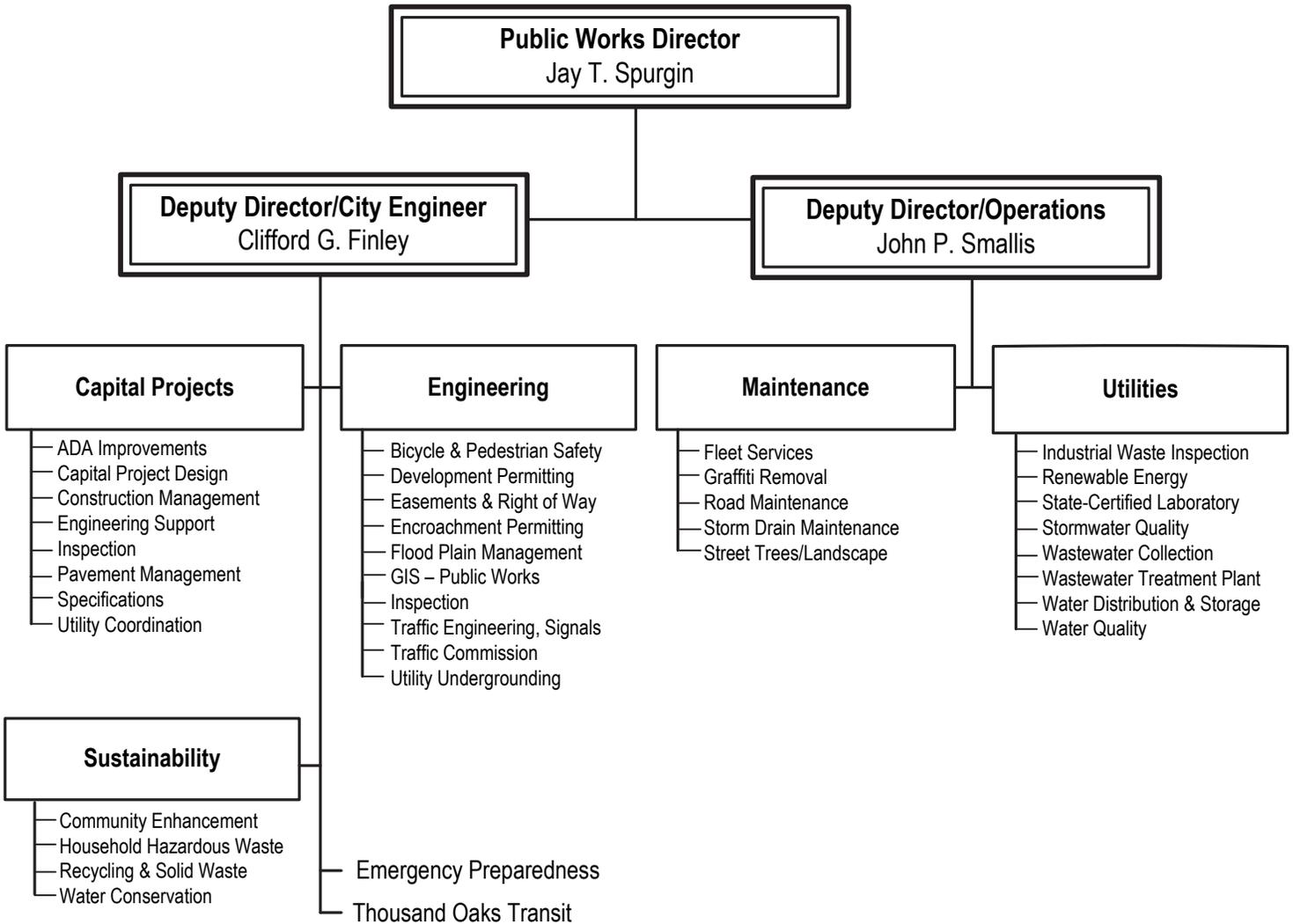
The Public Works Department has approximately 200 employees and is responsible for the management of the public infrastructure within the City, which includes streets, sidewalks, street trees, storm drains, water/wastewater and traffic signals. Public Works also provides engineering services, records management, and assessment districts within the City limits.

Other Services Provided and Responsibilities include:

- Emergency preparedness
- Public transit
- Encroachment permits
- Recycling
- Hazardous waste collection services

The Municipal Service Center (MSC) provides maintenance and services for the City's infrastructure, while the Hill Canyon Wastewater Treatment Plant provides the treatment of wastewater.

# Public Works



**Total Employees:**

FY 19-20: 181

FY 20-21: 181

# PUBLIC WORKS

## GENERAL FUND

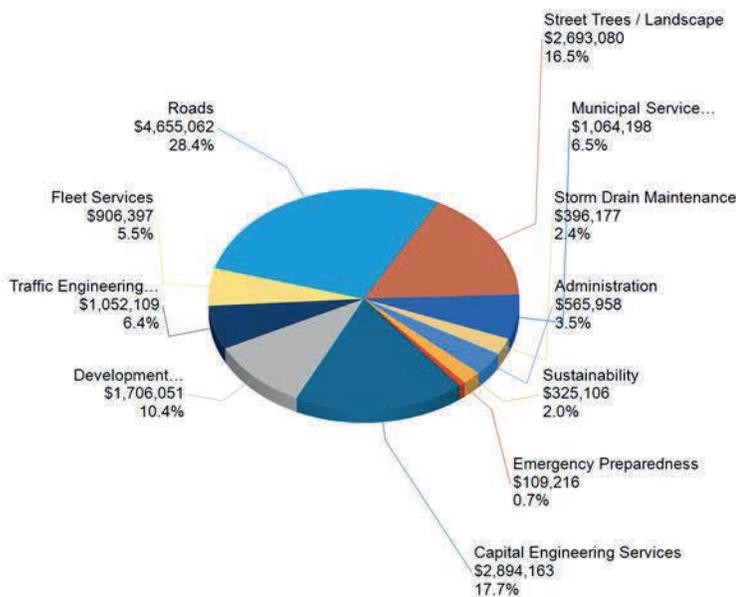
### PROGRAMS SUMMARY

#### Public Works Department Mission Statement

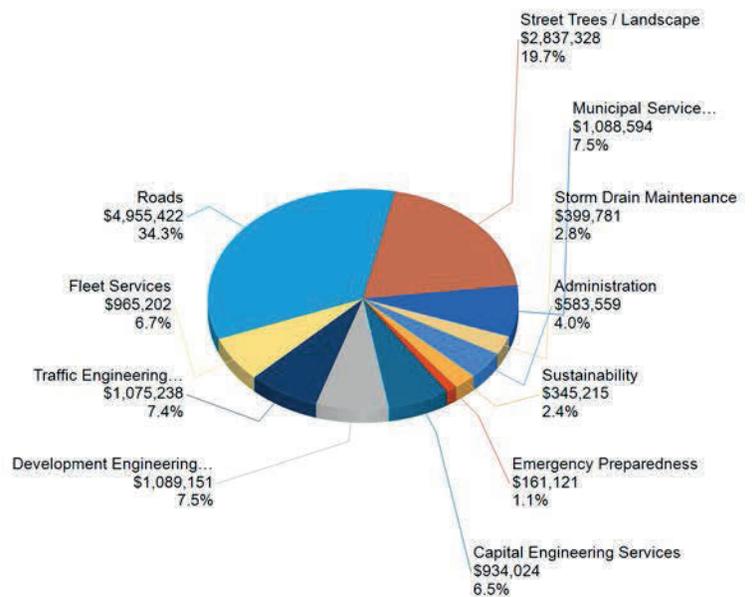
To provide quality and responsive services to the citizens of Thousand Oaks through superior engineering, maintenance, operations, and administrative services that incorporate outstanding customer service and integrity in a safe, cost-effective, and environmentally-responsible manner.

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b>Program Allocation Summary</b>				
Administration	\$ 588,850	707,007	565,958	583,559
Sustainability	178,582	295,045	325,106	345,215
Emergency Preparedness	94,744	225,666	109,216	161,121
Capital Engineering Services	1,826,815	4,175,518	2,894,163	934,024
Development Engineering Services	1,171,509	1,598,071	1,706,051	1,089,151
Traffic Engineering Services	965,811	1,279,831	1,052,109	1,075,238
Fleet Services	599,529	746,324	906,397	965,202
Roads	3,823,147	4,498,139	4,655,062	4,955,422
Street Trees / Landscape	2,348,502	2,785,662	2,693,080	2,837,328
Municipal Service Center	699,717	1,135,986	1,064,198	1,088,594
Storm Drain Maintenance	305,540	339,628	396,177	399,781
<b>Total</b>	<b>\$ 12,602,746</b>	<b>17,786,877</b>	<b>16,367,517</b>	<b>14,434,635</b>

**Adopted Budget FY 2019-2020**



**Adopted Budget FY 2020-2021**



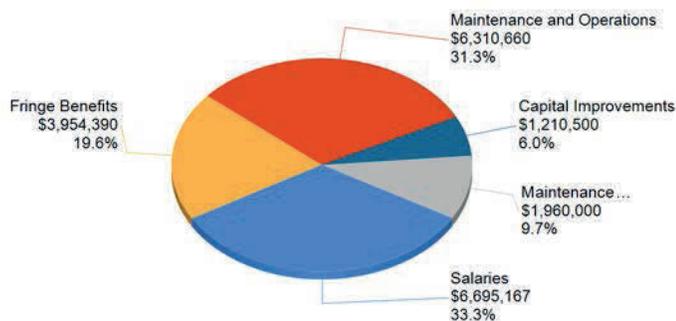
# PUBLIC WORKS

## GENERAL FUND

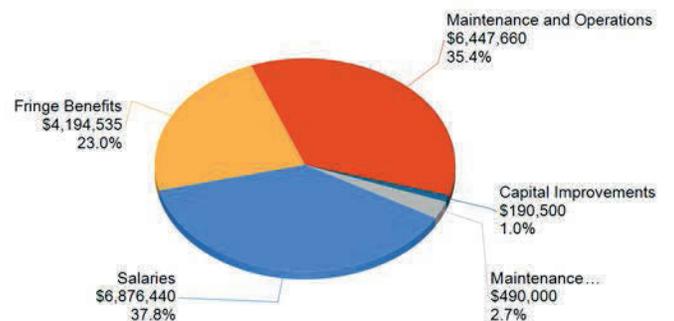
### ALLOCATION SUMMARY

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b><u>Program Allocations</u></b>				
Salaries	\$ 5,865,692	6,626,027	6,695,167	6,876,440
Fringe Benefits	3,362,839	3,694,730	3,954,390	4,194,535
Maintenance and Operations:				
Supplies and Equipment	2,729,466	3,724,578	3,698,250	3,698,250
Repairs and Maintenance	60,909	123,000	109,620	109,620
Professional/Contractual Services	1,253,015	1,571,018	1,348,800	1,361,300
Utilities	406,334	547,660	473,220	496,420
Insurance and Claims	-	1,000	1,000	1,000
Equipment/Building Rental	22,183	24,790	29,890	29,890
Training and Memberships	48,919	82,693	77,580	77,580
Asset Replacement Funding	586,196	599,300	572,300	673,600
Total Maintenance and Operations	5,107,022	6,674,039	6,310,660	6,447,660
Charge Backs	(3,190,474)	(3,820,052)	(3,763,200)	(3,764,500)
Capital Outlay:				
Capital Outlay	94,488	412,614	1,093,013	697,632
Use of Asset Replacement	(94,488)	(370,779)	(1,093,013)	(697,632)
Total Capital Outlay	-	41,835	-	-
Capital Improvements	722,708	2,609,488	1,210,500	190,500
Maintenance Improvements	734,959	1,960,810	1,960,000	490,000
Total Program Allocations	\$ 12,602,746	17,786,877	16,367,517	14,434,635

**Adopted Budget FY 2019-2020**



**Adopted Budget FY 2020-2021**



# PUBLIC WORKS

## GENERAL FUND ADMINISTRATION

### Program Description

Administration provides overall management of Public Works Department and administrative assistance to the Director, Deputy Director and Department staff, including preparation of City Council staff reports, processing of contracts, agreements, and task orders, maintenance of files, grant management, energy efficiency and sustainability, budget preparation and monitoring, user fees, financial plans, and related fiscal functions.

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b><u>Program Allocations</u></b>				
Salaries	\$ 282,447	348,264	305,205	313,008
Fringe Benefits	142,258	171,348	166,703	176,501
Maintenance and Operations:				
Supplies and Equipment	20,235	31,100	21,550	21,550
Repairs and Maintenance	-	250	-	-
Professional/Contractual Services	127,737	136,945	56,000	56,000
Utilities	322	1,000	500	500
Equipment/Building Rental	4,400	4,400	3,800	3,800
Training and Memberships	11,451	13,700	12,200	12,200
Total Maintenance and Operations	164,145	187,395	94,050	94,050
Capital Outlay:				
Capital Outlay	-	-	33,000	-
Use of Asset Replacement	-	-	(33,000)	-
Total Capital Outlay	-	-	-	-
Total Program Allocations	\$ 588,850	707,007	565,958	583,559

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 2.50; FY 2020-21 - 2.50

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

# PUBLIC WORKS

## GENERAL FUND

### ADMINISTRATION

### GOALS AND OBJECTIVES

#### **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.
- Manage state and federal grants and invoicing.

#### **Prior Budget Accomplishments**

- Developed Records Management Plan based on paperless filing (ongoing).
- Provided administrative support for City Council agenda items (ongoing).
- Reviewed Department General Fund expenditures monthly (ongoing).
- Managed Federal and State Grants (ongoing).

#### **Additional Accomplishments**

- Implemented City Council agenda workflow system (March 2018).
- Processed 102 department City Council items, covering several funds (ongoing).
- Scanned paper files to enable removal of three large storage units (March 2018).

#### **Objective(s)**

- Implement Records Management Plan based on paperless filing. **(A - Municipal Government Leadership)**
- Provide administrative support for City Council agenda items. **(A - Municipal Government Leadership)**
- Review Department General Fund expenditures monthly. **(B - Fiscally and Managerially Responsible)**
- Manage Federal and State Grants. **(B - Fiscally and Managerially Responsible)**

#### **Performance Measure(s)**

This Division does not have any "External" Performance Measures.

# PUBLIC WORKS

## GENERAL FUND SUSTAINABILITY

### Program Description

This program provides funding for the reduction of energy, waste, and water use in municipal operations, and the development of sustainable communitywide strategies and climate action plans.

	<u>Prior Year Actual 2017-2018</u>	<u>Revised Budget 2018-2019</u>	<u>Adopted Budget 2019-2020</u>	<u>Adopted Budget 2020-2021</u>
<b><u>Program Allocations</u></b>				
Salaries	\$ 119,032	78,008	134,486	137,799
Fringe Benefits	54,880	35,468	59,950	64,246
Maintenance and Operations:				
Supplies and Equipment	1,220	55,986	31,350	31,350
Professional/Contractual Services	-	78,725	91,500	104,000
Utilities	-	210	120	120
Insurance and Claims	-	1,000	1,000	1,000
Training and Memberships	3,450	3,813	4,000	4,000
Total Maintenance and Operations	<u>4,670</u>	<u>139,734</u>	<u>127,970</u>	<u>140,470</u>
Capital Outlay:				
Capital Outlay	-	41,835	-	-
Total Capital Outlay	<u>-</u>	<u>41,835</u>	<u>-</u>	<u>-</u>
Capital Improvements	-	-	2,700	2,700
Total Program Allocations	<u>\$ 178,582</u>	<u>295,045</u>	<u>325,106</u>	<u>345,215</u>

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 1.15; FY 2020-21 - 1.15

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

# PUBLIC WORKS

## GENERAL FUND

### SUSTAINABILITY

### GOALS AND OBJECTIVES

#### Mission

To reduce resource (energy, waste, water) use in municipal operations through analysis, planning, and implementation of sustainability strategies. To develop and implement community climate action and resilience plans for communitywide environmental, economic, and social benefit.

#### Goal(s)

- Assess, analyze, and reduce resource use, such as water and energy, in local government operations.
- Implement Sustainability Plan for municipal operations.
- Develop local government and communitywide greenhouse gas emissions inventories and develop a plan for reducing emissions.
- In collaboration with the community, develop a Citywide climate action and adaptation (resilience) plan.

#### Prior Budget Accomplishments

- Analyzed, provided expertise as needed, and supported roll-out for Community Choice Energy program (ongoing).
- Established database and updating methodology for energy use data, and integrated energy information from existing energy management systems at City facilities.
- Prepared municipal Sustainability Plan, presented to City Council for adoption (ongoing).

#### Additional Accomplishments

- Set up energy use monitoring system and dashboard (April 2019).

#### Objective(s)

- Analyze and provide expertise as needed for Community Choice Energy program. **(A - Municipal Government Leadership)**
- Utilize database and updating methodology for energy use data, and integrate energy information from existing energy management systems at City facilities. **(E - Essential Infrastructure)**
- Develop community climate action and adaptation plan that includes support for local residents and businesses. **(A - Municipal Government Leadership)**

#### Performance Measure(s)

Measure	FY 2016	FY 2017	FY 2018	
	Actual	Actual	Actual	Target
Percent landfill diversion of solid waste	0.00%	0.00%	72.00%	50.00%
<b>Significance:</b> Increase waste diversion and reduce solid waste disposed to landfills				
<b>Council Goal/Outcome:</b> Essential Infrastructure				
Water consumption per capita (City of Thousand Oaks residential customers only) (in GPCD)	0.00	138.57	0.00	0.00
<b>Significance:</b> Assure adequate water resources to meet community needs.				
<b>Council Goal/Outcome:</b> Essential Infrastructure				
Water consumption per capita (City of Thousand Oaks residential customers only) (in GPCD)	0.00	0.00	120.00	130.00
<b>Significance:</b> Assure adequate water resources to meet community needs.				
<b>Council Goal/Outcome:</b> Essential Infrastructure				

# 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 2017-2018</u>	<u>Revised Budget 2018-2019</u>	<u>Adopted Budget 2019-2020</u>	<u>Adopted Budget 2020-2021</u>
<b><u>Program Allocations</u></b>				
Salaries	\$ 50,521	52,705	53,670	54,481
Fringe Benefits	23,340	20,611	21,946	23,040
Maintenance and Operations:				
Supplies and Equipment	12,535	118,200	24,450	24,450
Professional/Contractual Services	1,134	27,000	2,000	2,000
Utilities	4,085	2,700	2,700	2,700
Training and Memberships	3,129	4,450	4,450	4,450
Total Maintenance and Operations	20,883	152,350	33,600	33,600
Capital Improvements	-	-	-	50,000
Total Program Allocations	\$ 94,744	225,666	109,216	161,121

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 0.25; FY 2020-21 - 0.25

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

# PUBLIC WORKS

## GENERAL FUND

### EMERGENCY PREPAREDNESS

### GOALS AND OBJECTIVES

#### **Mission**

To prepare and respond to local and regional emergencies in coordination with the Ventura County Sheriff's Office of Emergency Services and the Ventura County Fire Department.

#### **Goal(s)**

- Expand functionality and use of the City's Emergency Operations Center (EOC).
- Complete training of City employees in Standardized Emergency Management System (SEMS) and National Incident Management System (NIMS) operations.
- Respond effectively to emergencies in coordination with County Sheriff's Office of Emergency Services and the Ventura County Fire Department.
- Support and promote emergency public preparedness and planning through public outreach, website use, social media, and individual preparedness training.

#### **Prior Budget Accomplishments**

- Conducted Citywide Emergency Preparedness training/drills (ongoing).
- Conducted one annual tabletop exercise and public safety event (ongoing).
- Expanded public outreach efforts and presentations to local groups and residents that included a new tabletop display, updated Emergency Preparedness website page, and expanded use of social media to promote public safety (ongoing).
- Completed two City-sponsored CERT classes each year (Spring/Fall 2018).

#### **Additional Accomplishments**

- Responded to Borderline shooting incident (November 2018).
- Responded to Hill/Woolsey Fires; supported recovery efforts for rebuilding (ongoing).

#### **Objective(s)**

- Complete Basic Emergency Preparedness training for City employees. **(C - Commitment to Public Safety)**
- Conduct one annual tabletop exercise and public safety event. **(C - Commitment to Public Safety)**
- Expand public outreach efforts and presentations to local groups and residents that include a new tabletop display, updated Emergency Preparedness website page, and expand use of social media to promote public safety. **(C - Commitment to Public Safety)**
- Complete two City-sponsored CERT classes each year. **(C - Commitment to Public Safety)**

#### **Performance Measure(s)**

This Division does not have any "External" Performance Measures.

# PUBLIC WORKS

## GENERAL FUND

### CAPITAL ENGINEERING SERVICES

#### Program Description

This program ensures compliance with City, State, and Federal regulations, proper planning, engineering, and construction of public improvement projects.

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b><u>Program Allocations</u></b>				
Salaries	\$ 493,702	579,977	545,074	558,025
Fringe Benefits	251,957	277,960	274,719	291,629
Maintenance and Operations:				
Supplies and Equipment	13,886	30,400	16,600	16,600
Repairs and Maintenance	70	250	70	70
Professional/Contractual Services	11,109	15,688	-	-
Utilities	290	1,250	300	300
Equipment/Building Rental	1,000	-	-	-
Training and Memberships	4,740	12,500	8,300	8,300
Asset Replacement Funding	-	9,100	9,100	9,100
Total Maintenance and Operations	31,095	69,188	34,370	34,370
Capital Improvements	722,708	2,384,488	1,070,000	-
Maintenance Improvements	327,353	863,905	970,000	50,000
Total Program Allocations	\$ 1,826,815	4,175,518	2,894,163	934,024

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 10.50; FY 2020-21 - 10.50

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

# PUBLIC WORKS

## GENERAL FUND

### CAPITAL ENGINEERING SERVICES

### GOALS AND OBJECTIVES

**Mission**

To provide efficient and safe design and construction of 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**

- Administered Capital Improvement Programs efficiently (ongoing).
- Conditioned, plan checked, and inspected, and accepted development projects to meet City codes and standards (ongoing).
- Managed rights-of-way efficiently, including abandonments, street name changes, and permits issued (ongoing).
- Updated Geographic Information System atlas every six months (ongoing).

**Additional Accomplishments**

- Designed and constructed capital projects, as listed with corresponding funding sources in CIP budget (ongoing).

**Objective(s)**

- Administer Capital Improvement Programs efficiently. **(E - Essential Infrastructure)**
- Condition, plan check, and inspect development projects to meet City codes and standards. **(E - Essential Infrastructure)**
- Manage rights-of-way to protect City's interest and ensure public safety and convenience. **(E - Essential Infrastructure)**
- Update Geographic Information System atlas every six months. **(E - Essential Infrastructure)**

**Performance Measure(s)**

Measure	FY 2016	FY 2017	FY 2018	
	Actual	Actual	Actual	Target
Percent of overall CIP budget expended for construction	0.00%	92.00%	0.00%	75.00%
<b>Significance:</b> Reduce professional services costs by maximizing staff resources				
<b>Council Goal/Outcome:</b> Fiscally and Managerially Responsible				
Percent of projects completed at or below budget	0.00%	89.00%	92.00%	85.00%
<b>Significance:</b> Maximize revenue sources by monitoring project budget				
<b>Council Goal/Outcome:</b> Fiscally and Managerially Responsible				
Percent of streets rated PCI 50 (good) or better	0.00%	93.00%	98.00%	90.00%
<b>Significance:</b> Reduce long term costs by maintaining infrastructure				
<b>Council Goal/Outcome:</b> Fiscally and Managerially Responsible				

# PUBLIC WORKS

## GENERAL FUND

### DEVELOPMENT ENGINEERING SERVICES

#### Program Description

This program ensures compliance with City, State, and Federal development regulations, proper construction of development projects and permitted projects within the City and provides customer service/counter assistance.

	<u>Prior Year Actual 2017-2018</u>	<u>Revised Budget 2018-2019</u>	<u>Adopted Budget 2019-2020</u>	<u>Adopted Budget 2020-2021</u>
<b><u>Program Allocations</u></b>				
Salaries	\$ 519,951	549,145	628,996	643,013
Fringe Benefits	263,044	322,322	321,905	340,988
Maintenance and Operations:				
Supplies and Equipment	53,344	18,250	31,800	31,800
Repairs and Maintenance	145	-	200	200
Professional/Contractual Services	98,562	59,949	30,000	30,000
Utilities	2,118	-	2,000	2,000
Training and Memberships	3,868	4,900	7,050	7,050
Asset Replacement Funding	18,176	9,100	9,100	9,100
Total Maintenance and Operations	176,213	92,199	80,150	80,150
Maintenance Improvements	212,301	634,405	675,000	25,000
Total Program Allocations	\$ 1,171,509	1,598,071	1,706,051	1,089,151

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 0.60; FY 2020-21 - 0.60

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

# PUBLIC WORKS

## GENERAL FUND

### DEVELOPMENT ENGINEERING SERVICES

### GOALS AND OBJECTIVES

**Mission**

To ensure efficient and safe development constructed infrastructure.

**Goal(s)**

- Ensure development projects are designed and constructed in compliance with City, State, and Federal codes and standards.

**Prior Budget Accomplishments**

- Conditioned, plan checked, and inspected development projects to meet City codes and standards (ongoing).

**Objective(s)**

- Condition, plan check, and inspect development projects to meet City codes and standards. **(E - Essential Infrastructure)**

**Performance Measure(s)**

Measure	FY 2016	FY 2017	FY 2018	
	Actual	Actual	Actual	Target
Percent of plan check reviews completed within 30 days of submittal	0.95%	0.85%	0.85%	0.90%
<b>Significance:</b> Ensure City staff resources are being used effectively				
<b>Council Goal/Outcome:</b> Fiscally and Managerially Responsible				

# PUBLIC WORKS

## GENERAL FUND

### TRAFFIC ENGINEERING SERVICES

#### Program Description

This program is responsible for providing safe and convenient movement of traffic at the City's signalized intersections and lighted pedestrian crossings, and providing cost effective, safe, and efficient roadway and traffic control systems.

	<u>Prior Year Actual 2017-2018</u>	<u>Revised Budget 2018-2019</u>	<u>Adopted Budget 2019-2020</u>	<u>Adopted Budget 2020-2021</u>
<b><u>Program Allocations</u></b>				
Salaries	\$ 437,274	509,411	415,254	425,497
Fringe Benefits	213,518	243,165	210,755	223,641
Maintenance and Operations:				
Supplies and Equipment	8,165	31,800	26,400	26,400
Repairs and Maintenance	-	500	500	500
Professional/Contractual Services	105,204	81,755	15,000	15,000
Utilities	915	500	500	500
Training and Memberships	5,430	12,700	8,600	8,600
Asset Replacement Funding	-	-	5,100	5,100
Total Maintenance and Operations	<u>119,714</u>	<u>127,255</u>	<u>56,100</u>	<u>56,100</u>
Capital Improvements	-	-	80,000	80,000
Maintenance Improvements	<u>195,305</u>	<u>400,000</u>	<u>290,000</u>	<u>290,000</u>
Total Program Allocations	<u>\$ 965,811</u>	<u>1,279,831</u>	<u>1,052,109</u>	<u>1,075,238</u>

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 2.90; FY 2020-21 - 2.90

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

# PUBLIC WORKS

## GENERAL FUND

### TRAFFIC ENGINEERING SERVICES

### GOALS AND OBJECTIVES

#### 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 traffic signals and traffic control devices to ensure maximum safety and convenience for motorists, pedestrians, bicyclists, and equestrians.
- Conduct advanced traffic and transportation system 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

- Received and responded to citizen and school district traffic concerns promptly (ongoing).
- Implemented new bike lanes as identified in the City's Bicycle Masterplan (ongoing).

#### Additional Accomplishments

- 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).
- Reviewed school traffic issues at City schools and provided bicycle safety education to students (ongoing).
- Installed Flashing Yellow Arrow (FYA) left-turn signals at seven intersections (March 2018).
- Installed four wireless antennas to connect traffic signals to Centracs system (January 2019).

#### Objective(s)

- Receive and respond to citizen and school district traffic concerns promptly. **(C - Commitment to Public Safety)**
- Implement new bike lanes as identified in the City's Bicycle Masterplan. **(E - Essential Infrastructure)**
- Install traffic signal at Camino Dos Rios and Teller Road to mitigate safety concerns and improve mobility of traffic. **(E - Essential Infrastructure)**
- Install 2 - 3 miles of traffic signal fiber interconnect cables at 9 - 10 traffic signals. **(E - Essential Infrastructure)**

#### Performance Measure(s)

This Division does not have any "External" Performance Measures.

# 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 and administers the car/van pool vehicles.

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b>Program Allocations</b>				
Salaries	\$ 878,272	926,624	966,353	990,230
Fringe Benefits	511,485	518,008	590,944	625,872
Maintenance and Operations:				
Supplies and Equipment	1,502,395	2,067,292	2,099,700	2,099,700
Repairs and Maintenance	19,551	23,000	24,500	24,500
Professional/Contractual Services	11,688	30,900	31,000	31,000
Utilities	816	2,700	2,500	2,500
Equipment/Building Rental	3,369	4,000	4,000	4,000
Training and Memberships	2,558	8,100	8,100	8,100
Asset Replacement Funding	166,650	190,700	178,000	178,000
Total Maintenance and Operations	1,707,027	2,326,692	2,347,800	2,347,800
Charge Backs	(2,497,255)	(3,025,000)	(2,998,700)	(2,998,700)
Capital Outlay:				
Capital Outlay	64,457	-	279,028	266,510
Use of Asset Replacement	(64,457)	-	(279,028)	(266,510)
Total Capital Outlay	-	-	-	-
Total Program Allocations	\$ 599,529	746,324	906,397	965,202

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 10.60; FY 2020-21 - 10.60

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

# PUBLIC WORKS

## GENERAL FUND

### FLEET SERVICES

### GOALS AND OBJECTIVES

**Mission**

To ensure City vehicles and equipment are maintained to operate reliably, efficiently, and safely.

**Goal(s)**

- Monitor and direct maintenance activities of Fleet Services Division.
- Provide and maintain a dependable and safe fleet according to best fleet management practices.
- Reduce fuel and maintenance costs by standardizing fleet and purchasing fuel-efficient vehicles and equipment.

**Prior Budget Accomplishments**

- Performed preventive maintenance in accordance with maintenance practices to extend useful life of vehicles and equipment (ongoing).
- Obtained satisfactory California Highway Patrol (CHP) rating for Bi-annual Inspection of Terminal (ongoing).
- Increased Alternative Fueled Vehicles to 67% of fleet (ongoing).
- Continued on-line auctions for surplus equipment resulting in increased revenue and reduced staff time (ongoing).

**Additional Accomplishments**

- Provided in-source service to Conejo Recreation and Park District vehicles and Moorpark Transit, while still maintaining entire City Fleet (ongoing).
- Continued placement as Top 100 Fleets in North America (ongoing).

**Objective(s)**

- Perform preventive maintenance in accordance with maintenance practices to extend useful life of vehicles and equipment. **(B - Fiscally and Managerially Responsible)**
- Conduct annual CHP inspections to comply with State regulations by making safety equipment available and serviceable, performing/recording emissions tests, and maintaining accurate vehicle maintenance and operator inspection records. **(B - Fiscally and Managerially Responsible)**

**Performance Measure(s)**

Measure	FY 2016	FY 2017	FY 2018	
	Actual	Actual	Actual	Target
Percent of vehicles using alternative fuel	66.00%	66.00%	62.80%	50.00%
<b>Significance:</b> Ensure City staff resources are being used effectively				
<b>Council Goal/Outcome:</b> Fiscally and Managerially Responsible				

# PUBLIC WORKS

## GENERAL FUND

### ROADS

#### Program Description

This program is responsible for maintaining City's streets and sidewalks.

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b>Program Allocations</b>				
Salaries	\$ 1,780,080	1,989,439	2,067,037	2,128,833
Fringe Benefits	1,116,138	1,190,000	1,336,175	1,418,439
Maintenance and Operations:				
Supplies and Equipment	651,156	898,450	918,900	918,900
Repairs and Maintenance	48	350	350	350
Professional/Contractual Services	39,729	181,500	131,500	131,500
Utilities	56,591	64,200	64,200	64,200
Equipment/Building Rental	754	2,500	5,000	5,000
Training and Memberships	1,771	3,900	3,900	3,900
Asset Replacement Funding	176,880	187,800	148,000	204,300
Total Maintenance and Operations	926,929	1,338,700	1,271,850	1,328,150
Charge Backs	-	(20,000)	(20,000)	(20,000)
Capital Outlay:				
Capital Outlay	13,943	158,890	394,500	373,000
Use of Asset Replacement	(13,943)	(158,890)	(394,500)	(373,000)
Total Capital Outlay	-	-	-	-
Maintenance Improvements	-	-	-	100,000
Total Program Allocations	\$ 3,823,147	4,498,139	4,655,062	4,955,422

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 30.70; FY 2020-21 - 30.70

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

# PUBLIC WORKS

## GENERAL FUND

### ROADS

### GOALS AND OBJECTIVES

**Mission**

To repair and maintain the City's streets and sidewalks to City road standards.

**Goal(s)**

- Schedule and complete repairs and sealing of City streets prior to annual capital improvement projects.
- Address sidewalk defects through in-house repairs and contracted services.

**Prior Budget Accomplishments**

- Repaired street surfaces/trenches as needed (ongoing).
- Completed annual sidewalk inventory and established priority listing for grinding (ongoing).
- Striped/marked all school emblems and major roadways as necessary (ongoing).
- Upgraded street name signs along main arterial roadways for clarity and improved visibility (ongoing).

**Additional Accomplishments**

- Provided inspection support and maintenance inventory paving and resurfacing project (ongoing).
- Completed over 29,000 sq. ft. of remedial concrete sidewalk repairs (ongoing).
- Completed concrete surface grinding of sidewalks at over 200 locations (ongoing).

**Objective(s)**

- Repair street surfaces/trenches as needed. **(E - Essential Infrastructure)**
- Continue annual sidewalk inventory and establish priority listing for grinding. **(E - Essential Infrastructure)**
- Stripe/mark all school emblems and major roadways as necessary. **(E - Essential Infrastructure)**
- Upgrade street name signs along main arterial roadways for clarity and improved visibility.

**Performance Measure(s)**

Measure	FY 2016	FY 2017	FY 2018	
	Actual	Actual	Actual	Target
Average cost per mile of streets rehabilitated	145,470	330,740	0	300,000
<b>Significance:</b> Reduce long term costs by maintaining infrastructure				
<b>Council Goal/Outcome:</b> Fiscally and Managerially Responsible				

# 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.

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b>Program Allocations</b>				
Salaries	\$ 975,120	1,126,737	1,089,760	1,124,184
Fringe Benefits	600,753	674,095	670,740	713,764
Maintenance and Operations:				
Supplies and Equipment	356,672	331,600	363,950	363,950
Repairs and Maintenance	851	10,000	10,000	10,000
Professional/Contractual Services	651,023	787,200	787,200	787,200
Utilities	276,863	401,500	314,200	336,000
Equipment/Building Rental	6,537	5,000	5,000	5,000
Training and Memberships	6,891	10,130	11,230	11,230
Asset Replacement Funding	123,859	108,800	116,000	161,000
Total Maintenance and Operations	1,422,696	1,654,230	1,607,580	1,674,380
Charge Backs	(650,067)	(731,900)	(700,000)	(700,000)
Capital Outlay:				
Capital Outlay	-	211,889	386,485	58,122
Use of Asset Replacement	-	(211,889)	(386,485)	(58,122)
Total Capital Outlay	-	-	-	-
Maintenance Improvements	-	62,500	25,000	25,000
Total Program Allocations	\$ 2,348,502	2,785,662	2,693,080	2,837,328

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 16.75; FY 2020-21 - 16.75

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

# PUBLIC WORKS

## GENERAL FUND

### STREET TREES / LANDSCAPE

### GOALS AND OBJECTIVES

#### **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.
- Maintain a healthy, safe, and sustainable urban forest.

#### **Prior Budget Accomplishments**

- Provided maintenance to City's 518 acres of greenbelts, medians, and parkways (ongoing).
- Enhanced City's tree program by planting 150 native oak trees (ongoing).
- Developed RFP for City maintained street tree inventory (ongoing).
- Trimmed 2,305 trees (ongoing).

#### **Additional Accomplishments**

- Completed weed abatement of 62 acres of open space (ongoing).
- Removed 201 street trees and planted 475 trees. Coordinated various volunteer plants of over 30 trees (ongoing).
- Maintained Tree City USA and Bee City USA status (ongoing).
- Implemented Forestry Master Plan demonstration projects (ongoing).

#### **Objective(s)**

- Provide maintenance to City's 518 acres of greenbelts, medians, and parkways. **(E - Essential Infrastructure)**
- Enhance City's tree program by planting 150 native oak trees per year. **(E - Essential Infrastructure)**
- Inventory City maintained street trees. **(B - Fiscally and Managerially Responsible)**

#### **Performance Measure(s)**

This Division does not have any "External" Performance Measures.

# 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.

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b>Program Allocations</b>				
Salaries	\$ 284,763	398,676	416,552	427,178
Fringe Benefits	160,549	211,316	264,556	278,326
Maintenance and Operations:				
Supplies and Equipment	32,433	57,900	62,050	62,050
Repairs and Maintenance	40,244	88,650	74,000	74,000
Professional/Contractual Services	118,893	93,856	107,100	107,100
Utilities	64,204	70,400	79,200	80,500
Equipment/Building Rental	6,123	6,890	7,090	7,090
Training and Memberships	5,631	7,750	8,350	8,350
Asset Replacement Funding	30,029	18,700	32,000	32,000
Total Maintenance and Operations	297,557	344,146	369,790	371,090
Charge Backs	(43,152)	(43,152)	(44,500)	(45,800)
Capital Improvements	-	225,000	57,800	57,800
<b>Total Program Allocations</b>	<b>\$ 699,717</b>	<b>1,135,986</b>	<b>1,064,198</b>	<b>1,088,594</b>

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 2.80; FY 2020-21 - 2.80

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

# PUBLIC WORKS

## GENERAL FUND

### MUNICIPAL SERVICE CENTER

### GOALS AND OBJECTIVES

#### **Mission**

To support Municipal Service Center (MSC) divisions with facility, technology, purchasing, and administrative services.

#### **Goal(s)**

- Provide logistical support for Street, Landscape, Water, Wastewater, and Fleet divisions.
- Provide administrative and purchasing services to support maintenance and utility divisions.
- Provide exceptional customer service to staff and residents.

#### **Prior Budget Accomplishments**

- Kept accurate records of maintenance activities to City's infrastructure (ongoing).
- Provided exceptional customer service responding to resident concerns (ongoing).
- Warehouse inventory discrepancy to less than one percent (ongoing).
- Responded to and closed Customer Response Management System (CRMS) cases within one week (ongoing).

#### **Additional Accomplishments**

- Documented and scheduled work activities using Computerized Maintenance Management Systems (CMMS) (ongoing).
- Responded to and addressed over 18,000 work orders (ongoing).
- Provided logistical support for City functions, including Arbor/Earth Day, Fourth of July, Public Works Week, and other special events (ongoing).

#### **Objective(s)**

- Keep accurate records of maintenance activities to City's infrastructure. **(E - Essential Infrastructure)**
- Provide exceptional customer service responding to resident concerns within 24 hours. **(A - Municipal Government Leadership)**

#### **Performance Measure(s)**

Measure	FY 2016	FY 2017	FY 2018	
	Actual	Actual	Actual	Target
Number of graffiti incidents per year	0.00	186.00	185.00	150.00
<b>Significance:</b> Staff is measuring the quantity of graffiti on the City's public right-of-way.				
<b>Council Goal/Outcome:</b> Municipal Government Leadership				
Number of infrastructure damaging/unhealthy trees removed	0.00	67.00	48.00	62.00
<b>Significance:</b> Ensure well maintained City landscaping				
<b>Council Goal/Outcome:</b> High Quality Revitalization Projects				
Number of trees planted	0.00	114.00	69.00	87.00
<b>Significance:</b> Ensure well maintained City landscaping				
<b>Council Goal/Outcome:</b> Essential Infrastructure				
Percentage of identified graffiti locations abated within 24 hours	0.00%	100.00%	100.00%	100.00%
<b>Significance:</b> Ensure graffiti is removed from public and City property and any private property that can be seen from the City's public right-of-way in a timely fashion				
<b>Council Goal/Outcome:</b> Municipal Government Leadership				

# 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.

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b>Program Allocations</b>				
Salaries	\$ 44,530	67,041	72,780	74,192
Fringe Benefits	24,917	30,437	35,997	38,089
Maintenance and Operations:				
Supplies and Equipment	77,425	83,600	101,500	101,500
Professional/Contractual Services	87,936	77,500	97,500	97,500
Utilities	130	3,200	7,000	7,100
Equipment/Building Rental	-	2,000	5,000	5,000
Training and Memberships	-	750	1,400	1,400
Asset Replacement Funding	70,602	75,100	75,000	75,000
Total Maintenance and Operations	236,093	242,150	287,400	287,500
Capital Outlay:				
Capital Outlay	16,088	-	-	-
Use of Asset Replacement	(16,088)	-	-	-
Total Capital Outlay	-	-	-	-
Total Program Allocations	\$ 305,540	339,628	396,177	399,781

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 0.65; FY 2020-21 - 0.65

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

# PUBLIC WORKS

## GENERAL FUND

### STORM DRAIN MAINTENANCE

### GOALS AND OBJECTIVES

#### **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**

- Inspected each catch basin inlet annually.
- Cleared deposits of silt/debris from basins per California Regional Water Quality Control Board permit.
- Assisted in responding to illicit discharges in roadways.
- Installed 60 trash excluders at drain inlets.

#### **Additional Accomplishments**

- Completed annual inventory and inspection of 3,753 catch basins.
- Completed annual removal of silt/ debris.
- Supported fire recovery efforts focused on debris management from burned open space; responded to mud/debris on City streets following rain events.
- Completed annual cleaning of Janss road open storm channel.

#### **Objective(s)**

- Inspect each catch basin inlet annually. **(E - Essential Infrastructure)**
- Clear deposits of silt/debris from basins annually per California Regional Water Quality Control Board permit. **(E - Essential Infrastructure)**
- Assist in responding to illicit discharges in roadways. **(E - Essential Infrastructure)**
- Install 100 trash excluders at drain inlets. **(B - Fiscally and Managerially Responsible)**

#### **Performance Measure(s)**

This Division does not have any "External" Performance Measures.



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# ENTERPRISE FUNDS

Water  
Wastewater  
Solid Waste  
Transportation  
Theatres  
Los Robles Greens Golf Course

# WATER FUND

# BUDGET SUMMARY

## WATER FUND

### OPERATIONS/CAPITAL SUMMARY

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b><u>Amount Available for Allocation</u></b>				
Estimated Revenues:				
Plant Investment Fees	\$ 219,808	350,000	250,000	250,000
Base Charges	6,378,410	6,165,900	6,477,975	6,725,100
Metered Water Sales	21,216,916	19,769,800	23,381,200	24,316,350
Lift Charges	677,736	506,500	715,300	729,500
Stand-By (Fire Detectors)	53,126	53,000	55,300	56,500
Fire Flow Surcharge	19,620	25,000	25,000	25,000
Backflow Prevention	33,398	30,000	34,800	35,500
Installation - Meter	59,244	21,700	15,000	15,000
Rental of City Facilities	30,361	30,100	31,900	32,500
Interest Income	173,361	285,000	860,000	860,000
Miscellaneous Revenue	682,923	263,075	430,900	439,300
Total Estimated Revenues	<u>29,544,903</u>	<u>27,500,075</u>	<u>32,277,375</u>	<u>33,484,750</u>
Reserve Account	-	14,589,517	5,891,120	12,109,629
Total Amount Available for Allocation	<u>\$ 29,544,903</u>	<u>42,089,592</u>	<u>38,168,495</u>	<u>45,594,379</u>
<b><u>Estimated Requirements</u></b>				
Operating Expenses:				
Salaries	\$ 2,519,244	2,740,800	3,129,470	3,210,544
Fringe Benefits	1,178,457	1,447,352	1,702,305	1,807,415
Supplies and Equipment	430,351	627,997	699,000	689,400
Repairs and Maintenance	32,577	40,075	39,650	39,650
Professional/Contractual Services	2,097,651	2,545,676	2,206,550	2,233,450
Utilities	15,801,031	15,033,250	17,813,100	18,458,100
Insurance and Claims	6,127	9,400	9,400	9,400
Equipment/Building Rental	11,464	6,640	24,070	24,070
Training and Memberships	34,056	55,025	48,550	48,550
Asset Replacement Funding	301,561	135,300	268,600	281,600
Charge Backs	(21,576)	(21,576)	(22,200)	(22,800)
Capital Outlay	32,418	753,020	119,937	50,000
Use of Asset Replacement	(13,745)	(365,445)	(89,937)	(50,000)
Total Operating Expenses	<u>22,409,616</u>	<u>23,007,514</u>	<u>25,948,495</u>	<u>26,779,379</u>
Capital Improvements	1,175,933	19,077,471	11,785,000	18,745,000
Maintenance Improvements	74,762	4,607	435,000	70,000
Reserve Account	5,884,592	-	-	-
Total Estimated Requirements	<u>\$ 29,544,903</u>	<u>42,089,592</u>	<u>38,168,495</u>	<u>45,594,379</u>

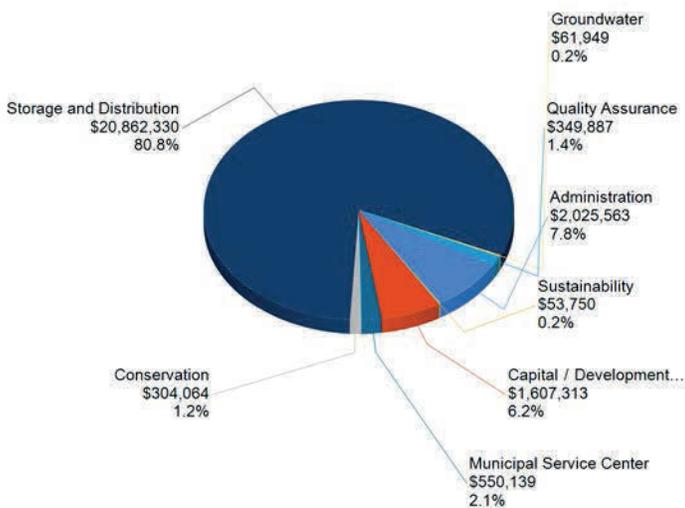
# PUBLIC WORKS

## WATER FUND

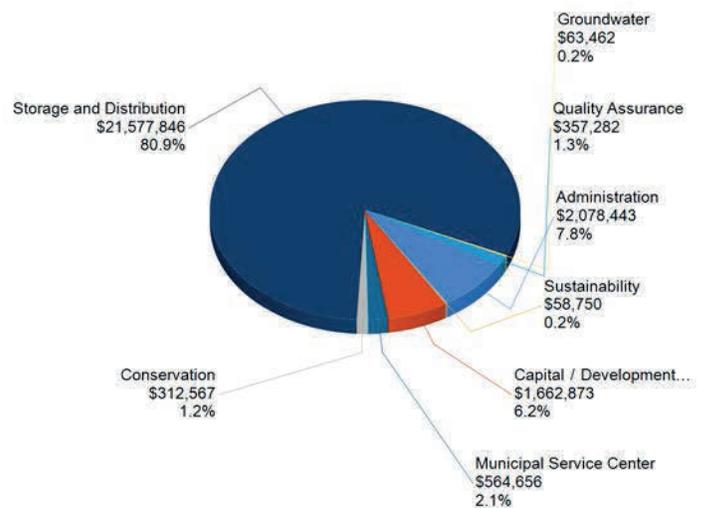
### PROGRAMS SUMMARY

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b>Program Allocation Summary</b>				
Administration	\$ 1,757,862	1,807,764	2,025,563	2,078,443
Sustainability	1,884	81,878	53,750	58,750
Capital / Development Engineering Services	1,135,803	1,151,350	1,607,313	1,662,873
Municipal Service Center	370,965	443,806	550,139	564,656
Conservation	206,009	264,837	304,064	312,567
Storage and Distribution	18,494,677	18,031,492	20,862,330	21,577,846
Groundwater	39,848	49,613	61,949	63,462
Quality Assurance	163,327	354,477	349,887	357,282
<b>Total</b>	<b>\$ 22,170,375</b>	<b>22,185,217</b>	<b>25,814,995</b>	<b>26,675,879</b>

**Adopted Budget FY 2019-2020**



**Adopted Budget FY 2020-2021**



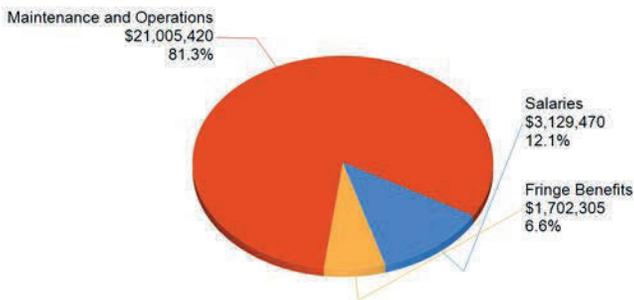
# PUBLIC WORKS

## WATER FUND

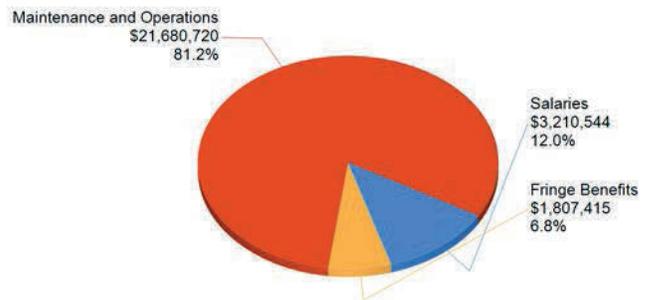
### ALLOCATION SUMMARY

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b><u>Program Allocations</u></b>				
Salaries	\$ 2,519,244	2,740,800	3,129,470	3,210,544
Fringe Benefits	1,178,457	1,447,352	1,702,305	1,807,415
Maintenance and Operations:				
Supplies and Equipment	430,342	627,997	699,000	689,400
Repairs and Maintenance	32,577	40,075	39,650	39,650
Professional/Contractual Services	1,963,362	2,138,779	2,206,550	2,233,450
Utilities	15,801,031	15,033,250	17,813,100	18,458,100
Insurance and Claims	6,127	9,400	9,400	9,400
Equipment/Building Rental	11,464	6,640	24,070	24,070
Training and Memberships	34,056	55,025	48,550	48,550
Asset Replacement Funding	202,707	99,900	165,100	178,100
Total Maintenance and Operations	18,481,666	18,011,066	21,005,420	21,680,720
Charge Backs	(21,576)	(21,576)	(22,200)	(22,800)
Capital Outlay:				
Capital Outlay	20,239	373,020	89,937	50,000
Use of Asset Replacement	(7,655)	(365,445)	(89,937)	(50,000)
Total Capital Outlay	12,584	7,575	-	-
<b>Total Program Allocations</b>	<b>\$ 22,170,375</b>	<b>22,185,217</b>	<b>25,814,995</b>	<b>26,675,879</b>

**Adopted Budget FY 2019-2020**



**Adopted Budget FY 2020-2021**



# PUBLIC WORKS

## WATER FUND

### ADMINISTRATION

#### Program Description

Administration provides overall management of Public Works Department and administrative assistance to the Director, Deputy Director and Department staff, including preparation of City Council staff reports, processing of contracts, agreements, and task orders, maintenance of files, grant management, energy efficiency and sustainability, budget preparation and monitoring, user fees, financial plans, and related fiscal functions.

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b><u>Program Allocations</u></b>				
Salaries	\$ 217,672	208,982	239,488	245,737
Fringe Benefits	(53,227)	101,396	130,905	138,636
Maintenance and Operations:				
Supplies and Equipment	7,023	22,700	18,100	10,100
Repairs and Maintenance	-	250	-	-
Professional/Contractual Services	1,572,929	1,456,176	1,622,000	1,668,900
Utilities	107	800	200	200
Insurance and Claims	6,127	7,000	7,000	7,000
Equipment/Building Rental	1,760	1,760	1,570	1,570
Training and Memberships	5,471	8,700	6,300	6,300
Total Maintenance and Operations	1,593,417	1,497,386	1,655,170	1,694,070
Total Program Allocations	\$ 1,757,862	1,807,764	2,025,563	2,078,443

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 1.95; FY 2020-21 - 1.95

FUNDING SOURCE: This program is funded 100% by the Water Fund.

# PUBLIC WORKS

## WATER FUND

### ADMINISTRATION

### GOALS AND OBJECTIVES

**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**

- Provided administrative support for Water City Council agenda items (ongoing).
- Reviewed water connection rates and fees (ongoing).
- Managed Federal and State Grants (ongoing).

**Objective(s)**

- Provide administrative support for Water City Council agenda items. **(A - Municipal Government Leadership)**
- Annual review of water connection rates and fees. **(B - Fiscally and Managerially Responsible)**
- Manage Federal and State Grants. **(B - Fiscally and Managerially Responsible)**

**Performance Measure(s)**

This Division does not have any "External" Performance Measures.

# PUBLIC WORKS

## WATER FUND

### SUSTAINABILITY

#### Program Description

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b><u>Program Allocations</u></b>				
Salaries	\$ -	7,600	100	100
Maintenance and Operations:				
Supplies and Equipment	530	22,454	14,100	14,100
Professional/Contractual Services	-	42,224	37,400	42,400
Insurance and Claims	-	400	400	400
Training and Memberships	1,354	1,625	1,750	1,750
Total Maintenance and Operations	<u>1,884</u>	<u>66,703</u>	<u>53,650</u>	<u>58,650</u>
Capital Outlay:				
Capital Outlay	-	7,575	-	-
Total Capital Outlay	<u>-</u>	<u>7,575</u>	<u>-</u>	<u>-</u>
Total Program Allocations	<u>\$ 1,884</u>	<u>81,878</u>	<u>53,750</u>	<u>58,750</u>

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 0.00; FY 2020-21 - 0.00

FUNDING SOURCE: This program is funded 100% by the Water Fund.

# PUBLIC WORKS

## WATER FUND

### SUSTAINABILITY

### GOALS AND OBJECTIVES

#### **Mission**

To reduce resource (energy, waste, water) use in municipal operations through analysis, planning, and implementation of sustainability strategies. To develop and implement community climate action and resilience plans for communitywide environmental, economic, and social benefit.

#### **Goal(s)**

- Assess, analyze, and reduce resource use, such as water and energy, in local government operations.
- Implement Sustainability Plan for municipal operations.
- Develop local government and communitywide greenhouse gas emissions inventories and develop a plan for reducing emissions.
- In collaboration with the community, develop a Citywide climate action and adaptation (resilience) plan.

#### **Prior Budget Accomplishments**

- Analyzed, provided expertise as needed, and supported roll-out for Community Choice Energy program (ongoing).
- Established database and updating methodology for energy use data, and integrated energy information from existing energy management systems at City facilities.
- Prepared municipal Sustainability Plan, presented to City Council for adoption (ongoing).

#### **Additional Accomplishments**

- Set up energy use monitoring system and dashboard (April 2019).

#### **Objective(s)**

- Analyze and provide expertise as needed for Community Choice Energy program. **(A - Municipal Government Leadership)**
- Utilize database and updating methodology for energy use data, and integrate energy information from existing energy management systems at City facilities. **(E - Essential Infrastructure)**
- Develop community climate action and adaptation plan that includes support for local residents and businesses. **(A - Municipal Government Leadership)**

#### **Performance Measure(s)**

This Division does not have any "External" Performance Measures.

# PUBLIC WORKS

## WATER FUND

### CAPITAL / DEVELOPMENT ENGINEERING SERVICES

#### Program Description

This program ensures compliance with City, State, and Federal regulations, proper planning, engineering, and construction of public improvement projects.

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b><u>Program Allocations</u></b>				
Salaries	\$ 704,712	730,158	1,011,207	1,035,080
Fringe Benefits	354,869	371,111	517,106	548,793
Maintenance and Operations:				
Supplies and Equipment	3,258	10,825	3,700	3,700
Repairs and Maintenance	72	-	150	150
Professional/Contractual Services	9,897	20,706	13,000	13,000
Utilities	1,045	200	1,000	1,000
Training and Memberships	7,257	9,250	6,050	6,050
Asset Replacement Funding	54,693	9,100	55,100	55,100
Total Maintenance and Operations	76,222	50,081	79,000	79,000
Total Program Allocations	\$ 1,135,803	1,151,350	1,607,313	1,662,873

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 9.50; FY 2020-21 - 9.50

FUNDING SOURCE: This program is funded 100% by the Water Fund.

# PUBLIC WORKS

## WATER FUND

### CAPITAL / DEVELOPMENT ENGINEERING SERVICES

### GOALS AND OBJECTIVES

#### 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 maintain and enhance existing water system infrastructure assets.
- Continue safe and efficient operation of City water system through planning and engineering.
- Ensure development projects are designed and constructed in compliance with City, State, and Federal codes and standards.

#### Prior Budget Accomplishments

- Administered water system Capital Improvement Program (ongoing).
- Conditioned, plan checked, and inspected development projects to meet applicable water system codes and standards (ongoing).
- Updated Water Geographical Information System (GIS) atlas every six months (ongoing).
- Designed and constructed water system capital projects, as listed in CIP budget (ongoing).

#### Objective(s)

- Administer water system Capital Improvement Program. **(E - Essential Infrastructure)**
- Condition, plan check, and inspect development projects to meet applicable water system codes and standards. **(E - Essential Infrastructure)**
- Water Geographical Information System (GIS) atlas updated every six months. **(E - Essential Infrastructure)**

#### Performance Measure(s)

This Division does not have any "External" Performance Measures.

# 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.

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b>Program Allocations</b>				
Salaries	\$ 176,434	205,729	249,374	255,978
Fringe Benefits	96,761	109,773	156,165	164,678
Maintenance and Operations:				
Supplies and Equipment	11,836	35,675	34,400	34,400
Repairs and Maintenance	19,066	31,825	29,500	29,500
Professional/Contractual Services	21,998	32,500	46,150	46,150
Utilities	19,694	30,950	31,900	31,900
Equipment/Building Rental	2,063	2,680	2,800	2,800
Training and Memberships	1,001	3,450	4,050	4,050
Asset Replacement Funding	43,688	12,800	18,000	18,000
Total Maintenance and Operations	119,346	149,880	166,800	166,800
Charge Backs	(21,576)	(21,576)	(22,200)	(22,800)
Total Program Allocations	\$ 370,965	443,806	550,139	564,656

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 2.00; FY 2020-21 - 2.00

FUNDING SOURCE: This program is funded 100% by the Water Fund.

# PUBLIC WORKS

## WATER FUND

### MUNICIPAL SERVICE CENTER

### GOALS AND OBJECTIVES

**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**

- Keep accurate records of maintenance activities to City's water infrastructure (ongoing).
- Provide exceptional customer service responding to resident water concerns (ongoing).
- Warehouse inventory discrepancy to less than one percent (ongoing).
- Documented work activities using Computerized Maintenance Management System (CMMS) (ongoing).

**Additional Accomplishments**

- Responded to and addressed over 9,000 work orders (ongoing).
- Responded to all customer service requests within 24 hours, and Customer Response Management System (CRMS) referrals within four work days (ongoing).

**Objective(s)**

- Keep accurate records of maintenance activities to City's water infrastructure. **(E - Essential Infrastructure)**
- Provide exceptional customer service responding to resident water concerns. **(A - Municipal Government Leadership)**

**Performance Measure(s)**

This Division does not have any "External" Performance Measures.

# 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 2017-2018</u>	<u>Revised Budget 2018-2019</u>	<u>Adopted Budget 2019-2020</u>	<u>Adopted Budget 2020-2021</u>
<b><u>Program Allocations</u></b>				
Salaries	\$ 133,582	131,718	165,612	169,229
Fringe Benefits	67,450	73,169	76,802	81,688
Maintenance and Operations:				
Supplies and Equipment	1,519	19,450	38,750	38,750
Professional/Contractual Services	625	30,000	15,000	15,000
Insurance and Claims	-	2,000	2,000	2,000
Training and Memberships	2,833	8,500	5,900	5,900
Total Maintenance and Operations	4,977	59,950	61,650	61,650
Total Program Allocations	\$ 206,009	264,837	304,064	312,567

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 1.25; FY 2020-21 - 1.25

FUNDING SOURCE: This program is funded 100% by the Water Fund.

# PUBLIC WORKS

## WATER FUND

## CONSERVATION

## GOALS AND OBJECTIVES

### Mission

To encourage and enable customers to utilize the water supply in an environmentally-responsible manner.

### Goal(s)

- Provide outreach and education to City water customers on water conservation requirements.
- Closely monitor water usage to ensure compliance with the State of California's "Making Water Conservation a California Way of Life" Executive Order and its associated water usage allocation.

### Prior Budget Accomplishments

- Provided outreach and educational materials to City water customers to encourage environmentally-responsible behavior and conservation (ongoing).
- Tracked community water usage and reported to the State Water Board monthly (ongoing).
- Analyzed municipal water use and developed plan for conservation and efficiency (ongoing).

### Additional Accomplishments

- Provided outreach to City water customers (ongoing).
- Promoted water conservation at Citywide events (ongoing).
- Closely tracked water usage throughout the year and ensured compliance with state mandated restrictions; continued to exceed mandated reduction of 26% (ongoing).

### Objective(s)

- Provide outreach and educational materials to City water customers to encourage environmentally-responsible behavior and conservation. **(A - Municipal Government Leadership)**
- Track community water usage and report to the State Water Board monthly. **(E - Essential Infrastructure)**
- Analyze municipal water use and develop plan for conservation and efficiency. **(E - Essential Infrastructure)**
- Analyze water usage allocation (budget) mandated by state "Making water Conservation a California Way of Life" and prepare and implement conservation plans to meet or exceed this water budget. **(E - Essential Infrastructure)**

### Performance Measure(s)

This Division does not have any "External" Performance Measures.

# 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 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b><u>Program Allocations</u></b>				
Salaries	\$ 1,188,220	1,269,654	1,304,342	1,341,380
Fringe Benefits	659,488	691,822	736,138	783,216
Maintenance and Operations:				
Supplies and Equipment	393,333	488,993	548,050	546,450
Repairs and Maintenance	5,180	8,000	10,000	10,000
Professional/Contractual Services	335,355	502,923	361,000	336,000
Utilities	15,778,789	14,979,300	17,778,500	18,423,500
Equipment/Building Rental	7,641	2,200	19,700	19,700
Training and Memberships	9,761	10,600	12,600	12,600
Asset Replacement Funding	104,326	78,000	92,000	105,000
Total Maintenance and Operations	16,634,385	16,070,016	18,821,850	19,453,250
Capital Outlay:				
Capital Outlay	20,239	365,445	89,937	50,000
Use of Asset Replacement	(7,655)	(365,445)	(89,937)	(50,000)
Total Capital Outlay	12,584	-	-	-
Total Program Allocations	\$ 18,494,677	18,031,492	20,862,330	21,577,846

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 17.65; FY 2020-21 - 17.65

FUNDING SOURCE: This program is funded 100% by the Water Fund.

# PUBLIC WORKS

## WATER FUND

### STORAGE AND DISTRIBUTION

### GOALS AND OBJECTIVES

**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 check-valve maintenance programs.

**Prior Budget Accomplishments**

- Complete pump station and reservoir check-valve maintenance program (ongoing).

**Additional Accomplishments**

- Completed inspection and service on 650 fire hydrants (ongoing).
- Provided support to computer maintenance management system (ongoing).

**Objective(s)**

- Oversee and coordinate Water Division operations and maintenance activities. **(E - Essential Infrastructure)**
- Provide a safe and reliable water supply to City consumers. **(E - Essential Infrastructure)**
- Increase water conservation practices. **(E - Essential Infrastructure)**

**Performance Measure(s)**

This Division does not have any "External" Performance Measures.

# PUBLIC WORKS

## WATER FUND

### GROUNDWATER

#### Program Description

This program is responsible for the operation and maintenance of two groundwater facilities.

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b><u>Program Allocations</u></b>				
Salaries	\$ 25,157	9,399	26,662	27,290
Fringe Benefits	13,848	5,714	15,287	16,172
Maintenance and Operations:				
Supplies and Equipment	-	9,500	14,500	14,500
Professional/Contractual Services	-	5,000	5,000	5,000
Utilities	843	20,000	500	500
Total Maintenance and Operations	843	34,500	20,000	20,000
Total Program Allocations	\$ 39,848	49,613	61,949	63,462

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 0.30; FY 2020-21 - 0.30

FUNDING SOURCE: This program is funded 100% by the Water Fund.

# PUBLIC WORKS

## WATER FUND

## GROUNDWATER

## GOALS AND OBJECTIVES

### **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 pump efficiency testing biennially and coordinate annual well water sampling.

### **Prior Budget Accomplishments**

- Conducted annual electrical preventive maintenance to Motor Control Cabinet panels (ongoing).

### **Additional Accomplishments**

- Completed weekly inspections and preventative maintenance activities (ongoing).
- Completed Los Robles Well assessment of rehabilitation project (ongoing).
- Initiated groundwater treatment pilot study to increase water supply (ongoing).

### **Objective(s)**

- Conduct annual electrical preventive maintenance to Motor Control Cabinet panels. **(E - Essential Infrastructure)**
- Perform Edison pump efficiency testing, following rehabilitation of pump and motor at Los Robles Well. **(E - Essential Infrastructure)**
- Continue with Los Robles Well rehabilitation and groundwater treatment project. **(E - Essential Infrastructure)**

### **Performance Measure(s)**

This Division does not have any "External" Performance Measures.

# 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.

	<b>Prior Year Actual 2017-2018</b>	<b>Revised Budget 2018-2019</b>	<b>Adopted Budget 2019-2020</b>	<b>Adopted Budget 2020-2021</b>
<b><u>Program Allocations</u></b>				
Salaries	\$ 73,467	177,560	132,685	135,750
Fringe Benefits	39,268	94,367	69,902	74,232
Maintenance and Operations:				
Supplies and Equipment	12,843	18,400	27,400	27,400
Repairs and Maintenance	8,259	-	-	-
Professional/Contractual Services	22,558	49,250	107,000	107,000
Utilities	553	2,000	1,000	1,000
Training and Memberships	6,379	12,900	11,900	11,900
Total Maintenance and Operations	50,592	82,550	147,300	147,300
Total Program Allocations	\$ 163,327	354,477	349,887	357,282

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 0.75; FY 2020-21 - 0.75

FUNDING SOURCE: This program is funded 100% by the Water Fund.

# PUBLIC WORKS

## WATER FUND

### QUALITY ASSURANCE

### GOALS AND OBJECTIVES

**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 Water Resources Control Board Division of Drinking Water (DDW) requirements, standards, and regulations for drinking water quality.

**Prior Budget Accomplishments**

- Maintained compliance with water quality standards, limits, and regulations (ongoing).

**Additional Accomplishments**

- Consistently complied with all applicable regulations for drinking water quality (ongoing).
- Prepared and distributed the Annual Water Quality Report to each customer (ongoing).
- Proved reports to the DDW demonstrating compliance with water quality standards on a monthly, quarterly, and annual basis (ongoing).

**Objective(s)**

- Maintain compliance with water quality standards, limits, and regulations. **(E - Essential Infrastructure)**

**Performance Measure(s)**

This Division does not have any "External" Performance Measures.

# PUBLIC WORKS

## WATER CAPITAL PROGRAM FUNDS

### EXPENSE SUMMARY

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b><u>Program Allocations</u></b>				
Maintenance and Operations:				
Supplies and Equipment	\$ 9	-	-	-
Professional/Contractual Services	134,289	406,897	-	-
Asset Replacement Funding	98,854	35,400	103,500	103,500
Total Maintenance and Operations	<u>233,152</u>	<u>442,297</u>	<u>103,500</u>	<u>103,500</u>
Capital Outlay:				
Capital Outlay	12,179	380,000	30,000	-
Use of Asset Replacement	(6,090)	-	-	-
Total Capital Outlay	<u>6,089</u>	<u>380,000</u>	<u>30,000</u>	<u>-</u>
Capital Improvements	<u>1,175,933</u>	<u>19,077,471</u>	<u>11,785,000</u>	<u>18,745,000</u>
Maintenance Improvements	<u>74,762</u>	<u>4,607</u>	<u>435,000</u>	<u>70,000</u>
Total Program Allocations	<u>\$ 1,489,936</u>	<u>19,904,375</u>	<u>12,353,500</u>	<u>18,918,500</u>

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 0.00; FY 2020-21 - 0.00

FUNDING SOURCE: This program is funded 100% by the Water Fund.



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# WASTEWATER FUND

# BUDGET SUMMARY

## WASTEWATER FUND

### OPERATIONS/CAPITAL SUMMARY

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b><u>Amount Available for Allocation</u></b>				
Estimated Revenues:				
Residential Service Charge	\$ 12,770,983	12,681,700	13,287,000	13,552,800
Industrial Service Charge	1,165,203	796,600	1,212,300	1,236,600
Commercial Service Charge	3,489,460	3,385,550	3,630,500	3,703,200
Residential Connection Fees	307,199	300,000	300,000	300,000
Commercial Connection Fees	264,734	300,000	300,000	300,000
Inspection Fees	32,968	26,800	34,400	35,200
Plan Checking/Filing Fee	1,625	5,000	2,800	2,900
Interest Income	229,271	440,000	816,500	816,500
Miscellaneous Revenue	2,443,554	3,075,300	2,253,100	2,287,100
Total Estimated Revenues	<u>20,704,998</u>	<u>21,010,950</u>	<u>21,836,600</u>	<u>22,234,300</u>
Reserve Account	-	12,468,236	7,506,600	1,856,388
Total Amount Available for Allocation	<u>\$ 20,704,998</u>	<u>33,479,186</u>	<u>29,343,200</u>	<u>24,090,688</u>
<b><u>Estimated Requirements</u></b>				
Operating Expenses:				
Salaries	\$ 4,445,076	4,820,136	5,029,594	5,156,151
Fringe Benefits	1,959,768	2,487,433	2,737,596	2,902,027
Supplies and Equipment	1,494,227	2,250,608	1,935,050	1,933,250
Repairs and Maintenance	34,365	53,425	50,650	50,650
Professional/Contractual Services	3,674,515	4,969,574	4,704,000	4,820,000
Utilities	1,064,551	1,300,493	1,103,500	1,103,500
Insurance and Claims	167,156	200,000	200,000	200,000
Equipment/Building Rental	29,498	30,480	40,610	40,610
Training and Memberships	75,419	109,800	97,300	97,300
Asset Replacement Funding	389,006	412,900	401,800	444,700
Charge Backs	(21,576)	(21,576)	(22,200)	(22,800)
Capital Outlay	197,189	857,239	357,957	179,832
Use of Asset Replacement	(128,437)	(50,000)	(357,957)	(179,832)
Total Operating Expenses	<u>13,380,757</u>	<u>17,420,512</u>	<u>16,277,900</u>	<u>16,725,388</u>
Capital Improvements	1,261,755	8,990,844	8,400,000	1,700,000
Maintenance Improvements	102,952	3,486,130	2,630,000	3,630,000
Debt Service	3,580,275	3,581,700	2,035,300	2,035,300
Reserve Account	2,379,259	-	-	-
Total Estimated Requirements	<u>\$ 20,704,998</u>	<u>33,479,186</u>	<u>29,343,200</u>	<u>24,090,688</u>

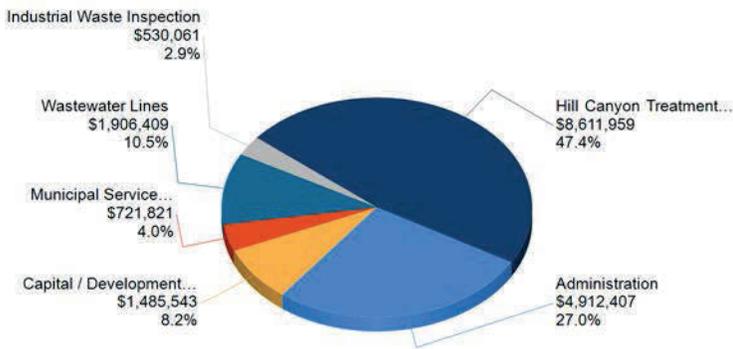
# PUBLIC WORKS

## WASTEWATER FUND

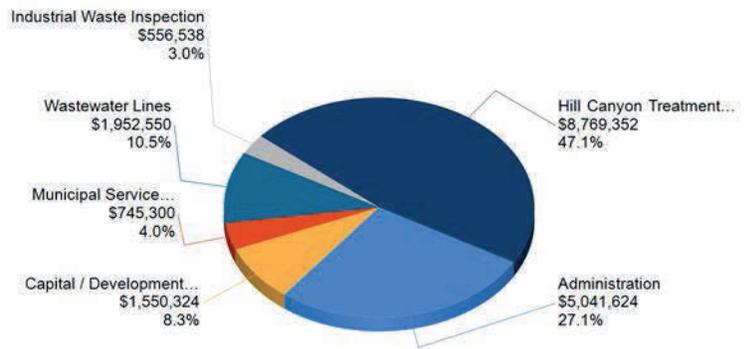
### PROGRAMS SUMMARY

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b>Program Allocation Summary</b>				
Administration	\$ 5,995,845	6,459,404	4,912,407	5,041,624
Capital / Development Engineering Services	1,267,419	1,396,011	1,485,543	1,550,324
Municipal Service Center	465,102	427,930	721,821	745,300
Wastewater Lines	1,655,966	2,021,418	1,906,409	1,952,550
Industrial Waste Inspection	384,183	312,322	530,061	556,538
Hill Canyon Treatment Plant	6,973,780	9,462,727	8,611,959	8,769,352
<b>Total</b>	<b>\$ 16,742,295</b>	<b>20,079,812</b>	<b>18,168,200</b>	<b>18,615,688</b>

**Adopted Budget FY 2019-2020**



**Adopted Budget FY 2020-2021**



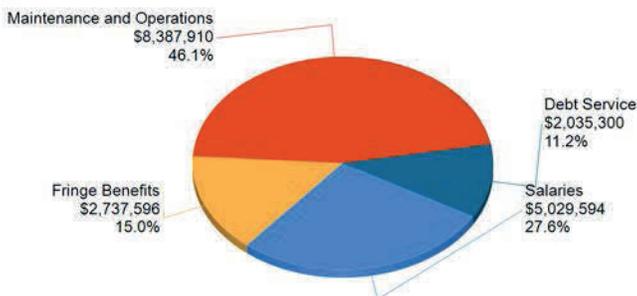
# PUBLIC WORKS

## WASTEWATER FUND

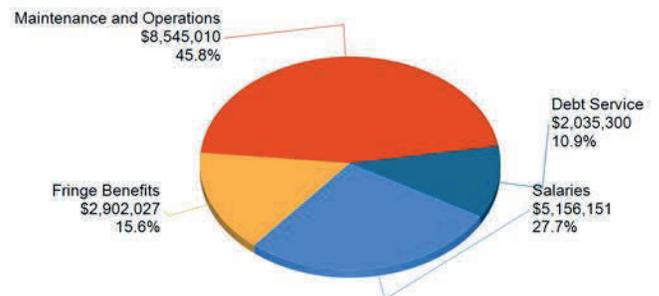
### ALLOCATION SUMMARY

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b><u>Program Allocations</u></b>				
Salaries	\$ 4,445,076	4,820,136	5,029,594	5,156,151
Fringe Benefits	1,959,768	2,487,433	2,737,596	2,902,027
Maintenance and Operations:				
Supplies and Equipment	1,476,494	2,250,608	1,935,050	1,933,250
Repairs and Maintenance	34,365	53,425	50,650	50,650
Professional/Contractual Services	3,674,240	4,952,274	4,704,000	4,820,000
Utilities	1,064,551	1,300,493	1,103,500	1,103,500
Insurance and Claims	167,156	200,000	200,000	200,000
Equipment/Building Rental	29,498	30,480	40,610	40,610
Training and Memberships	75,419	109,800	97,300	97,300
Asset Replacement Funding	257,029	307,800	256,800	299,700
Total Maintenance and Operations	6,778,752	9,204,880	8,387,910	8,545,010
Charge Backs	(21,576)	(21,576)	(22,200)	(22,800)
Capital Outlay:				
Capital Outlay	100,033	57,239	357,957	179,832
Use of Asset Replacement	(100,033)	(50,000)	(357,957)	(179,832)
Total Capital Outlay	-	7,239	-	-
Debt Service	3,580,275	3,581,700	2,035,300	2,035,300
<b>Total Program Allocations</b>	<b>\$ 16,742,295</b>	<b>20,079,812</b>	<b>18,168,200</b>	<b>18,615,688</b>

**Adopted Budget FY 2019-2020**



**Adopted Budget FY 2020-2021**



# PUBLIC WORKS

## WASTEWATER FUND

### ADMINISTRATION

#### Program Description

Administration provides overall management of Public Works Department and administrative assistance to the Director, Deputy Director and Department staff, including preparation of City Council staff reports, processing of contracts, agreements, and task orders, maintenance of files, grant management, energy efficiency and sustainability, budget preparation and monitoring, user fees, financial plans, and related fiscal functions.

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b><u>Program Allocations</u></b>				
Salaries	\$ 202,433	215,809	237,547	243,678
Fringe Benefits	(175,178)	103,369	126,650	134,236
Maintenance and Operations:				
Supplies and Equipment	8,702	20,950	8,750	8,250
Repairs and Maintenance	-	350	-	-
Professional/Contractual Services	2,204,453	2,325,026	2,295,100	2,411,100
Utilities	107	400	300	300
Insurance and Claims	167,156	200,000	200,000	200,000
Equipment/Building Rental	2,200	2,200	1,960	1,960
Training and Memberships	5,697	9,600	6,800	6,800
Total Maintenance and Operations	2,388,315	2,558,526	2,512,910	2,628,410
Debt Service	3,580,275	3,581,700	2,035,300	2,035,300
Total Program Allocations	\$ 5,995,845	6,459,404	4,912,407	5,041,624

TOTAL ALLOCATIONND POSITIONS: FY 2019-20 - 2.20; FY 2020-21 - 2.20

FUNDING SOURCE: This program is funded 100% by the Wastewater Fund.

# PUBLIC WORKS

## WASTEWATER FUND

### ADMINISTRATION

### GOALS AND OBJECTIVES

#### **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**

- Provided administrative support for Wastewater City Council agenda items (ongoing).
- Reviewed wastewater connection rates and fees annually (ongoing).
- Managed State and Federal Grants (ongoing).

#### **Objective(s)**

- Provide administrative support for Wastewater City Council agenda items. **(A - Municipal Government Leadership)**
- Review wastewater connection rates and fees annually. **(B - Fiscally and Managerially Responsible)**
- Manage State and Federal Grants. **(B - Fiscally and Managerially Responsible)**

#### **Performance Measure(s)**

This Division does not have any "External" Performance Measures.

# PUBLIC WORKS

## WASTEWATER FUND

### CAPITAL / DEVELOPMENT ENGINEERING SERVICES

#### Program Description

This program ensures compliance with City, State, and Federal regulations, proper planning, engineering, and construction of public improvement projects.

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b><u>Program Allocations</u></b>				
Salaries	\$ 830,194	892,692	963,095	985,776
Fringe Benefits	417,961	455,288	496,848	527,048
Maintenance and Operations:				
Supplies and Equipment	4,112	8,025	5,200	5,200
Repairs and Maintenance	72	250	150	150
Professional/Contractual Services	8,344	20,706	13,000	13,000
Utilities	1,119	200	1,000	1,000
Training and Memberships	5,617	6,950	6,250	6,250
Asset Replacement Funding	-	11,900	-	11,900
Total Maintenance and Operations	19,264	48,031	25,600	37,500
Capital Outlay:				
Capital Outlay	-	-	66,720	-
Use of Asset Replacement	-	-	(66,720)	-
Total Capital Outlay	-	-	-	-
Total Program Allocations	\$ 1,267,419	1,396,011	1,485,543	1,550,324

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 8.70; FY 2020-21 - 8.70

FUNDING SOURCE: This program is funded 100% by the Wastewater Fund.

# PUBLIC WORKS

## WASTEWATER FUND

### CAPITAL / DEVELOPMENT ENGINEERING SERVICES

### GOALS AND OBJECTIVES

#### **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 maintain and enhance existing wastewater system infrastructure assets.
- Continue safe and efficient operation of City wastewater system through planning and engineering.
- Ensure development projects are designed and constructed in compliance with City, State, and Federal codes and standards.

#### **Prior Budget Accomplishments**

- Administered wastewater system CIP (ongoing).
- Conditioned, plan-checked, and inspected development projects to meet applicable wastewater system codes and standards (ongoing).

#### **Objective(s)**

- Administer wastewater system CIP. **(E - Essential Infrastructure)**
- Condition, plan-check, and inspect development projects to meet applicable wastewater system codes and standards. **(E - Essential Infrastructure)**
- Update Wastewater Geographical Information System atlas every six months. **(E - Essential Infrastructure)**

#### **Performance Measure(s)**

This Division does not have any "External" Performance Measures.

# 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.

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b>Program Allocations</b>				
Salaries	\$ 247,722	205,803	365,757	376,241
Fringe Benefits	144,298	112,173	233,764	247,359
Maintenance and Operations:				
Supplies and Equipment	12,879	23,175	26,300	26,300
Repairs and Maintenance	19,066	36,825	29,500	29,500
Professional/Contractual Services	36,173	32,500	46,150	46,150
Utilities	19,694	29,200	31,900	31,900
Equipment/Building Rental	2,063	2,680	2,800	2,800
Training and Memberships	1,059	3,450	4,050	4,050
Asset Replacement Funding	3,724	3,700	3,800	3,800
Total Maintenance and Operations	94,658	131,530	144,500	144,500
Charge Backs	(21,576)	(21,576)	(22,200)	(22,800)
Total Program Allocations	\$ 465,102	427,930	721,821	745,300

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 4.00; FY 2020-21 - 4.00

FUNDING SOURCE: This program is funded 100% by the Wastewater Fund.

# PUBLIC WORKS

## WASTEWATER FUND

### MUNICIPAL SERVICE CENTER

### GOALS AND OBJECTIVES

#### **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**

- Kept accurate records of maintenance activities to City's wastewater infrastructure (ongoing).
- Provided exceptional customer service responding to resident concerns (ongoing).
- Responded to and closed Customer Response Management System (CRMS) cases within one week (ongoing).
- Documented work activities using Computerized Maintenance Management System (CMMS) (ongoing).

#### **Additional Accomplishments**

- Responded to and closed out over 1,600 work orders (ongoing).

#### **Objective(s)**

- Keep accurate records of maintenance activities to City's wastewater infrastructure. **(E - Essential Infrastructure)**
- Provide exceptional customer service responding to resident concerns. **(A - Municipal Government Leadership)**

#### **Performance Measure(s)**

This Division does not have any "External" Performance Measures.

# PUBLIC WORKS

## WASTEWATER FUND

### WASTEWATER LINES

#### Program Description

This program is responsible for maintaining 550 miles of wastewater lines and sewer maintenance holes within the City's wastewater collection system.

	<u>Prior Year Actual 2017-2018</u>	<u>Revised Budget 2018-2019</u>	<u>Adopted Budget 2019-2020</u>	<u>Adopted Budget 2020-2021</u>
<b><u>Program Allocations</u></b>				
Salaries	\$ 668,070	817,319	697,152	714,538
Fringe Benefits	372,242	468,049	442,457	466,312
Maintenance and Operations:				
Supplies and Equipment	273,814	239,400	270,400	269,500
Repairs and Maintenance	87	1,000	1,000	1,000
Professional/Contractual Services	148,737	283,750	285,500	285,500
Utilities	49,200	63,500	61,500	61,500
Equipment/Building Rental	413	2,500	2,000	2,000
Training and Memberships	5,415	7,900	8,400	8,400
Asset Replacement Funding	137,988	138,000	138,000	143,800
Total Maintenance and Operations	<u>615,654</u>	<u>736,050</u>	<u>766,800</u>	<u>771,700</u>
Capital Outlay:				
Capital Outlay	-	-	46,246	-
Use of Asset Replacement	-	-	(46,246)	-
Total Capital Outlay	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Program Allocations	<u>\$ 1,655,966</u>	<u>2,021,418</u>	<u>1,906,409</u>	<u>1,952,550</u>

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 8.75; FY 2020-21 - 8.75

FUNDING SOURCE: This program is funded 100% by the Wastewater Fund.

# PUBLIC WORKS

## WASTEWATER FUND

### WASTEWATER LINES

### GOALS AND OBJECTIVES

#### 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.
- Televis 30 miles of the City's wastewater collection system annually.
- Incorporate technology in inspection of wastewater pipelines to ensure integrity of the collection system.

#### Prior Budget Accomplishments

- Rehabilitated 100 sewer maintenance holes and 20,000 feet of pipelines (ongoing).
- Continued wastewater pipeline cleaning schedule (ongoing).
- Started rehabilitation on W/F structure (ongoing).
- Completed Lawrence Drive Lift Station Improvements (April 2018).

#### Additional Accomplishments

- Cleaned 540 miles of the City's wastewater collection system (ongoing).
- Televised 71 miles of the City's wastewater collection system (ongoing).
- Continued use of Global Positioning System to record inspected maintenance holes (ongoing).

#### Objective(s)

- Rehabilitate 100 sewer maintenance holes and 20,000 feet of pipelines. **(E - Essential Infrastructure)**
- Continue wastewater pipeline cleaning schedule. **(E - Essential Infrastructure)**
- Complete Unit Y and Unit W capital projects. **(E - Essential Infrastructure)**

#### Performance Measure(s)

Measure	FY 2016	FY 2017	FY 2018	
	Actual	Actual	Actual	Target
Number of wastewater pipeline miles cleaned	0.00%	0.00%	28200.00 %	27200.00 %
<b>Significance:</b> Reduce long term costs by maintaining infrastructure				
<b>Council Goal/Outcome:</b> Essential Infrastructure				
Percent of Hill Canyon Treatment Plant (HCTP) electricity generated onsite	0.00%	75.60%	30.00%	100.00%
<b>Significance:</b> Ensure renewable energy sustainability				
<b>Council Goal/Outcome:</b> Fiscally and Managerially Responsible				
Percent of unaccounted water	4.22%	3.35%	3.32%	5.00%
<b>Significance:</b> Ensure efficiency of City water system				
<b>Council Goal/Outcome:</b> Fiscally and Managerially Responsible				
Percentage of wastewater pipelines cleaned annually	0.00%	70.60%	0.00%	60.00%
<b>Significance:</b> Reduce long term costs by maintaining infrastructure				
<b>Council Goal/Outcome:</b> Fiscally and Managerially Responsible				

# 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 2017-2018</u>	<u>Revised Budget 2018-2019</u>	<u>Adopted Budget 2019-2020</u>	<u>Adopted Budget 2020-2021</u>
<b><u>Program Allocations</u></b>				
Salaries	\$ 220,449	165,510	288,394	295,261
Fringe Benefits	115,710	83,597	155,967	165,977
Maintenance and Operations:				
Supplies and Equipment	18,924	22,000	34,400	34,000
Repairs and Maintenance	8,259	-	-	-
Professional/Contractual Services	16,411	30,315	43,000	43,000
Utilities	599	1,500	1,000	1,000
Training and Memberships	820	9,400	7,300	7,300
Asset Replacement Funding	3,011	-	-	10,000
Total Maintenance and Operations	48,024	63,215	85,700	95,300
Capital Outlay:				
Capital Outlay	-	-	56,000	58,000
Use of Asset Replacement	-	-	(56,000)	(58,000)
Total Capital Outlay	-	-	-	-
Total Program Allocations	\$ 384,183	312,322	530,061	556,538

TOTAL ALLOCATIONND POSITIONS: FY 2019-20 - 2.45; FY 2020-21 - 2.45

FUNDING SOURCE: This program is funded 100% by the Wastewater Fund.

# PUBLIC WORKS

## WASTEWATER FUND

### INDUSTRIAL WASTE INSPECTION

### GOALS AND OBJECTIVES

**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 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 biennially (ongoing).
- Maintained regulatory permit system for industrial dischargers (ongoing).
- Inspected commercial facilities with pre-treatment devices to ensure maintenance and compliance (ongoing).

**Additional Accomplishments**

- Combined industrial waste and stormwater quality inspections at commercial facilities (ongoing).
- Inspected non-permitted industrial facilities to ensure permitting status has not changed (ongoing).

**Objective(s)**

- Ensure industrial dischargers continued compliance with applicable limits and regulations through a program of permitting and monitoring.  
(E - Essential Infrastructure)

**Performance Measure(s)**

This Division does not have any "External" Performance Measures.

# 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 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b>Program Allocations</b>				
Salaries	\$ 2,276,208	2,523,003	2,477,649	2,540,657
Fringe Benefits	1,084,735	1,264,957	1,281,910	1,361,095
Maintenance and Operations:				
Supplies and Equipment	1,158,063	1,937,058	1,590,000	1,590,000
Repairs and Maintenance	6,881	15,000	20,000	20,000
Professional/Contractual Services	1,260,122	2,259,977	2,021,250	2,021,250
Utilities	993,832	1,205,693	1,007,800	1,007,800
Equipment/Building Rental	24,822	23,100	33,850	33,850
Training and Memberships	56,811	72,500	64,500	64,500
Asset Replacement Funding	112,306	154,200	115,000	130,200
Total Maintenance and Operations	3,612,837	5,667,528	4,852,400	4,867,600
Capital Outlay:				
Capital Outlay	100,033	57,239	188,991	121,832
Use of Asset Replacement	(100,033)	(50,000)	(188,991)	(121,832)
Total Capital Outlay	-	7,239	-	-
Total Program Allocations	\$ 6,973,780	9,462,727	8,611,959	8,769,352

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 22.85; FY 2020-21 - 22.85

FUNDING SOURCE: This program is funded 100% by the Wastewater Fund.

# PUBLIC WORKS

## WASTEWATER FUND

### HILL CANYON TREATMENT PLANT

### GOALS AND OBJECTIVES

#### **Mission**

To protect public and environmental health through safe and efficient treatment of the City's wastewater while maximizing use of renewable resources.

#### **Goal(s)**

- 100% regulatory compliance.
- Beneficially reuse biosolids and treated effluent.
- Maintain energy self-sufficiency and reduce energy demand where feasible.
- Implement use of latest technology to improve treatment, efficiency, and environmental sustainability.

#### **Prior Budget Accomplishments**

- Achieved 100% regulatory compliance (ongoing).
- Maximized and sustained renewable energy produced onsite (ongoing).
- Kept wastewater operating costs low while maintaining and improving quality of service (ongoing).
- Biosolids were beneficially reused through recycling site; treated effluent reused by neighboring water district (ongoing).

#### **Additional Accomplishments**

- Continued onsite renewable energy initiatives.
- Updated plant SCADA, biosolids de-watering equipment, motor control centers, variable frequency drives, and other miscellaneous technology improvements (ongoing).
- Completed multiple infrastructure improvements to provide efficient service (ongoing).
- Brought in a combined revenue of \$886,995 from trucked in waste, recycled water, and agricultural land lease (ongoing).

#### **Objective(s)**

- Achieve 100% regulatory compliance. **(B - Fiscally and Managerially Responsible)**
- Maximize and sustain renewable energy produced onsite. **(B - Fiscally and Managerially Responsible)**
- Keep wastewater operating costs low while maintaining and improving quality of service. **(B - Fiscally and Managerially Responsible)**

#### **Performance Measure(s)**

This Division does not have any "External" Performance Measures.

# PUBLIC WORKS

## WASTEWATER CAPITAL PROGRAM FUNDS

### EXPENSE SUMMARY

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b><u>Program Allocations</u></b>				
Maintenance and Operations:				
Supplies and Equipment	\$ 17,733	-	-	-
Professional/Contractual Services	275	17,300	-	-
Asset Replacement Funding	131,977	105,100	145,000	145,000
Total Maintenance and Operations	<u>149,985</u>	<u>122,400</u>	<u>145,000</u>	<u>145,000</u>
Capital Outlay:				
Capital Outlay	97,156	800,000	-	-
Use of Asset Replacement	(28,404)	-	-	-
Total Capital Outlay	<u>68,752</u>	<u>800,000</u>	<u>-</u>	<u>-</u>
Capital Improvements	1,261,755	8,990,844	8,400,000	1,700,000
Maintenance Improvements	102,952	3,486,130	2,630,000	3,630,000
Total Program Allocations	<u>\$ 1,583,444</u>	<u>13,399,374</u>	<u>11,175,000</u>	<u>5,475,000</u>

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 0.00; FY 2020-21 - 0.00

FUNDING SOURCE: This program is funded 100% by the Wastewater Fund.



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# SOLID WASTE FUND

# BUDGET SUMMARY

## SOLID WASTE FUND

### OPERATIONS SUMMARY

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b><u>Amount Available for Allocation</u></b>				
Estimated Revenues:				
Landfill Facility Fee	\$ 313,615	296,400	327,700	334,300
Residential Recycling	260,654	258,300	271,200	276,700
Commercial Recycling	627,122	603,400	652,500	665,600
Temporary Drop Box & Bin	143,115	155,000	148,900	151,900
Interest Income	13,079	25,000	60,000	60,000
Grants - Recycling and Hazardous Waste	57,169	74,425	97,000	97,000
Miscellaneous	137,976	135,150	134,750	134,750
Total Estimated Revenues	<u>1,552,730</u>	<u>1,547,675</u>	<u>1,692,050</u>	<u>1,720,250</u>
Reserve Account	-	832,690	-	-
Total Amount Available for Allocation	<u>\$ 1,552,730</u>	<u>2,380,365</u>	<u>1,692,050</u>	<u>1,720,250</u>
<b><u>Estimated Requirements</u></b>				
Operating Expenses:				
Salaries	\$ 333,600	446,680	382,723	391,654
Fringe Benefits	143,394	216,210	201,505	213,930
Supplies and Equipment	95,141	163,182	126,500	126,500
Repairs and Maintenance	4,656	1,700	1,500	1,500
Professional/Contractual Services	556,170	1,228,381	820,100	833,600
Utilities	28,776	69,240	50,750	50,750
Insurance and Claims	5,634	2,600	2,600	2,600
Equipment/Building Rental	1,241	7,940	7,570	7,570
Training and Memberships	10,996	26,358	22,950	17,950
Asset Replacement Funding	1,380	21,000	1,380	1,380
Capital Outlay	-	14,180	-	-
Total Operating Expenses	<u>1,180,988</u>	<u>2,197,471</u>	<u>1,617,578</u>	<u>1,647,434</u>
Capital Improvements	-	47,894	45,000	-
Maintenance Improvements	-	135,000	-	-
Reserve Account	371,742	-	29,472	72,816
Total Estimated Requirements	<u>\$ 1,552,730</u>	<u>2,380,365</u>	<u>1,692,050</u>	<u>1,720,250</u>

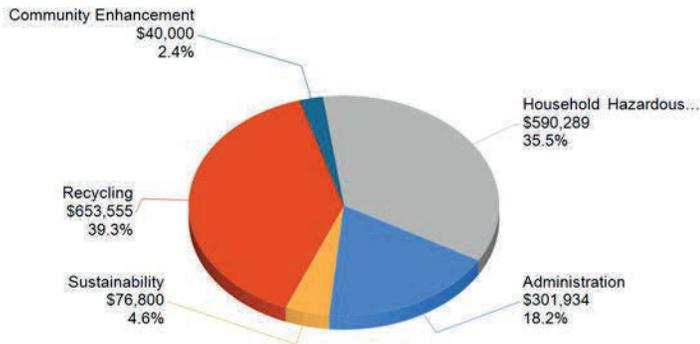
# PUBLIC WORKS

## SOLID WASTE FUND

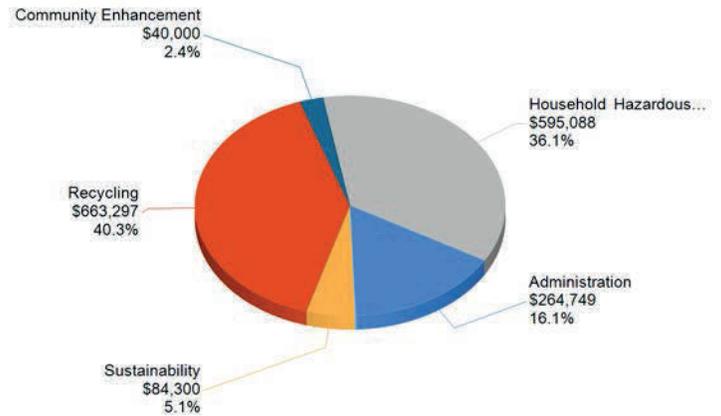
### PROGRAMS SUMMARY

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b>Program Allocation Summary</b>				
Administration	\$ 230,263	320,345	301,934	264,749
Sustainability	2,699	114,841	76,800	84,300
Recycling	477,207	1,254,750	653,555	663,297
Community Enhancement	36,800	33,426	40,000	40,000
Household Hazardous Waste	434,019	657,003	590,289	595,088
<b>Total</b>	<b>\$ 1,180,988</b>	<b>2,380,365</b>	<b>1,662,578</b>	<b>1,647,434</b>

**Adopted Budget FY 2019-2020**



**Adopted Budget FY 2020-2021**



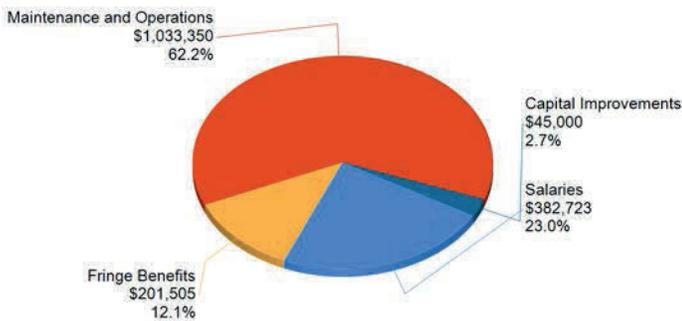
# PUBLIC WORKS

## SOLID WASTE FUND

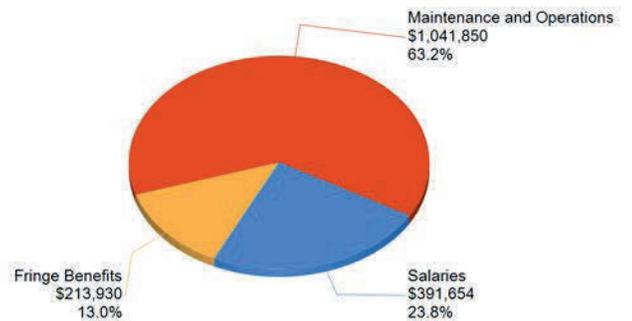
### ALLOCATION SUMMARY

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b><u>Program Allocations</u></b>				
Salaries	\$ 333,600	446,680	382,723	391,654
Fringe Benefits	143,394	216,210	201,505	213,930
Maintenance and Operations:				
Supplies and Equipment	95,141	163,182	126,500	126,500
Repairs and Maintenance	4,656	1,700	1,500	1,500
Professional/Contractual Services	556,170	1,228,381	820,100	833,600
Utilities	28,776	69,240	50,750	50,750
Insurance and Claims	5,634	2,600	2,600	2,600
Equipment/Building Rental	1,241	7,940	7,570	7,570
Training and Memberships	10,996	26,358	22,950	17,950
Asset Replacement Funding	1,380	21,000	1,380	1,380
Total Maintenance and Operations	703,994	1,520,401	1,033,350	1,041,850
Capital Outlay:				
Capital Outlay	-	14,180	-	-
Total Capital Outlay	-	14,180	-	-
Capital Improvements	-	47,894	45,000	-
Maintenance Improvements	-	135,000	-	-
<b>Total Program Allocations</b>	<b>\$ 1,180,988</b>	<b>2,380,365</b>	<b>1,662,578</b>	<b>1,647,434</b>

**Adopted Budget FY 2019-2020**



**Adopted Budget FY 2020-2021**



# PUBLIC WORKS

## SOLID WASTE FUND

### ADMINISTRATION

#### Program Description

Provides for the overall management of Public Works Department, customer service and administrative assistance to the Director, Deputy Directors and staff.

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b>Program Allocations</b>				
Salaries	\$ 24,903	26,895	30,248	31,100
Fringe Benefits	(6,080)	12,977	17,666	18,629
Maintenance and Operations:				
Supplies and Equipment	1,029	5,600	2,200	2,200
Repairs and Maintenance	-	200	-	-
Professional/Contractual Services	203,571	222,339	204,000	210,000
Utilities	-	300	300	300
Insurance and Claims	5,328	-	-	-
Equipment/Building Rental	440	440	570	570
Training and Memberships	1,072	3,700	1,950	1,950
Total Maintenance and Operations	211,440	232,579	209,020	215,020
Capital Improvements	-	47,894	45,000	-
<b>Total Program Allocations</b>	<b>\$ 230,263</b>	<b>320,345</b>	<b>301,934</b>	<b>264,749</b>

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 0.30; FY 2020-21 - 0.30

FUNDING SOURCE: This program is funded 100% by the Solid Waste Fund.

# PUBLIC WORKS

## SOLID WASTE FUND

### ADMINISTRATION

### GOALS AND OBJECTIVES

#### Mission

To provide the community with efficient and environmentally-responsible collection, recycling, and disposal services and programs that enhance City neighborhoods.

#### Goal(s)

- Increase recycling and organics diversion; increase utilization of Household Hazardous Waste (HHW) facility.
- Integrate technology to reduce costs and improve efficiency, access, and recordkeeping.
- Expand the Green Business Certification program to encourage businesses to adopt sustainability policies and practices.
- Improve outreach and education in support of waste reduction and sustainable practices; provide resources for community members to participate in environmentally-responsible waste diversion.

#### Prior Budget Accomplishments

- Increased food waste diversion through commercial organics collection and alternative food collection programs (ongoing).
- Employed technology for Household Hazardous Waste (HHW) registration and waste diversion reporting; increased diversion through Materials Reuse program.
- Community Enhancement Grants - 22 grants totaling \$84,426 (ongoing).
- Green Business Certifications - 5 new certifications (ongoing).

#### Additional Accomplishments

- Email subscribers to Go Green newsletter - 10,890 (ongoing).
- HHW participation - 9,376 loads processed (ongoing).
- Implemented Green Halo C&D waste tracking system (ongoing).

#### Objective(s)

- Increase food waste diversion through commercial organics collection and alternative food collection programs. **(E - Essential Infrastructure)**
- Employ technology for HHW registration and waste diversion reporting; increase diversion through Materials Reuse program. **(E - Essential Infrastructure)**
- Increase number of certified Green Businesses. **(A - Municipal Government Leadership)**
- Negotiate solid waste contracts **(B - Fiscally and Managerially Responsible)**

#### Performance Measure(s)

This Division does not have any "External" Performance Measures.

# PUBLIC WORKS

## SOLID WASTE FUND

### SUSTAINABILITY

#### Program Description

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b><u>Program Allocations</u></b>				
Salaries	\$ -	7,600	100	100
Maintenance and Operations:				
Supplies and Equipment	712	33,592	18,800	18,800
Professional/Contractual Services	-	56,581	54,900	62,400
Insurance and Claims	-	600	600	600
Training and Memberships	1,987	2,288	2,400	2,400
Total Maintenance and Operations	<u>2,699</u>	<u>93,061</u>	<u>76,700</u>	<u>84,200</u>
Capital Outlay:				
Capital Outlay	-	14,180	-	-
Total Capital Outlay	<u>-</u>	<u>14,180</u>	<u>-</u>	<u>-</u>
Total Program Allocations	<u>\$ 2,699</u>	<u>114,841</u>	<u>76,800</u>	<u>84,300</u>

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 0.00; FY 2020-21 - 0.00

FUNDING SOURCE: This program is funded 100% by the Solid Waste Fund.

# PUBLIC WORKS

## SOLID WASTE FUND

### SUSTAINABILITY

## GOALS AND OBJECTIVES

#### Mission

To reduce resource (energy, waste, water) use in municipal operations through analysis, planning, and implementation of sustainability strategies. To develop and implement community climate action and resilience plans for communitywide environmental, economic, and social benefit.

#### Goal(s)

- Assess, analyze, and reduce resource use, such as water and energy, in local government operations.
- Implement Sustainability Plan for municipal operations.
- Develop local government and communitywide greenhouse gas emissions inventories and develop a plan for reducing emissions.
- In collaboration with the community, develop a Citywide climate action and adaptation (resilience) plan.

#### Prior Budget Accomplishments

- Analyzed, provided expertise as needed, and supported roll-out for Community Choice Energy program (ongoing).
- Established database and updating methodology for energy use data, and integrated energy information from existing energy management systems at City facilities.
- Prepared municipal Sustainability Plan, presented to City Council for adoption (ongoing).

#### Additional Accomplishments

- Set up energy use monitoring system and dashboard (April 2019).

#### Objective(s)

- Analyze and provide expertise as needed for Community Choice Energy program. **(A - Municipal Government Leadership)**
- Utilize database and updating methodology for energy use data, and integrate energy information from existing energy management systems at City facilities. **(E - Essential Infrastructure)**
- Develop community climate action and adaptation plan that includes support for local residents and businesses. **(A - Municipal Government Leadership)**

#### Performance Measure(s)

This Division does not have any "External" Performance Measures.

# PUBLIC WORKS

## SOLID WASTE FUND

### RECYCLING

#### Program Description

Responsible for waste reduction activities throughout the City, managing contracts with exclusive and non-exclusive haulers and the Simi Valley Landfill, and developing medium and long-range plans to meet State and local mandates.

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b><u>Program Allocations</u></b>				
Salaries	\$ 234,507	324,357	262,119	268,241
Fringe Benefits	111,736	161,183	140,436	149,056
Maintenance and Operations:				
Supplies and Equipment	75,654	100,440	74,000	74,000
Professional/Contractual Services	33,769	462,400	120,400	120,400
Utilities	15,770	51,600	36,600	36,600
Insurance and Claims	306	2,000	2,000	2,000
Equipment/Building Rental	801	5,500	5,000	5,000
Training and Memberships	4,664	12,270	13,000	8,000
Total Maintenance and Operations	130,964	634,210	251,000	246,000
Maintenance Improvements	-	135,000	-	-
Total Program Allocations	\$ 477,207	1,254,750	653,555	663,297

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 2.40; FY 2020-21 - 2.40

FUNDING SOURCE: This program is funded 100% by the Solid Waste Fund.

# PUBLIC WORKS

## SOLID WASTE FUND

### RECYCLING

### GOALS AND OBJECTIVES

#### **Mission**

To provide for efficient collection, recycling and diversion of solid waste through environmentally beneficial programs.

#### **Goal(s)**

- Increase recycling through commercial recycling and organics diversion.
- Integrate Community Based Social Marketing (CBSM) Best Practices into outreach materials.
- Maximize current technology to improve residents' access to information and reduce costs.

#### **Prior Budget Accomplishments**

- Promoted Certified Green Businesses to public (ongoing).
- Implemented mandated commercial organics diversion program (ongoing).
- Increased commercial recycling participation rates (ongoing).
- Updated website to increase user usefulness and provide searchable list of locations or programs to recycle or dispose of materials; updated web content and utilized on-line survey, direct mailings and in-person outreach to increase AB341 (mandatory commercial recycling law) compliance to 92% (ongoing).

#### **Additional Accomplishments**

- Staff/Hauler conducted 90 business waste evaluations (ongoing).
- Increased email subscribers to 10,890 for City environmental news and updates (ongoing).
- Added additional sectors to the Green Business Certification Program (ongoing).
- Developed multi-family recycling brochure and conducted education events at multi-family complexes (ongoing).

#### **Objective(s)**

- Expand Green Business Certification program to additional sectors and promote Certified Green Businesses to public. **(E - Essential Infrastructure)**
- Implement mandated commercial organics diversion program **(E - Essential Infrastructure)**
- Increase commercial recycling participation rates. **(E - Essential Infrastructure)**
- Update website to increase user usefulness and provide searchable list of locations or programs to recycle or dispose of materials. **(B - Fiscally and Managerially Responsible)**

#### **Performance Measure(s)**

This Division does not have any "External" Performance Measures.

# PUBLIC WORKS

## SOLID WASTE FUND

### COMMUNITY ENHANCEMENT

#### Program Description

Provides for the funding of three community beautification programs: the Neighborhood Clean-Up Program, the Adopt-a-Highway Program and the Community Enhancement Program.

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b><u>Program Allocations</u></b>				
Maintenance and Operations:				
Professional/Contractual Services	\$ 36,800	33,426	40,000	40,000
Total Maintenance and Operations	36,800	33,426	40,000	40,000
Total Program Allocations	\$ 36,800	33,426	40,000	40,000

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 0.00; FY 2020-21 - 0.00

FUNDING SOURCE: This program is funded 100% by the Solid Waste Fund.

# PUBLIC WORKS

## SOLID WASTE FUND

### COMMUNITY ENHANCEMENT

### GOALS AND OBJECTIVES

#### **Mission**

To encourage and coordinate programs to enhance City neighborhoods and conserve natural resources.

#### **Goal(s)**

- Manage 101/23 Freeway interchange and on/off ramp Adopt-A-Highway trash removal contract services in a cost-effective manner.
- Provide Community Enhancement Grants to local non-profit groups who complete cost-effective environmental projects.

#### **Prior Budget Accomplishments**

- Continued to provide monthly trash pickup of the 101/23 Freeway interchange and freeway on/off ramps (ongoing).

#### **Additional Accomplishments**

- Extended contract for 101/23 Freeway interchange and on/ramp cleaning to include additional ramp cleaning (ongoing).
- Coordinated with Community Enhancement Grant recipients ensuring that grant projects provided an environmental and community benefit (ongoing).
- Supported consolidation of City grants (including Community Enhancement Grants) into coordinated program (ongoing).

#### **Objective(s)**

- Continue Community Enhancement Grant Program. **(B - Fiscally and Managerially Responsible)**
- Continue to provide monthly trash pickup of the 101/23 Freeway interchange and freeway on/off ramps. **(B - Fiscally and Managerially Responsible)**

#### **Performance Measure(s)**

This Division does not have any "External" Performance Measures.

# PUBLIC WORKS

## SOLID WASTE FUND

### HOUSEHOLD HAZARDOUS WASTE

#### Program Description

Responsible for providing cost-effective and safe disposal of residential and small business hazardous waste at the City's Household Hazardous Waste Facility.

	<u>Prior Year Actual 2017-2018</u>	<u>Revised Budget 2018-2019</u>	<u>Adopted Budget 2019-2020</u>	<u>Adopted Budget 2020-2021</u>
<b><u>Program Allocations</u></b>				
Salaries	\$ 74,190	87,828	90,256	92,213
Fringe Benefits	37,738	42,050	43,403	46,245
Maintenance and Operations:				
Supplies and Equipment	17,746	23,550	31,500	31,500
Repairs and Maintenance	4,656	1,500	1,500	1,500
Professional/Contractual Services	282,030	453,635	400,800	400,800
Utilities	13,006	17,340	13,850	13,850
Equipment/Building Rental	-	2,000	2,000	2,000
Training and Memberships	3,273	8,100	5,600	5,600
Asset Replacement Funding	1,380	21,000	1,380	1,380
Total Maintenance and Operations	<u>322,091</u>	<u>527,125</u>	<u>456,630</u>	<u>456,630</u>
Total Program Allocations	<u>\$ 434,019</u>	<u>657,003</u>	<u>590,289</u>	<u>595,088</u>

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 0.90; FY 2020-21 - 0.90

FUNDING SOURCE: This program is funded 100% by the Solid Waste Fund.

# PUBLIC WORKS

## SOLID WASTE FUND

### HOUSEHOLD HAZARDOUS WASTE

### GOALS AND OBJECTIVES

#### **Mission**

Provide city residents and small businesses with convenient and environmentally responsible methods to safely dispose of their Household Hazardous Waste (HHW).

#### **Goal(s)**

- Develop public-private partnerships to provide additional collection sites for less toxic materials and reduce costs.
- Integrate Community Based Social Marketing (CBSM) Best Practices into outreach materials.
- Maximize current technology to improve residents' access to information and reduce costs.

#### **Prior Budget Accomplishments**

- Maximized access for residents and small businesses to permanent household hazardous waste facility within existing resources (ongoing).
- Promoted alternate collection locations and programs (ongoing).
- Increased diversion through Material Reuse Program (ongoing).

#### **Additional Accomplishments**

- Implemented pharmaceutical safe disposal collection program at pharmacies, medical offices, and veterinary offices (ongoing).
- Continued successful operation of Household Hazardous Waste (HHW) facility; 9,376 HHW loads processed (ongoing).

#### **Objective(s)**

- Maximize access for residents and small businesses to permanent household hazardous waste facility within existing resources. **(B - Fiscally and Managerially Responsible)**
- Promote alternate collection locations and programs. **(E - Essential Infrastructure)**
- Increase diversion through Material Reuse Program. **(B - Fiscally and Managerially Responsible)**

#### **Performance Measure(s)**

This Division does not have any "External" Performance Measures.

# TRANSPORTATION FUND

# BUDGET SUMMARY

## TRANSPORTATION FUND

### OPERATIONS SUMMARY

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b><u>Amount Available for Allocation</u></b>				
Estimated Revenues:				
Sales Tax on Gasoline, SB325	\$ 3,408,859	4,542,647	4,850,000	4,850,000
Bus Fares	138,555	177,500	150,000	150,000
Dial-A-Ride	47,066	230,000	225,000	250,000
Interest Income	76,579	20,000	150,000	150,000
Federal and State Grants	1,127,301	4,800,000	800,000	1,800,000
Non-City Bus Services	1,465,493	1,425,000	2,250,000	2,400,000
Miscellaneous	193,600	46,200	262,000	272,000
<b>Total Estimated Revenues</b>	<b>6,457,453</b>	<b>11,241,347</b>	<b>8,687,000</b>	<b>9,872,000</b>
Transfers From Other Funds:				
Transfers From Other Funds	268,926	350,000	275,000	550,000
Reserve Account	-	8,075,402	384,234	-
<b>Total Amount Available for Allocation</b>	<b>\$ 6,726,380</b>	<b>19,666,749</b>	<b>9,346,234</b>	<b>10,422,000</b>
<b><u>Estimated Requirements</u></b>				
Operating Expenses:				
Salaries	\$ 377,982	366,331	317,203	323,807
Fringe Benefits	147,125	164,282	154,602	163,709
Supplies and Equipment	1,111,464	1,498,000	1,407,950	1,407,950
Repairs and Maintenance	133,092	166,786	163,484	167,243
Professional/Contractual Services	4,436,236	5,509,178	4,780,705	6,077,655
Utilities	51,250	36,000	45,500	45,500
Insurance and Claims	55,105	58,000	69,500	70,000
Equipment/Building Rental	-	-	490	490
Training and Memberships	8,303	9,500	9,200	9,200
Capital Outlay	25,458	7,168,258	-	-
<b>Total Operating Expenses</b>	<b>6,346,015</b>	<b>14,976,335</b>	<b>6,948,634</b>	<b>8,265,554</b>
Capital Improvements	251,493	4,690,414	2,397,600	572,600
Reserve Account	128,872	-	-	1,583,846
<b>Total Estimated Requirements</b>	<b>\$ 6,726,380</b>	<b>19,666,749</b>	<b>9,346,234</b>	<b>10,422,000</b>

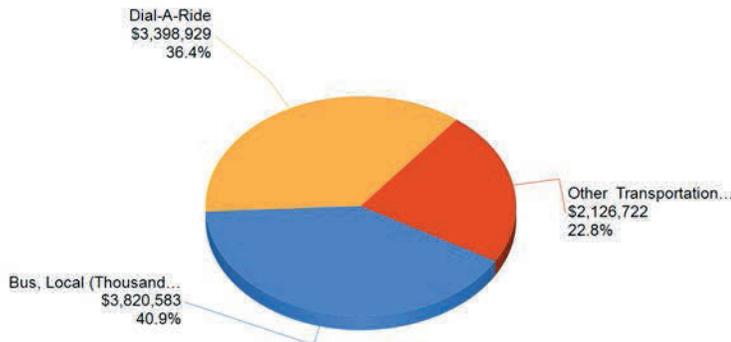
# PUBLIC WORKS

## TRANSPORTATION FUND

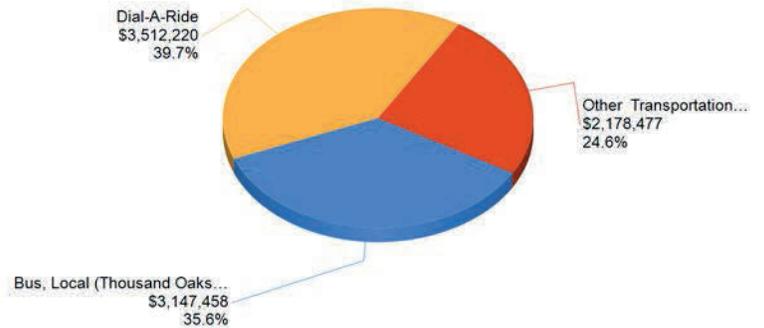
### PROGRAMS SUMMARY

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b>Program Allocation Summary</b>				
Bus, Local (Thousand Oaks Transit)	\$ 2,876,093	12,517,872	3,820,583	3,147,458
Dial-A-Ride	2,235,837	5,216,988	3,398,929	3,512,220
Other Transportation Services	1,485,578	1,931,889	2,126,722	2,178,477
<b>Total</b>	<b>\$ 6,597,508</b>	<b>19,666,749</b>	<b>9,346,234</b>	<b>8,838,155</b>

**Adopted Budget FY 2019-2020**



**Adopted Budget FY 2020-2021**



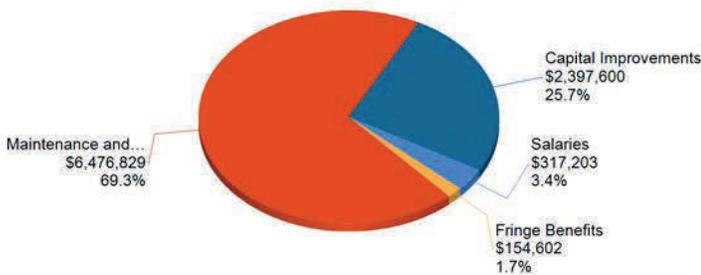
# PUBLIC WORKS

## TRANSPORTATION FUND

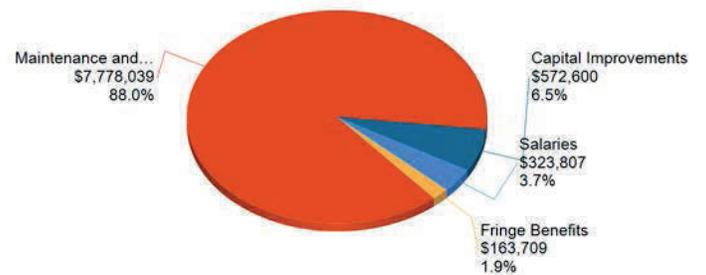
### ALLOCATION SUMMARY

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b>Program Allocations</b>				
Salaries	\$ 377,982	366,331	317,203	323,807
Fringe Benefits	147,125	164,282	154,602	163,709
Maintenance and Operations:				
Supplies and Equipment	1,111,464	1,498,000	1,407,950	1,407,950
Repairs and Maintenance	133,092	166,786	163,484	167,244
Professional/Contractual Services	4,436,236	5,509,178	4,780,705	6,077,655
Utilities	51,250	36,000	45,500	45,500
Insurance and Claims	55,105	58,000	69,500	70,000
Equipment/Building Rental	-	-	490	490
Training and Memberships	8,303	9,500	9,200	9,200
Total Maintenance and Operations	5,795,450	7,277,464	6,476,829	7,778,039
Capital Outlay:				
Capital Outlay	25,458	7,168,258	-	-
Total Capital Outlay	25,458	7,168,258	-	-
Capital Improvements	251,493	4,690,414	2,397,600	572,600
<b>Total Program Allocations</b>	<b>\$ 6,597,508</b>	<b>19,666,749</b>	<b>9,346,234</b>	<b>8,838,155</b>

**Adopted Budget FY 2019-2020**



**Adopted Budget FY 2020-2021**



# PUBLIC WORKS

## TRANSPORTATION FUND

### BUS, LOCAL (THOUSAND OAKS TRANSIT)

#### Program Description

Provide quality, safe, and cost-effective public bus services to residents and commuters to support quality of life and business development and reduce congestion on local streets.

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b>Program Allocations</b>				
Salaries	\$ 215,712	198,984	132,820	135,616
Fringe Benefits	69,149	93,631	64,106	67,905
Maintenance and Operations:				
Supplies and Equipment	643,595	666,500	692,350	692,350
Repairs and Maintenance	53,003	68,060	67,117	68,997
Professional/Contractual Services	1,575,828	1,884,589	415,500	1,558,900
Utilities	23,074	15,500	26,000	26,000
Insurance and Claims	14,501	15,000	20,000	20,000
Equipment/Building Rental	-	-	490	490
Training and Memberships	4,280	4,900	4,600	4,600
Total Maintenance and Operations	2,314,281	2,654,549	1,226,057	2,371,337
Capital Outlay:				
Capital Outlay	25,458	4,993,258	-	-
Total Capital Outlay	25,458	4,993,258	-	-
Capital Improvements	251,493	4,577,450	2,397,600	572,600
Total Program Allocations	\$ 2,876,093	12,517,872	3,820,583	3,147,458

TOTAL ALLOCATION POSITIONS: FY 2019-20 - 1.10; FY 2020-21 - 1.10

FUNDING SOURCE: This program is funded 100% by the Transportation Fund.

# PUBLIC WORKS

## TRANSPORTATION FUND

### BUS, LOCAL (THOUSAND OAKS TRANSIT)

### GOALS AND OBJECTIVES

#### Mission

To provide safe, quality, and cost-effective local bus service to transit-dependent residents and commuters.

#### Goal(s)

- Maximize ridership by providing service routes and stops that enhance community availability and use.
- Maintain reasonable fares that result in required Transportation Development Act (TDA) fare box ratio.
- Maintain on-time performance standards of 90 percent or higher.
- Increase use of cost-effective public transportation through coordination of service with local and regional transit providers.

#### Prior Budget Accomplishments

- Successfully completed all California Highway Patrol inspections (ongoing).
- Expanded services to add a fifth route for new high school (August 2017).
- Reduced Green Route from 110 minutes to 55 minutes (August 2017).
- Provided Summer Beach Bus services (ongoing).

#### Additional Accomplishments

- Implemented Automated Stop Announcements on newest buses (June 2019).
- Implemented Automated Passenger Counters on all mainline buses (June 2019).
- SB 848 approved allowing use of excess TDA funds for TO local streets and roads (ongoing).

#### Objective(s)

- Maintain on-time performance standards; reduce headways times to under 60-minute average. **(B - Fiscally and Managerially Responsible)**
- Expand private/public partnerships that effectively deliver first to last mile transit service and cost-effectively provide service to underserved areas of the community. **(B - Fiscally and Managerially Responsible)**
- Expand Transportation Center Bus Parking and passenger boarding areas to improve service and safety. **(B - Fiscally and Managerially Responsible)**

#### Performance Measure(s)

This Division does not have any "External" Performance Measures.

# 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 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b><u>Program Allocations</u></b>				
Salaries	\$ 111,876	122,144	116,255	118,640
Fringe Benefits	54,779	49,365	54,252	57,478
Maintenance and Operations:				
Supplies and Equipment	214,629	414,100	337,750	337,750
Repairs and Maintenance	49,555	68,726	61,367	63,247
Professional/Contractual Services	1,762,414	2,339,589	2,783,205	2,889,005
Utilities	18,259	15,500	19,500	19,500
Insurance and Claims	20,302	20,000	22,000	22,000
Training and Memberships	4,023	4,600	4,600	4,600
Total Maintenance and Operations	2,069,182	2,862,515	3,228,422	3,336,102
Capital Outlay:				
Capital Outlay	-	2,100,000	-	-
Total Capital Outlay	-	2,100,000	-	-
Capital Improvements	-	82,964	-	-
Total Program Allocations	\$ 2,235,837	5,216,988	3,398,929	3,512,220

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 1.25; FY 2020-21 - 1.25

FUNDING SOURCE: This program is funded 100% by the Transportation Fund.

# PUBLIC WORKS

## TRANSPORTATION FUND

### DIAL-A-RIDE

### GOALS AND OBJECTIVES

**Mission**

To provide safe, efficient, and convenient transportation service for transit dependent seniors and disabled residents.

**Goal(s)**

- Average wait time less than 15 minutes for all rides provided.
- Provide majority of transportation by advanced reservations.
- Meet farebox ratio requirements.

**Prior Budget Accomplishments**

- Achieved 100% City-owned alternative fuel DAR vans (ongoing).
- Maintained all required service measure contract (ongoing).
- Implemented intercity service through ECTA (ongoing).

**Objective(s)**

- Maintain use of 100% City-owned alternative fuel DAR vans. **(G - Public-Private and Multi-Jurisdictional Opportunities)**
- Implement reservation software system for improved efficiency. **(B - Fiscally and Managerially Responsible)**

**Performance Measure(s)**

Measure	FY 2016 Actual	FY 2017 Actual	FY 2018	
			Actual	Target
Cost per DAR passenger	0.00	30.48	0.00	31.00
<b>Significance:</b> Ensure City DAR and Transit services are provided in a fiscally responsible manner				
<b>Council Goal/Outcome:</b> Fiscally and Managerially Responsible				
Percent of on-time bus trips	0.00%	91.00%	95.02%	90.00%
<b>Significance:</b> Ensure City DAR and Transit services are reliable to citizens.				
<b>Council Goal/Outcome:</b> Fiscally and Managerially Responsible				
Percent of on-time DAR trips	0.00%	94.00%	95.38%	95.00%
<b>Significance:</b> Ensure City DAR and Transit services are reliable to citizens				
<b>Council Goal/Outcome:</b> Fiscally and Managerially Responsible				

# PUBLIC WORKS

## TRANSPORTATION FUND

### OTHER TRANSPORTATION SERVICES

#### Program Description

Provide various transportation services under contract to neighboring agencies where such agreements provide enhanced service availability to local residents, improve service coordination, and have a neutral financial impact to the City.

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b>Program Allocations</b>				
Salaries	\$ 50,394	45,203	68,128	69,551
Fringe Benefits	23,197	21,286	36,244	38,326
Maintenance and Operations:				
Supplies and Equipment	253,240	417,400	377,850	377,850
Repairs and Maintenance	30,534	30,000	35,000	35,000
Professional/Contractual Services	1,097,994	1,285,000	1,582,000	1,629,750
Utilities	9,917	5,000	-	-
Insurance and Claims	20,302	23,000	27,500	28,000
Total Maintenance and Operations	1,411,987	1,760,400	2,022,350	2,070,600
Capital Outlay:				
Capital Outlay	-	75,000	-	-
Total Capital Outlay	-	75,000	-	-
Capital Improvements	-	30,000	-	-
Total Program Allocations	\$ 1,485,578	1,931,889	2,126,722	2,178,477

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 0.00; FY 2020-21 - 0.00

FUNDING SOURCE: This program is funded 100% by the Transportation Fund.

# PUBLIC WORKS

## TRANSPORTATION FUND

### OTHER TRANSPORTATION SERVICES

### GOALS AND OBJECTIVES

**Mission**

To provide quality transit services under contract to neighboring agencies to improve transit service availability and coordination.

**Goal(s)**

- Provide senior, disabled, and general dial-a-ride service consistent with contractual requirements.
- Provide fixed route and shuttle bus service consistent with contractual requirements.
- Provide maintenance to transit vehicles consistent with contractual requirements.
- Provide services with neutral financial impact to the City.

**Prior Budget Accomplishments**

- Improved operational efficiencies and sought opportunities for additional contracted services (ongoing).
- Provide services with positive financial impact to the City (ongoing).
- Successfully completed all California Highway Patrol inspections (ongoing).
- Successful operation of County of Ventura Kanan Shuttle service (ongoing).

**Additional Accomplishments**

- Successful operation of City of Agoura Hills senior and disabled local and intercity dial-a-ride services and charter bus (ongoing).
- Provided services per contract requirements (ongoing).
- Improved cooperation and service coordination between neighboring agencies (ongoing).

**Objective(s)**

- Improve operational efficiencies and seek opportunities for additional contracted services. **(G - Public-Private and Multi-Jurisdictional Opportunities)**
- Continue to provide services with no negative financial impact to the City. **(G - Public-Private and Multi-Jurisdictional Opportunities)**

**Performance Measure(s)**

Measure	FY 2016	FY 2017	FY 2018	
	Actual	Actual	Actual	Target
Cost per bus service passenger	0	15	0	16

**Significance:** Ensure City DAR and Transit services are provided in a fiscally responsible manner

**Council Goal/Outcome:** Fiscally and Managerially Responsible

# THEATRES FUND

# BUDGET SUMMARY

## THEATRES FUND

### OPERATIONS SUMMARY

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b><u>Amount Available for Allocation</u></b>				
Estimated Revenues:				
Box Office Charges	\$ 260,588	245,250	220,000	232,625
Charges for Services	1,112,395	1,110,000	1,233,500	1,259,250
Labor Sales	1,129,857	1,125,000	1,060,500	1,080,250
Performance Rehearsal Rents	416,913	508,500	411,000	453,500
Concession Rental	7,863	6,000	6,000	6,000
Parking	292,164	300,000	318,500	318,500
Alliance for the Arts	300,000	300,000	500,000	500,000
Advertising/Promotion/Lobby Sales	165,177	168,500	206,500	192,750
Cost Allocations	449,094	438,649	360,000	364,000
Interest Apportionment	10,472	25,000	70,000	70,000
Miscellaneous	4,392	-	-	-
Total Estimated Revenues	<u>4,148,915</u>	<u>4,226,899</u>	<u>4,386,000</u>	<u>4,476,875</u>
Transfers From Other Funds:				
Transfers From Other Funds	-	-	350,000	-
Reserve Account	-	394,085	-	-
Total Amount Available for Allocation	<u>\$ 4,148,915</u>	<u>4,620,984</u>	<u>4,736,000</u>	<u>4,476,875</u>
<b><u>Estimated Requirements</u></b>				
Operating Expenses:				
Salaries	\$ 1,431,453	1,471,814	1,556,218	1,588,070
Fringe Benefits	309,302	611,745	706,978	746,985
Supplies and Equipment	135,710	84,300	141,650	137,200
Repairs and Maintenance	66,386	44,700	67,750	64,500
Professional/Contractual Services	1,565,257	1,375,775	1,787,000	1,426,110
Utilities	329,915	339,100	324,850	330,125
Equipment/Building Rental	49,582	27,900	31,320	30,520
Training and Memberships	51,296	50,050	53,450	51,950
Asset Replacement Funding	21,594	22,600	44,500	50,500
Capital Outlay	196,620	138,000	95,000	85,000
Use of Asset Replacement	(196,620)	(50,000)	(95,000)	(85,000)
Total Operating Expenses	<u>3,960,495</u>	<u>4,115,984</u>	<u>4,713,716</u>	<u>4,425,960</u>
Maintenance Improvements	-	505,000	-	-
Reserve Account	188,420	-	22,284	50,915
Total Estimated Requirements	<u>\$ 4,148,915</u>	<u>4,620,984</u>	<u>4,736,000</u>	<u>4,476,875</u>

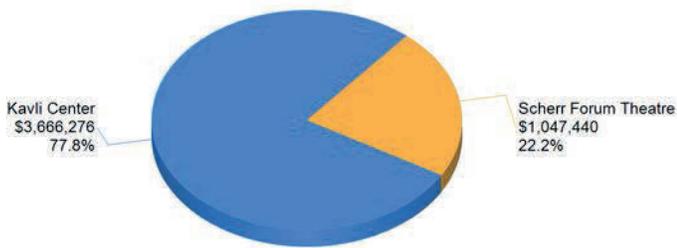
# CULTURAL AFFAIRS

## THEATRES FUND

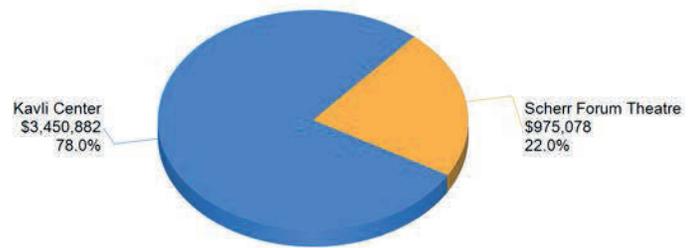
### PROGRAMS SUMMARY

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b>Program Allocation Summary</b>				
Kavli Center	\$ 3,158,291	3,704,952	3,666,276	3,450,882
Scherr Forum Theatre	802,204	916,032	1,047,440	975,078
<b>Total</b>	<b>\$ 3,960,495</b>	<b>4,620,984</b>	<b>4,713,716</b>	<b>4,425,960</b>

**Adopted Budget FY 2019-2020**



**Adopted Budget FY 2020-2021**



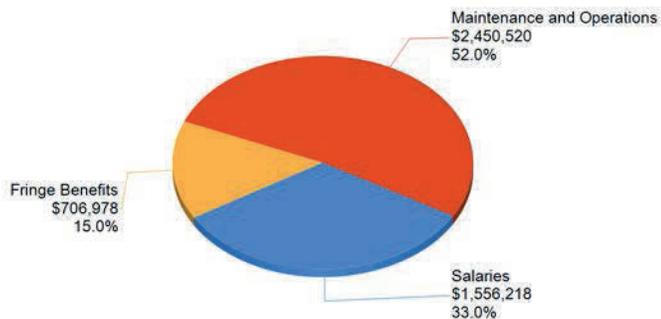
# CULTURAL AFFAIRS

## THEATRES FUND

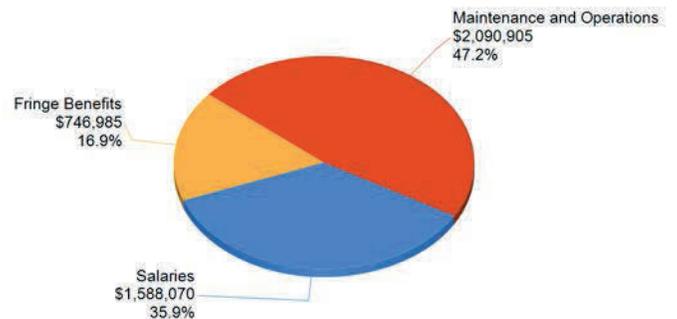
### ALLOCATION SUMMARY

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b><u>Program Allocations</u></b>				
Salaries	\$ 1,431,453	1,471,814	1,556,218	1,588,070
Fringe Benefits	309,302	611,745	706,978	746,985
Maintenance and Operations:				
Supplies and Equipment	135,710	84,300	141,650	137,200
Repairs and Maintenance	66,386	44,700	67,750	64,500
Professional/Contractual Services	1,565,257	1,375,775	1,787,000	1,426,110
Utilities	329,915	339,100	324,850	330,125
Equipment/Building Rental	49,582	27,900	31,320	30,520
Training and Memberships	51,296	50,050	53,450	51,950
Asset Replacement Funding	21,594	22,600	44,500	50,500
Total Maintenance and Operations	2,219,740	1,944,425	2,450,520	2,090,905
Capital Outlay:				
Capital Outlay	196,620	138,000	95,000	85,000
Use of Asset Replacement	(196,620)	(50,000)	(95,000)	(85,000)
Total Capital Outlay	-	88,000	-	-
Maintenance Improvements	-	505,000	-	-
<b>Total Program Allocations</b>	<b>\$ 3,960,495</b>	<b>4,620,984</b>	<b>4,713,716</b>	<b>4,425,960</b>

**Adopted Budget FY 2019-2020**



**Adopted Budget FY 2020-2021**



# CULTURAL AFFAIRS

## 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 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b>Program Allocations</b>				
Salaries	\$ 1,110,605	1,125,352	1,191,125	1,210,074
Fringe Benefits	210,603	439,643	516,191	544,748
Maintenance and Operations:				
Supplies and Equipment	106,461	56,350	109,850	107,650
Repairs and Maintenance	45,281	30,700	48,750	48,000
Professional/Contractual Services	1,314,767	1,103,137	1,424,500	1,157,750
Utilities	276,906	281,000	274,200	278,400
Equipment/Building Rental	39,741	19,670	22,660	21,860
Training and Memberships	37,325	38,500	41,000	40,000
Asset Replacement Funding	16,602	17,600	38,000	42,400
Total Maintenance and Operations	1,837,083	1,546,957	1,958,960	1,696,060
Capital Outlay:				
Capital Outlay	180,188	138,000	70,000	60,000
Use of Asset Replacement	(180,188)	(50,000)	(70,000)	(60,000)
Total Capital Outlay	-	88,000	-	-
Maintenance Improvements	-	505,000	-	-
Total Program Allocations	\$ 3,158,291	3,704,952	3,666,276	3,450,882

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 9.65; FY 2020-21 - 9.65

FUNDING SOURCE: This program is funded 100% by the Theatres Fund.

# CULTURAL AFFAIRS

## THEATRES FUND

### KAVLI CENTER

### GOALS AND OBJECTIVES

#### Mission

To advance, support, and promote diverse arts and cultural programs to strengthen the economy and quality of life.

#### Goal(s)

- Work with the Thousand Oaks Alliance for the Arts (TOARTS) to continue efforts to diversify and enhance the quality of programming.
- Complete the renovation of the Kavli Theatre auditorium and backstage areas by September 28, 2019 in preparation for the Thousand Oaks Civic Arts Plaza's 25th anniversary celebration activities.
- Maintain a business model which supports the long-term self-sufficiency of the Theatres Fund Budget.
- Continue to assess operations and the department's organizational structure to better meet the changing needs of the artists and rental users that utilize the Kavli Theatre.

#### Prior Budget Accomplishments

- Assumed responsibility for management of the Friends Volunteer Usher program, which saves the Theatres Fund Budget over \$480,000 annually in staffing expenses (ongoing).
- Maximized available staff resources to reduce overtime costs and to focus on functions that generate additional income for the Theatres Fund Budget (ongoing).
- Continued to maintain a balanced Theatres Fund Budget and began rebuilding Theatres Fund Budget Reserves (ongoing).

#### Additional Accomplishments

- In partnership with TOARTS, increased the number of CAP Presents performances to 56 concerts (FY2017-18), expanded focus to include family shows and increased attendance to over 45,000 patrons (ongoing).
- Provided the Kavli Theatre venue to host five benefit concerts that raised over \$1 million for the Borderline and Woolsey/Hill fire victims (February 2019).
- Completed an upgrade of stage lighting to LED fixtures and added 20 moving lights to better meet the technical needs of artists and rental users (February 2018).

#### Objective(s)

- Implement an online program to streamline the scheduling of 300 volunteer ushers to work at performances at the Bank of America Performing Arts Center (BAPAC) and launch a formal recruitment program to attract additional volunteers. **(B - Fiscally and Managerially Responsible)**
- Maximize available staff resources to reduce overtime costs and to focus on functions which generate revenue for Theatres Fund Budget. **(B - Fiscally and Managerially Responsible)**
- Continue to maintain a balanced Theatres Fund Budget while increasing Theatres Fund Budget reserves. **(B - Fiscally and Managerially Responsible)**
- Present concerts and activities to celebrate the Thousand Oaks Civic Arts Plaza's 25th Anniversary in October 2019. **(F - Commitment to Community)**

#### Performance Measure(s)

This Division does not have any "External" Performance Measures.

# CULTURAL AFFAIRS

## THEATRES FUND

### SCHERR FORUM THEATRE

#### Program Description

Operates the Bank of America Performing Arts Center's Janet and Ray Scherr Forum Theatre, a 394-seat community theatre and meeting site.

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b>Program Allocations</b>				
Salaries	\$ 320,848	346,462	365,093	377,996
Fringe Benefits	98,699	172,102	190,787	202,237
Maintenance and Operations:				
Supplies and Equipment	29,249	27,950	31,800	29,550
Repairs and Maintenance	21,105	14,000	19,000	16,500
Professional/Contractual Services	250,490	272,638	362,500	268,360
Utilities	53,009	58,100	50,650	51,725
Equipment/Building Rental	9,841	8,230	8,660	8,660
Training and Memberships	13,971	11,550	12,450	11,950
Asset Replacement Funding	4,992	5,000	6,500	8,100
Total Maintenance and Operations	382,657	397,468	491,560	394,845
Capital Outlay:				
Capital Outlay	16,432	-	25,000	25,000
Use of Asset Replacement	(16,432)	-	(25,000)	(25,000)
Total Capital Outlay	-	-	-	-
Total Program Allocations	\$ 802,204	916,032	1,047,440	975,078

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 3.95; FY 2020-21 - 3.95

FUNDING SOURCE: This program is funded 100% by the Theatres Fund.

# CULTURAL AFFAIRS

## THEATRES FUND

### SCHERR FORUM THEATRE

### GOALS AND OBJECTIVES

#### Mission

To advance, support, and promote diverse arts and cultural programs to strengthen the economy and quality of life.

#### Goal(s)

- Work with the Thousand Oaks Alliance for the Arts (TOARTS) to continue efforts to diversify and enhance the quality of programming.
- Maintain the Scherr Forum as an affordable venue for community arts, civic, and nonprofit organizations.
- Maintain a business model which supports the long-term self-sufficiency of the Theatres Fund Budget.
- Continue to assess operations and the department's organizational structure to better meet the changing needs of the artists and rental users that utilize the Scherr Forum.

#### Prior Budget Accomplishments

- Assumed responsibility for management of the Friends Volunteer Usher program, which saves the Theatres Fund Budget over \$480,000 annually in staffing expenses (ongoing).
- Maximized available staff resources to reduce overtime costs and to focus on functions that generate additional income for the Theatres Fund Budget (ongoing).
- Continued to maintain a balanced Theatres Fund Budget and began rebuilding Theatres Fund Budget Reserves (ongoing).
- Introduced a discounted community rental user fee for the Scherr Forum to make the venue more affordable for local, non-profit organizations, and to increase the number of days of use (ongoing).

#### Additional Accomplishments

- In partnership with TOARTS, increased the number of CAP Presents performances to 56 concerts (FY2017-18), expanded focus to include family shows and increased attendance to over 45,000 patrons (ongoing).
- Staff provided technical support to City's Employee Recognition Committee to fulfill the Committee's objectives and programs including the annual Employee of the Year event (FY 2017-18 & FY 2018-19).
- Began an upgrade of stage lighting to LED fixtures to better meet the technical needs of artists and rental users (ongoing).

#### Objective(s)

- Implement an online program to streamline the scheduling of 300 volunteer ushers to work at performances BAPAC and launch a formal recruitment program to attract additional volunteers. **(B - Fiscally and Managerially Responsible)**
- Maximize available staff resources to reduce overtime costs and to focus on functions which generate revenue for Theatres Fund Budget. **(B - Fiscally and Managerially Responsible)**
- Continue to maintain a balanced Theatres Fund Budget while increasing Theatres Fund Budget reserves. **(B - Fiscally and Managerially Responsible)**
- Present concerts and activities to celebrate the Thousand Oaks Civic Arts Plaza's 25th Anniversary in October 2019. **(F - Commitment to Community)**

#### Performance Measure(s)

This Division does not have any "External" Performance Measures.

# GOLF COURSE FUND

# BUDGET SUMMARY

## LOS ROBLES GOLF COURSE FUND

### OPERATIONS SUMMARY

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b><u>Amount Available for Allocation</u></b>				
Estimated Revenues:				
Golf Course Green Fees	\$ 1,715,160	1,836,000	1,795,550	1,800,000
Golf Course Cart Rentals	557,148	612,000	562,700	562,700
Golf Course Memberships	7,590	10,000	10,000	10,000
Driving Range Fees	327,399	60,000	300,000	300,000
Interest Income	(1,534)	-	-	-
Miscellaneous	2,775,063	2,721,000	3,120,550	3,271,600
Total Estimated Revenues	<u>5,380,827</u>	<u>5,239,000</u>	<u>5,788,800</u>	<u>5,944,300</u>
Reserve Account	442,025	223,301	109,100	259,100
Total Amount Available for Allocation	<u>\$ 5,822,852</u>	<u>5,462,301</u>	<u>5,897,900</u>	<u>6,203,400</u>
<b><u>Estimated Requirements</u></b>				
Operating Expenses:				
Supplies and Equipment	\$ 23,491	1,500	1,500	1,500
Repairs and Maintenance	107	-	-	-
Professional/Contractual Services	5,773,765	5,087,846	5,527,400	5,783,150
Training and Memberships	250	200	250	250
Asset Replacement Funding	2,330	2,300	2,500	2,500
Capital Outlay	1,000	209,000	100,000	100,000
Use of Asset Replacement	-	(200,000)	(100,000)	(100,000)
Total Operating Expenses	<u>5,800,943</u>	<u>5,100,846</u>	<u>5,531,650</u>	<u>5,787,400</u>
Capital Improvements	-	242,255	250,000	300,000
Debt Service	21,909	19,200	16,250	16,000
Transfers to Other Funds	-	100,000	100,000	100,000
Reserve Account	-	-	-	-
Total Estimated Requirements	<u>\$ 5,822,852</u>	<u>5,462,301</u>	<u>5,897,900</u>	<u>6,203,400</u>

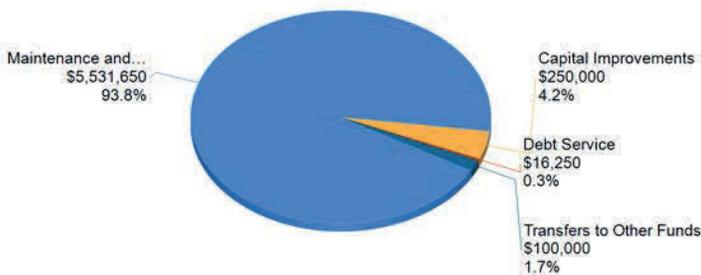
# FINANCE

## LOS ROBLES GOLF COURSE FUND

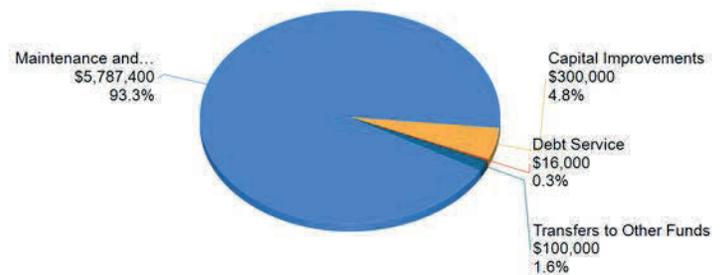
### LOS ROBLES GOLF COURSE

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b>Program Allocations</b>				
Maintenance and Operations:				
Supplies and Equipment	\$ 23,491	1,500	1,500	1,500
Repairs and Maintenance	107	-	-	-
Professional/Contractual Services	5,773,765	5,087,846	5,527,400	5,783,150
Training and Memberships	250	200	250	250
Asset Replacement Funding	2,330	2,300	2,500	2,500
Total Maintenance and Operations	5,799,943	5,091,846	5,531,650	5,787,400
Capital Outlay:				
Capital Outlay	1,000	209,000	100,000	100,000
Use of Asset Replacement	-	(200,000)	(100,000)	(100,000)
Total Capital Outlay	1,000	9,000	-	-
Capital Improvements	-	242,255	250,000	300,000
Debt Service	21,909	19,200	16,250	16,000
Transfers to Other Funds	-	100,000	100,000	100,000
Total Program Allocations	\$ 5,822,852	5,462,301	5,897,900	6,203,400

**Adopted Budget FY 2019-2020**



**Adopted Budget FY 2020-2021**



TOTAL ALLOCATIONND POSITIONS: FY 2019-20 - 0.00; FY 2020-21 - 0.00

FUNDING SOURCE: This program is funded 100% by the Golf Course Fund.

# FINANCE

## LOS ROBLES GOLF COURSE FUND LOS ROBLES GOLF COURSE GOALS AND OBJECTIVES

### Mission

To provide a quality public golf course, banquet and event facility through lease and management agreements (ongoing).

### Goal(s)

- Maintain and promote the golf course, banquet and event 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

- Maintained number of golf rounds played through creative and pro-active management.
- Food and beverage revenue increased 15% from FY 16/17 to FY 17/18 and increased 21% from FY 17/18 to 18/19.

### Objective(s)

- Maintain or increase number of golf rounds played through creative and pro-active management. **(B - Fiscally and Managerially Responsible)**
- Maintain or increase food and beverage revenue. **(B - Fiscally and Managerially Responsible)**

### Performance Measure(s)

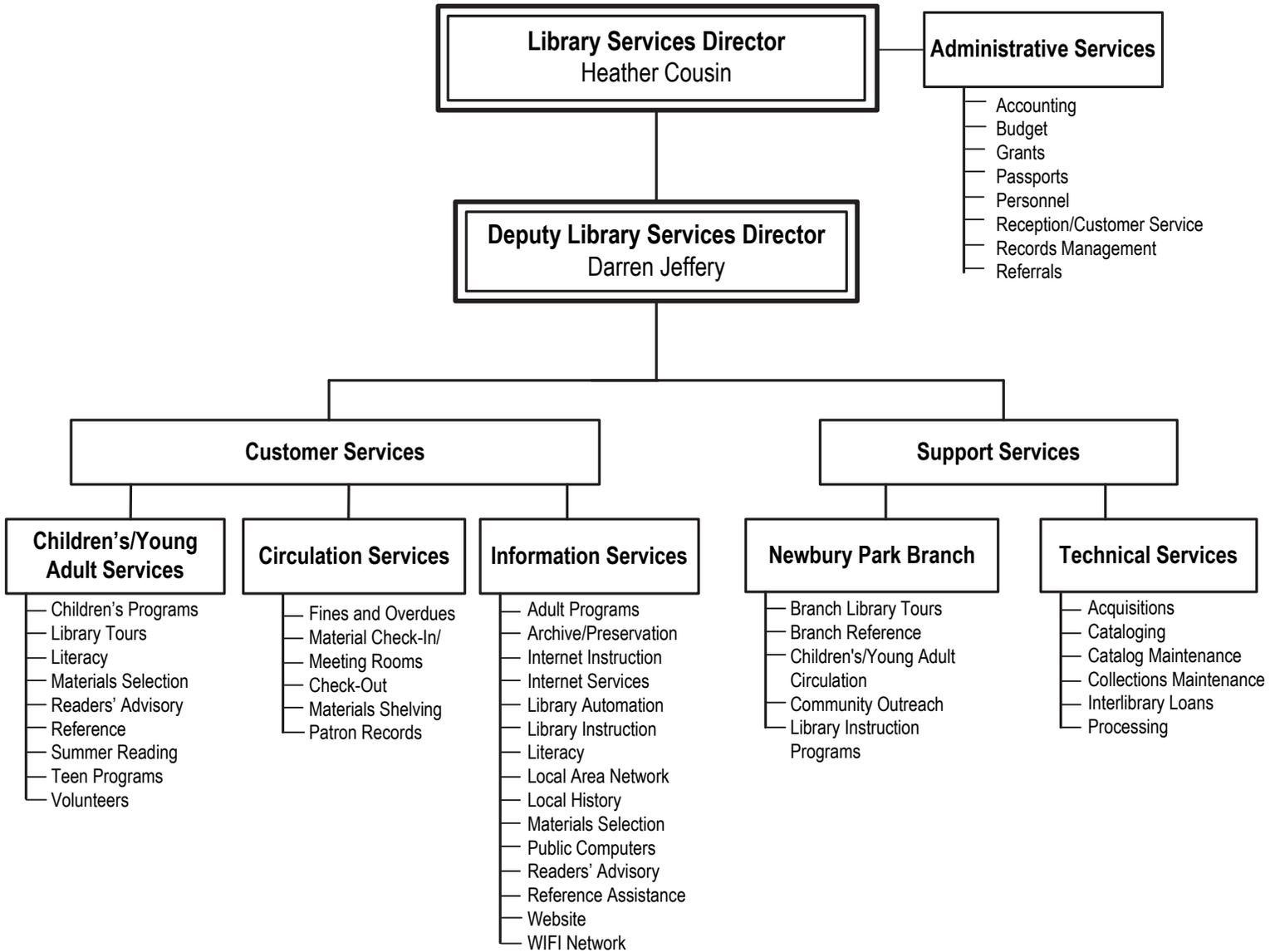
This Division does not have any "External" Performance Measures.

# SPECIAL REVENUE FUNDS

Library Fund

# LIBRARY FUND

# Library Services



**Total Employees:**

FY 19-20: 38

FY 20-21: 38

# BUDGET SUMMARY

## LIBRARY FUND

### OPERATIONS SUMMARY

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b><u>Amount Available for Allocation</u></b>				
Estimated Revenues:				
Property Tax - Library District	\$ 6,521,606	6,486,800	7,065,675	7,344,590
Property Tax Pass Thru Agreement	518,395	471,000	520,000	520,000
Library Fines and Fees	142,889	170,000	169,000	169,000
Interest Income	14,375	4,500	13,000	13,000
Miscellaneous	232,045	143,701	115,501	115,501
<b>Total Estimated Revenues</b>	<b>7,429,309</b>	<b>7,276,001</b>	<b>7,883,176</b>	<b>8,162,091</b>
Transfers From Other Funds:				
Transfers From Other Funds	-	1,657,023	538,000	997,539
Reserve Account	-	203,249	450,607	-
<b>Total Amount Available for Allocation</b>	<b>\$ 7,429,309</b>	<b>9,136,273</b>	<b>8,871,783</b>	<b>9,159,630</b>
<b><u>Estimated Requirements</u></b>				
Operating Expenses:				
Salaries	\$ 3,197,421	3,973,713	3,740,965	3,823,291
Fringe Benefits	1,607,249	1,851,474	1,813,111	1,920,984
Supplies and Equipment	1,066,154	965,271	957,000	957,000
Repairs and Maintenance	1,093,714	1,218,685	1,196,432	1,207,080
Professional/Contractual Services	155,260	45,600	60,300	60,300
Utilities	122,958	133,000	140,600	140,600
Insurance and Claims	2,686	-	500	500
Equipment/Building Rental	11,141	11,140	10,000	10,000
Training and Memberships	56,864	42,990	118,325	118,325
Asset Replacement Funding	58,651	44,400	71,100	103,100
Capital Outlay	46,222	158,000	268,460	-
Use of Asset Replacement	(34,222)	(8,000)	(268,460)	-
<b>Total Operating Expenses</b>	<b>7,384,098</b>	<b>8,436,273</b>	<b>8,108,333</b>	<b>8,341,180</b>
Capital Improvements	1,000	200,000	563,450	268,450
Maintenance Improvements	-	500,000	200,000	550,000
Reserve Account	44,211	-	-	-
<b>Total Estimated Requirements</b>	<b>\$ 7,429,309</b>	<b>9,136,273</b>	<b>8,871,783</b>	<b>9,159,630</b>

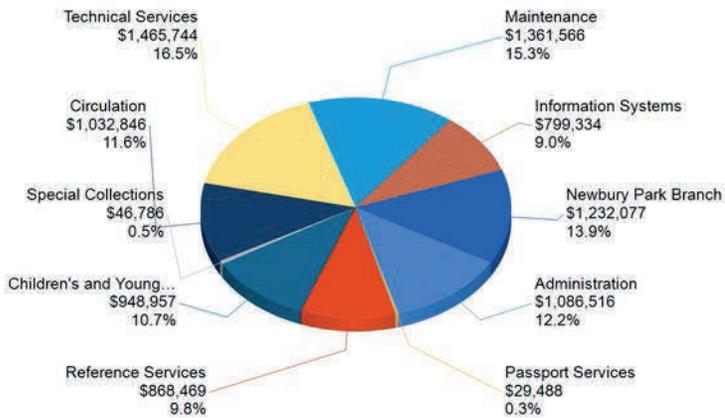
# LIBRARY

## LIBRARY FUND

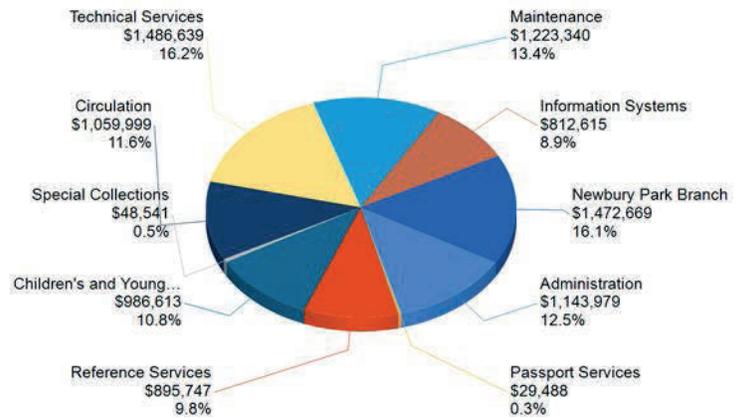
### PROGRAMS SUMMARY

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b>Program Allocation Summary</b>				
Administration	\$ 1,852,885	1,206,877	1,086,516	1,143,979
Passport Services	-	-	29,488	29,488
Reference Services	509,999	606,187	868,469	895,747
Children's and Young Adult Services	376,498	405,801	948,957	986,613
Special Collections	208,271	249,727	46,786	48,541
Circulation	1,180,901	1,249,477	1,032,846	1,059,999
Technical Services	1,812,733	2,162,453	1,465,744	1,486,639
Maintenance	38,819	1,397,015	1,361,566	1,223,340
Information Systems	485,427	972,787	799,334	812,615
Newbury Park Branch	919,565	885,949	1,232,077	1,472,669
<b>Total</b>	<b>\$ 7,385,098</b>	<b>9,136,273</b>	<b>8,871,783</b>	<b>9,159,630</b>

**Adopted Budget FY 2019-2020**



**Adopted Budget FY 2020-2021**



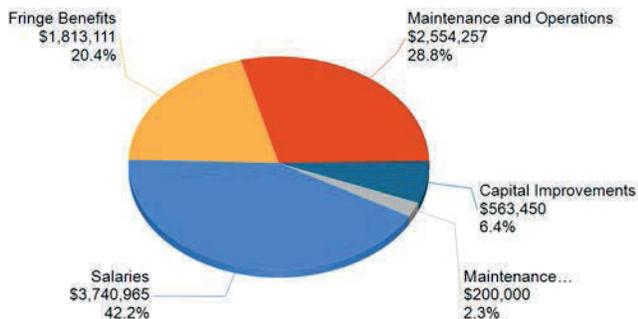
# LIBRARY

## LIBRARY FUND

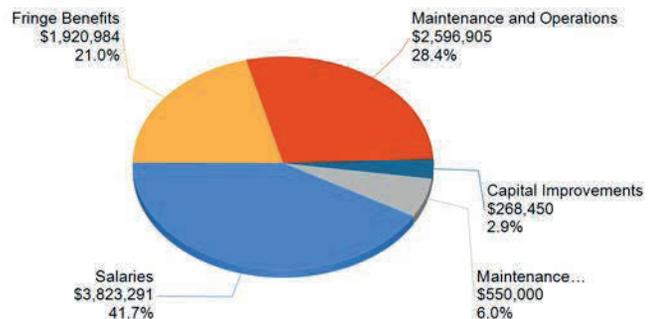
### ALLOCATION SUMMARY

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b>Program Allocations</b>				
Salaries	\$ 3,197,421	3,973,713	3,740,965	3,823,291
Fringe Benefits	1,607,249	1,851,474	1,813,111	1,920,984
Maintenance and Operations:				
Supplies and Equipment	1,066,154	965,271	957,000	957,000
Repairs and Maintenance	1,093,714	1,218,685	1,196,432	1,207,080
Professional/Contractual Services	155,260	45,600	60,300	60,300
Utilities	122,958	133,000	140,600	140,600
Insurance and Claims	2,686	-	500	500
Equipment/Building Rental	11,141	11,140	10,000	10,000
Training and Memberships	56,864	42,990	118,325	118,325
Asset Replacement Funding	58,651	44,400	71,100	103,100
Total Maintenance and Operations	2,567,428	2,461,086	2,554,257	2,596,905
Capital Outlay:				
Capital Outlay	46,222	158,000	268,460	-
Use of Asset Replacement	(34,222)	(8,000)	(268,460)	-
Total Capital Outlay	12,000	150,000	-	-
Capital Improvements	1,000	200,000	563,450	268,450
Maintenance Improvements	-	500,000	200,000	550,000
<b>Total Program Allocations</b>	<b>\$ 7,385,098</b>	<b>9,136,273</b>	<b>8,871,783</b>	<b>9,159,630</b>

**Adopted Budget FY 2019-2020**



**Adopted Budget FY 2020-2021**



# 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 the Library operates within goals of the City of Thousand Oaks.

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b>Program Allocations</b>				
Salaries	\$ 583,854	726,606	599,322	614,552
Fringe Benefits	313,011	349,896	328,794	349,027
Maintenance and Operations:				
Supplies and Equipment	104,093	39,835	59,000	59,000
Repairs and Maintenance	621,281	4,200	3,200	3,200
Professional/Contractual Services	151,171	19,800	24,500	24,500
Utilities	18,038	20,000	20,000	20,000
Insurance and Claims	2,686	-	500	500
Equipment/Building Rental	7,041	7,040	6,400	6,400
Training and Memberships	40,691	18,800	26,800	26,800
Asset Replacement Funding	21,991	20,700	18,000	40,000
Total Maintenance and Operations	966,992	130,375	158,400	180,400
Capital Outlay:				
Capital Outlay	-	8,000	68,460	-
Use of Asset Replacement	(10,972)	(8,000)	(68,460)	-
Total Capital Outlay	(10,972)	-	-	-
Total Program Allocations	\$ 1,852,885	1,206,877	1,086,516	1,143,979

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 6.20; FY 2020-21 - 6.20

FUNDING SOURCE: This program is funded 100% by the Library Fund.

# LIBRARY

## LIBRARY FUND

### ADMINISTRATION

## GOALS AND OBJECTIVES

#### 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 (GRB) Library and the Newbury Park (NPB) Library.
- To ensure users receive excellent library service by fostering an environment encouraging and rewarding initiative and accountability among staff in every position and at every level.
- To improve efficiency and accuracy between library and financial systems.
- To provide organizational management and strategic goal setting that incorporates the highest industry standards and exceeds community expectations.

#### Prior Budget Accomplishments

- Engaged the services of a strategic and space planner to assist in positioning the Library pro-grammatically for the future (ongoing).
- Continued to build on the successful implementation of self-service checkout and search applications, improved and increased options including online room and Gallery reservations (ongoing).
- Fostered a culture of initiative, accountability and urgency by offering more training and feedback opportunities for staff at all levels (ongoing).
- Improved user experience by soliciting more meaningful feedback from library users and program participants through the use of in person and online survey tools (ongoing).

#### Objective(s)

- Continue outreach in the community which contributes to the drafting of a strategic plan and space planning effort fkr both Library locations. **(F - Commitment to Community)**
- Increase communication amongst staff through the implementation of multiple information platforms including digital signage, email accounts for all staff and more frequent all staff meetings. **(B - Fiscally and Managerially Responsible)**
- Foster a culture of initiative, accountability and urgency by offering more training and feedback opportunities for staff at all levels. **(B - Fiscally and Managerially Responsible)**
- Improve user experience by soliciting more meaningful feedback from library users and program participants through the use of in person and online survey tools. **(B - Fiscally and Managerially Responsible)**

#### Performance Measure(s)

This Division does not have any "External" Performance Measures.

# LIBRARY

## LIBRARY FUND

### PASSPORT SERVICES

#### Program Description

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b><u>Program Allocations</u></b>				
Salaries	\$ -	-	24,000	24,000
Fringe Benefits	-	-	2,988	2,988
Maintenance and Operations:				
Supplies and Equipment	-	-	2,500	2,500
Total Maintenance and Operations	-	-	2,500	2,500
Total Program Allocations	\$ -	-	29,488	29,488

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 0.00; FY 2020-21 - 0.00

FUNDING SOURCE: This program is funded 100% by the Library Fund.

# LIBRARY

## LIBRARY FUND

### PASSPORT SERVICES

### GOALS AND OBJECTIVES

**Mission**

Meet the needs for passport acceptance services in our community as well as surrounding communities.

**Goal(s)**

- Uphold legal responsibilities as an Acceptance Agent.
- Accept and properly allocate only authorized fees as established by the U.S. Department of State.
- Ensure that all documents are handled and stored securely and that the applicant's personal identifiable information is protected.

**Prior Budget Accomplishments**

- Offered acceptance services four days per week, including evenings (ongoing).
- Accepted over 2,000 applications (2,060 as of June 6, 2019).

**Objective(s)**

- Offer a variety of appointment opportunities to provide passport application acceptance services to the community. **(F - Commitment to Community)**

**Performance Measure(s)**

This Division does not have any "External" Performance Measures..

# 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 supporting life-long learning and cultural pursuits.

	<u>Prior Year Actual 2017-2018</u>	<u>Revised Budget 2018-2019</u>	<u>Adopted Budget 2019-2020</u>	<u>Adopted Budget 2020-2021</u>
<b><u>Program Allocations</u></b>				
Salaries	\$ 337,210	426,943	577,575	589,164
Fringe Benefits	167,318	168,644	267,544	283,233
Maintenance and Operations:				
Supplies and Equipment	2,503	7,700	8,000	8,000
Professional/Contractual Services	-	-	10,000	10,000
Training and Memberships	2,968	2,900	5,350	5,350
Total Maintenance and Operations	<u>5,471</u>	<u>10,600</u>	<u>23,350</u>	<u>23,350</u>
Total Program Allocations	<u>\$ 509,999</u>	<u>606,187</u>	<u>868,469</u>	<u>895,747</u>

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 4.85; FY 2020-21 - 4.85

FUNDING SOURCE: This program is funded 100% by the Library Fund.

# LIBRARY

## LIBRARY FUND

### REFERENCE SERVICES

### GOALS AND OBJECTIVES

**Mission**

Support an informed, empowered and enriched citizenry by maintaining current, authoritative and relevant library collections; assisting and instructing patrons in meeting their information needs, offering informative, innovative programs for adults.

**Goal(s)**

- Provide professional, authoritative reference service using available resources.
- Provide in-depth readers' advisory services through a variety of platforms using an array of resources.
- Provide a wide variety of instructional and cultural programming driven by patron demand.

**Prior Budget Accomplishments**

- Coordinated and oversee the 2019 "One City, One Book" community-wide reading program (April 2019).
- Offered a variety of instructional classes to the public through the Learning @ Your Library series (ongoing).

**Objective(s)**

- Coordinate and oversee the 2020 and 2021 "One City, One Book" community-wide reading program. **(F - Commitment to Community)**
- Offer a variety of instructional classes to the public through the Learning @ Your Library series. **(F - Commitment to Community)**
- Promote and increase usage of the Library's online Virtual Library. **(F - Commitment to Community)**

**Performance Measure(s)**

Measure	FY 2016	FY 2017	FY 2018	
	Actual	Actual	Actual	Target
Average number of attendees at adult library programs <b>Significance:</b> Ensure library provides high demand adult library programs <b>Council Goal/Outcome:</b> Commitment to Community	0.00	260.00	2002.00	1700.00
Number of clickthroughs for Constant Contact <b>Significance:</b> Ensure outreach response is relevant <b>Council Goal/Outcome:</b> Commitment to Community	0.00	139.00	0.00	160.00
Number of clickthroughs for Constant Contact <b>Significance:</b> Ensure outreach response is relevant <b>Council Goal/Outcome:</b> Commitment to Community	0.00	892.00	1155.00	1000.00
Percentage of respondents intended to apply what they learned <b>Significance:</b> Ensure life long learning classes are valuable to the community <b>Council Goal/Outcome:</b> Commitment to Community	0.00%	85.00%	97.00%	95.00%

# LIBRARY

## LIBRARY FUND

### CHILDREN'S AND YOUNG ADULT SERVICES

#### Program Description

This program provides reference, reader's advisory, collections and programming for children, caregivers and teachers. These offerings are designed to support school curriculum, personal growth and encourage a lifelong love of reading and learning.

	<u>Prior Year Actual 2017-2018</u>	<u>Revised Budget 2018-2019</u>	<u>Adopted Budget 2019-2020</u>	<u>Adopted Budget 2020-2021</u>
<b><u>Program Allocations</u></b>				
Salaries	\$ 231,386	254,010	597,700	614,143
Fringe Benefits	120,850	124,741	324,207	345,420
Maintenance and Operations:				
Supplies and Equipment	19,955	22,100	17,000	17,000
Training and Memberships	4,307	4,950	10,050	10,050
Total Maintenance and Operations	24,262	27,050	27,050	27,050
Total Program Allocations	\$ 376,498	405,801	948,957	986,613

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 9.20; FY 2020-21 - 9.25

FUNDING SOURCE: This program is funded 100% by the Library Fund.

# LIBRARY

## LIBRARY FUND

### CHILDREN'S AND YOUNG ADULT SERVICES

### GOALS AND OBJECTIVES

#### **Mission**

To enrich, inform and inspire children, teens and adults through access to high quality library materials, resources, services, and programming designed to promote and encourage learning, discovery and community connections.

#### **Goal(s)**

- Ensure the Library provides timely and accurate service to help individuals successfully navigate its collections, become well-informed, and cultivate their imagination and creativity.
- Provide opportunities for the community to volunteer at the Library in a variety of ways enabling them to develop workplace skills, connect to their community and engage in activities that inspire personal growth and development.
- Provide an array of educational and informative programs, services and collections that support school curriculum needs.

#### **Prior Budget Accomplishments**

- Coordinated Summer Reading Club for youth of all ages (ongoing).
- Offered ongoing series of story-time sessions for babies, toddlers, and preschool aged children (ongoing).
- Provided staff coordination and oversight of Teen Volunteer Program and TOTAL (ongoing).
- Continued to support and offer online and live homework and literacy tutoring for students (ongoing).

#### **Objective(s)**

- Coordinate Summer Reading Club for youth of all ages. **(F - Commitment to Community)**
- Offer ongoing series of storytime sessions for babies, toddlers, and preschool aged children. **(F - Commitment to Community)**
- Provide staff coordination and oversight of Teen Volunteer Program and TOTAL. **(F - Commitment to Community)**
- Continue to support and offer online and live homework and literacy tutoring for all students. **(F - Commitment to Community)**

#### **Performance Measure(s)**

This Division does not have any "External" Performance Measures.

# LIBRARY

## LIBRARY FUND

### SPECIAL COLLECTIONS

#### Program Description

This program catalogs 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.

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b><u>Program Allocations</u></b>				
Salaries	\$ 132,146	159,918	30,142	30,884
Fringe Benefits	72,324	77,759	16,644	17,657
Maintenance and Operations:				
Supplies and Equipment	1,564	3,050	-	-
Professional/Contractual Services	-	5,000	-	-
Training and Memberships	2,237	4,000	-	-
Total Maintenance and Operations	3,801	12,050	-	-
Total Program Allocations	\$ 208,271	249,727	46,786	48,541

TOTAL ALLOCATIONND POSITIONS: FY 2019-20 - 0.25; FY 2020-21 - 0.25

FUNDING SOURCE: This program is funded 100% by the Library Fund.

# LIBRARY

## LIBRARY FUND

### SPECIAL COLLECTIONS

### GOALS AND OBJECTIVES

#### **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 inventory materials related to local history, American radio, and book arts.
- Provide access to the Library's special collections by providing reference services, writing articles for publication and outreach activities.
- Continue development of digital access for historical photographs and other materials in the Library's special collections.
- Assist with Library Reference service.

#### **Prior Budget Accomplishments**

- Acquired available historic and modern titles, historic material and ephemera related to the collections through purchase and donations (ongoing).
- Ensured the Special Collections Reading Room is open to the public a minimum of 11 regularly scheduled hours per week, and e-mail and telephone reference services are provided to the public (ongoing).
- Updated web pages to make materials more visible and more accessible, and create informational exhibits and displays of materials from the Library's special collections (ongoing).
- Added digital images to the Library's online catalog for public viewing (ongoing).

#### **Objective(s)**

- Digitize News Chronicle Photos to improve access to the collection. **(F - Commitment to Community)**
- Continue to train librarians to provide access to the Local History Collection and other materials in the Special Collections. **(F - Commitment to Community)**
- 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. **(F - Commitment to Community)**
- Add digital images to the Library's online catalog for public viewing. **(F - Commitment to Community)**

#### **Performance Measure(s)**

This Division does not have any "External" Performance Measures.

# 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 and to and from users, notification of overdue materials and receipt of fines and payments for lost or damaged items.

	<b>Prior Year Actual 2017-2018</b>	<b>Revised Budget 2018-2019</b>	<b>Adopted Budget 2019-2020</b>	<b>Adopted Budget 2020-2021</b>
<b><u>Program Allocations</u></b>				
Salaries	\$ 788,731	857,707	723,480	734,970
Fringe Benefits	379,561	376,220	296,816	312,479
Maintenance and Operations:				
Supplies and Equipment	11,977	13,000	10,000	10,000
Training and Memberships	632	2,550	2,550	2,550
Total Maintenance and Operations	12,609	15,550	12,550	12,550
Total Program Allocations	\$ 1,180,901	1,249,477	1,032,846	1,059,999

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 7.30; FY 2020-21 - 7.30

FUNDING SOURCE: This program is funded 100% by the Library Fund.

# LIBRARY

## LIBRARY FUND

### CIRCULATION

### GOALS AND OBJECTIVES

#### **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 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. Measures of active Claims Returned searches and Time To Shelf percentages will be used to gauge this goal.
- Save users time by offering self-service check-out and other self-service opportunities.

#### **Prior Budget Accomplishments**

- Oversaw patron and staff training components of upgraded and expanded self-checkout machines and service for the public (ongoing).
- Shifted Library materials to improve customer access and make more efficient use of shelf space (ongoing).
- Trained patrons and staff in the use of new point-of-sale system procedures at the check-out desks (ongoing).

#### **Objective(s)**

- Oversee patron and staff training components as needed for new program initiatives and services such as Student Success and Patron Alias. **(F - Commitment to Community)**
- Shift Library materials to improve customer access and make more efficient use of shelf space. Facilitate in the creation of a Teen Space by shifting parts of the collection to make space for this new area. **(F - Commitment to Community)**
- Provide support to other Library departments for their outreach activities. Encourage Library patrons to get new cards to re-register their old accounts. The number of new cards issued will be tracked to measure this goal. **(F - Commitment to Community)**

#### **Performance Measure(s)**

This Division does not have any "External" Performance Measures.

# LIBRARY

## LIBRARY FUND

### TECHNICAL SERVICES

#### Program Description

This program coordinates the purchasing, cataloging and processing of all Library materials.

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b><u>Program Allocations</u></b>				
Salaries	\$ 616,873	875,411	419,427	428,266
Fringe Benefits	322,197	457,467	218,242	230,298
Maintenance and Operations:				
Supplies and Equipment	814,147	754,500	753,000	753,000
Utilities	58,230	73,000	73,000	73,000
Training and Memberships	1,286	2,075	2,075	2,075
Total Maintenance and Operations	873,663	829,575	828,075	828,075
Total Program Allocations	\$ 1,812,733	2,162,453	1,465,744	1,486,639

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 4.55; FY 2020-21 - 4.55

FUNDING SOURCE: This program is funded 100% by the Library Fund.

# LIBRARY

## LIBRARY FUND

### TECHNICAL SERVICES

### GOALS AND OBJECTIVES

**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)**

- Purchased 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 (ongoing).
- Performed accurate and complete descriptive cataloging of materials ensuring their access by the public and staff through the Library catalog (ongoing).
- Processed materials quickly and correctly according to established standards (ongoing).

**Prior Budget Accomplishments**

- Adjust procedures with an eye towards operational efficiency as full RFID implementation occurs. (on-going)
- Provide catalog description and identification of new formats. (on-going)
- Develop new efficiencies as more materials are pre-cataloged and processed. (on-going)

**Objective(s)**

- Adjust procedures with an eye towards operational efficiency as full RFID implementation occurs. **(F - Commitment to Community)**
- Provide catalog description and identification of new formats. **(F - Commitment to Community)**
- Develop new efficiencies as more materials are pre-cataloged and processed. **(F - Commitment to Community)**

**Performance Measure(s)**

Measure	FY 2016	FY 2017	FY 2018	
	Actual	Actual	Actual	Target
Number of Library Website visits, including the catalogs and mobile catalogs	0	430,756	1,292,267	200,000
<b>Significance:</b> Motivate community engagement in Library				
<b>Council Goal/Outcome:</b> Municipal Government Leadership				
Number of likes or shares on Facebook	0.00	115.00	0.00	100.00
<b>Significance:</b> Motivate community engagement in library services				
<b>Council Goal/Outcome:</b> Commitment to Community				

# 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.

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b><u>Program Allocations</u></b>				
Salaries	\$ -	55,658	-	-
Fringe Benefits	-	37,687	-	-
Maintenance and Operations:				
Repairs and Maintenance	34,364	650,570	700,116	706,890
Asset Replacement Funding	4,455	3,100	5,000	5,000
Total Maintenance and Operations	38,819	653,670	705,116	711,890
Capital Improvements	-	200,000	506,450	211,450
Maintenance Improvements	-	450,000	150,000	300,000
Total Program Allocations	\$ 38,819	1,397,015	1,361,566	1,223,340

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 0.00; FY 2020-21 - 0.00

FUNDING SOURCE: This program is funded 100% by the Library Fund.

# LIBRARY

## LIBRARY FUND

### MAINTENANCE

### GOALS AND OBJECTIVES

#### **Mission**

To ensure that the Grant R. Brimhall (GRB) Library and the Newbury Park Branch (NPB) 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.
- Ensure that Library materials are transported between facilities to support excellent customer service.
- Ensure that all the facilities are clean.

#### **Prior Budget Accomplishments**

- Replaced worn and outdated library furniture at Grant Brimhall Library (ongoing).
- Replaced roof and solar at Newbury Park Library ( May 2017).
- Repaired brick pavement in front of main entrance at Grant Brimhall Library (FY 2017-18).

#### **Objective(s)**

- Replace worn and outdated library furniture at GRB Library. **(E - Essential Infrastructure)**
- Continue remodeling efforts at both libraries. **(E - Essential Infrastructure)**

#### **Performance Measure(s)**

This Division does not have any "External" Performance Measures.

# LIBRARY

## LIBRARY FUND

### INFORMATION SYSTEMS

#### Program Description

This program evaluates, recommends and enhances the Library's electronic services for the public and staff. This program is responsible for ensuring the efficient and effective implementation and use of electronic resources and the ongoing evaluation of those resources to maintain accuracy, authority and currency.

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b>Program Allocations</b>				
Salaries	\$ 101,578	224,345	207,848	214,020
Fringe Benefits	51,134	111,608	108,586	115,695
Maintenance and Operations:				
Supplies and Equipment	78,669	105,509	91,000	91,000
Repairs and Maintenance	169,320	323,725	218,000	218,000
Professional/Contractual Services	2,900	-	25,000	25,000
Utilities	38,999	40,000	40,000	40,000
Training and Memberships	4,677	3,100	66,900	66,900
Asset Replacement Funding	26,150	14,500	42,000	42,000
Total Maintenance and Operations	320,715	486,834	482,900	482,900
Capital Outlay:				
Capital Outlay	46,222	150,000	100,000	-
Use of Asset Replacement	(34,222)	-	(100,000)	-
Total Capital Outlay	12,000	150,000	-	-
Total Program Allocations	\$ 485,427	972,787	799,334	812,615

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 0.40; FY 2020-21 - 0.40

FUNDING SOURCE: This program is funded 100% by the Library Fund.

# LIBRARY

## LIBRARY FUND

### INFORMATION SYSTEMS

### GOALS AND OBJECTIVES

**Mission**

To maintain and support Library's electronic resources to provide effective, efficient communication, and services to the 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**

- Promoted usage and implement mobile interfaces for various Library resources (ongoing).
- Ensured access to comprehensive, current and authoritative digital resources for the public and staff (ongoing).
- Evaluated and implement digital, cloud based solutions to improve overall operational efficiency (ongoing).

**Objective(s)**

- Promote usage and implement mobile interfaces for various Library resources. **(F - Commitment to Community)**
- Ensure access to comprehensive, current and authoritative digital resources for the public and staff. **(B - Fiscally and Managerially Responsible)**
- Evaluate and implement digital, cloud based solutions to improve overall operational efficiency. **(B - Fiscally and Managerially Responsible)**

**Performance Measure(s)**

This Division does not have any "External" Performance Measures.

# LIBRARY

## LIBRARY FUND

### NEWBURY PARK BRANCH

#### Program Description

This program provides high quality, customer driven and cost effective programming, services and collections primarily for those residents located in the Newbury Park section of Thousand Oaks.

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b>Program Allocations</b>				
Salaries	\$ 405,643	393,115	561,471	573,292
Fringe Benefits	180,854	147,452	249,290	264,187
Maintenance and Operations:				
Supplies and Equipment	33,246	19,577	16,500	16,500
Repairs and Maintenance	268,749	240,190	275,116	278,990
Professional/Contractual Services	1,189	20,800	800	800
Utilities	7,691	-	7,600	7,600
Equipment/Building Rental	4,100	4,100	3,600	3,600
Training and Memberships	66	4,615	4,600	4,600
Asset Replacement Funding	6,055	6,100	6,100	16,100
Total Maintenance and Operations	321,096	295,382	314,316	328,190
Capital Outlay:				
Capital Outlay	-	-	100,000	-
Use of Asset Replacement	10,972	-	(100,000)	-
Total Capital Outlay	10,972	-	-	-
Capital Improvements	1,000	-	57,000	57,000
Maintenance Improvements	-	50,000	50,000	250,000
Total Program Allocations	\$ 919,565	885,949	1,232,077	1,472,669

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 5.20; FY 2020-21 - 5.20

FUNDING SOURCE: This program is funded 100% by the Library Fund.

# LIBRARY

## LIBRARY FUND

### NEWBURY PARK BRANCH

### GOALS AND OBJECTIVES

**Mission**

To serve the diverse informational, educational, cultural and recreational needs of the community through excellent customer service, high interest materials and patron driven Library programming, in a convenient neighborhood setting.

**Goal(s)**

- Prepare and present innovative and interesting intergenerational programs for the Newbury Park Library community.
- Participate in community outreach efforts to inform citizens about services available and to encourage library use.
- To provide excellent customer service and assistance in using the Library resources and services.

**Prior Budget Accomplishments**

- Continued to participate in outreach efforts to educate and inform the community (ongoing).
- Provided dynamic and innovative classes and programs to the Newbury Park community (ongoing).

**Objective(s)**

- Continue to participate in outreach efforts to educate and inform the community. **(F - Commitment to Community)**
- Provide dynamic and innovative classes and programs to the Newbury Park community. **(F - Commitment to Community)**

**Performance Measure(s)**

This Division does not have any "External" Performance Measures.



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# OTHER SPECIAL REVENUE FUNDS

Lighting Assessment District  
Landscaping Assessment District  
Stormwater/Flood Control Assessment  
Street Improvement  
Community Development Block Grant (CDBG)  
Housing Trust  
East County Transit Alliance (ECTA)

# BUDGET SUMMARY

## LIGHTING ASSESSMENT DISTRICT FUND

### OPERATIONS SUMMARY

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b><u>Amount Available for Allocation</u></b>				
Estimated Revenues:				
Special Assessments - Lighting	\$ 432,685	445,100	460,000	473,000
City - Lighting Property Tax	1,485,885	1,411,300	1,501,400	1,527,900
Interest Income	12,317	-	20,000	20,000
Miscellaneous Income	65,803	21,500	10,000	10,000
<b>Total Estimated Revenues</b>	<b>1,996,690</b>	<b>1,877,900</b>	<b>1,991,400</b>	<b>2,030,900</b>
Transfers From Other Funds:				
Transfers From Other Funds	142,627	180,000	180,000	180,000
Reserve Account	-	-	443,160	4,897,548
<b>Total Amount Available for Allocation</b>	<b>\$ 2,139,316</b>	<b>2,057,900</b>	<b>2,614,560</b>	<b>7,108,448</b>
<b><u>Estimated Requirements</u></b>				
Operating Expenses:				
Salaries	\$ 121,101	115,255	148,619	152,285
Fringe Benefits	64,323	70,364	80,941	85,963
Supplies and Equipment	12	1,500	-	-
Professional/Contractual Services	346,307	481,936	400,000	400,000
Utilities	1,111,939	1,219,583	1,146,000	1,178,000
Charge Backs	105,752	114,000	109,000	112,200
<b>Total Operating Expenses</b>	<b>1,749,434</b>	<b>2,002,638</b>	<b>1,884,560</b>	<b>1,928,448</b>
Capital Improvements	-	-	380,000	4,830,000
Maintenance Improvements	-	-	350,000	350,000
Reserve Account	389,882	55,262	-	-
<b>Total Estimated Requirements</b>	<b>\$ 2,139,316</b>	<b>2,057,900</b>	<b>2,614,560</b>	<b>7,108,448</b>

TOTAL ALLOCATIONND POSITIONS: FY 2019-20 - 1.20; FY 2020-21 - 1.20

FUNDING SOURCE: This program is funded 100% by the Lighting Fund.

# PUBLIC WORKS

## LIGHTING ASSESSMENT DISTRICT FUND

## LIGHTING ASSESSMENT DISTRICT FUND

### GOALS AND OBJECTIVES

**Mission**

To provide scheduled routine traffic signal maintenance and provide funding for street lighting within the lighting district.

**Goal(s)**

- Provide timely response and service to resident requests.

**Prior Budget Accomplishments**

- Enhanced traffic flow and efficiency throughout the City (ongoing).
- Maintained and improved business and neighborhood safety with effective street lighting (ongoing).
- Expanded Centracs signal coordination and timing system (ongoing).
- Replaced controller boxes, cameras, and other equipment as needed (ongoing).

**Additional Accomplishments**

- Installed new luminaries and light-spray shields as requested/needed (ongoing).
- Provided operation and maintenance for street lighting (ongoing).

**Objective(s)**

- Enhance traffic flow and efficiency throughout the City. **(E - Essential Infrastructure)**
- Maintain and improve business and neighborhood safety with effective street lighting. **(E - Essential Infrastructure)**

**Performance Measure(s)**

This Division does not have any "External" Performance Measures.

# BUDGET SUMMARY

## LANDSCAPING ASSESSMENT DISTRICT FUND

### OPERATIONS SUMMARY

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b><u>Amount Available for Allocation</u></b>				
Estimated Revenues:				
Special Assessments - Landscaping	\$ 4,176,278	3,853,300	4,430,700	4,563,700
City - Landscaping Property Tax	884,345	827,800	938,600	967,200
Interest Income	114,356	45,300	121,400	125,200
Miscellaneous Income	41,951	45,000	40,000	40,000
Total Estimated Revenues	<u>5,216,930</u>	<u>4,771,400</u>	<u>5,530,700</u>	<u>5,696,100</u>
Reserve Account	-	3,324,954	405,187	1,313,209
Total Amount Available for Allocation	<u>\$ 5,216,930</u>	<u>8,096,354</u>	<u>5,935,887</u>	<u>7,009,309</u>
<b><u>Estimated Requirements</u></b>				
Operating Expenses:				
Salaries	\$ 598,356	588,179	639,606	657,932
Fringe Benefits	353,179	336,489	391,691	415,937
Supplies and Equipment	109,876	127,200	136,000	136,000
Repairs and Maintenance	-	15,000	25,000	25,000
Professional/Contractual Services	1,595,335	1,634,269	1,847,000	1,847,000
Utilities	1,132,224	1,196,500	1,403,300	1,406,900
Training and Memberships	579	3,880	3,890	4,140
Charge Backs	778,528	866,204	854,400	866,400
Total Operating Expenses	<u>4,568,077</u>	<u>4,767,721</u>	<u>5,300,887</u>	<u>5,359,309</u>
Capital Improvements	-	545,000	145,000	-
Maintenance Improvements	46,959	2,783,633	490,000	1,650,000
Reserve Account	601,894	-	-	-
Total Estimated Requirements	<u>\$ 5,216,930</u>	<u>8,096,354</u>	<u>5,935,887</u>	<u>7,009,309</u>

TOTAL ALLOCATION POSITIONS: FY 2019-20 - 9.35; FY 2020-21 - 9.35

FUNDING SOURCE: This program is funded 100% by the Landscaping Fund.

# PUBLIC WORKS

## LANDSCAPING ASSESSMENT DISTRICT FUND LANDSCAPING ASSESSMENT DISTRICT FUND GOALS AND OBJECTIVES

### **Mission**

To provide scheduled routine tree trimming services, open space weed abatement, and landscape maintenance within the landscape district.

### **Goal(s)**

- Provide scheduled routine landscape maintenance 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**

- Provided maintenance to City's 518 acres of greenbelts, medians, and parkways (ongoing).
- Enhanced City's tree program by planting a minimum of 150 native oaks (ongoing).
- Developed RFP for Landscape Master Plan and Tree Inventory (ongoing).
- Trimmed 2,305 trees (ongoing).

### **Additional Accomplishments**

- Removed 201 street trees and planted 475 trees (ongoing).
- Maintained Tree City USA status (ongoing).

### **Objective(s)**

- Provide maintenance to City's 518 acres of greenbelts, medians, and parkways. **(E - Essential Infrastructure)**
- Enhance City's tree program by planting a minimum of 150 native oaks per year. **(E - Essential Infrastructure)**

### **Performance Measure(s)**

This Division does not have any "External" Performance Measures.

# BUDGET SUMMARY

## STORMWATER / FLOOD CONTROL ASSESSMENT FUNDS

### OPERATIONS SUMMARY

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b><u>Amount Available for Allocation</u></b>				
Estimated Revenues:				
County Flood Control Zone 3	\$ 176,438	165,000	183,600	187,300
Miscellaneous Revenue/Interest	328,168	304,000	348,400	355,400
Total Estimated Revenues	<u>504,606</u>	<u>469,000</u>	<u>532,000</u>	<u>542,700</u>
Transfers From Other Funds:				
Transfers From Other Funds	275,064	722,183	621,350	643,724
Reserve Account	-	57,275	-	-
Total Amount Available for Allocation	<u>\$ 779,670</u>	<u>1,248,458</u>	<u>1,153,350</u>	<u>1,186,424</u>
<b><u>Estimated Requirements</u></b>				
Operating Expenses:				
Salaries	\$ 325,634	346,440	277,648	284,315
Fringe Benefits	159,977	170,843	145,302	154,709
Supplies and Equipment	10,997	81,600	26,100	26,100
Repairs and Maintenance	5,506	-	-	-
Professional/Contractual Services	164,722	385,525	392,000	412,000
Utilities	577	-	1,000	1,000
Training and Memberships	3,893	10,050	9,300	9,300
Charge Backs	92,154	104,000	96,000	99,000
Total Operating Expenses	<u>763,460</u>	<u>1,098,458</u>	<u>947,350</u>	<u>986,424</u>
Capital Improvements	-	150,000	-	-
Maintenance Improvements	-	-	206,000	200,000
Reserve Account	16,210	-	-	-
Total Estimated Requirements	<u>\$ 779,670</u>	<u>1,248,458</u>	<u>1,153,350</u>	<u>1,186,424</u>

TOTAL ALLOCATION POSITIONS: FY 2019-20 - 3.25; FY 2020-21 - 3.25

FUNDING SOURCE: This program is funded 100% by the Stormwater Fund.

# PUBLIC WORKS

## STORMWATER / FLOOD CONTROL ASSESSMENT FUNDS

### STORMWATER / FLOOD CONTROL ASSESSMENT

### GOALS AND OBJECTIVES

#### **Mission**

To improve the quality of water in our local streams and creeks.

#### **Goal(s)**

- Comply with Ventura Countywide Municipal Stormwater National Pollutant Discharge Elimination System (NPDES) permit requirements.
- Comply with Total Maximum Daily Load (TMDL) pollution reduction requirements issued by the State Regional Water Quality Control Board.

#### **Prior Budget Accomplishments**

- Achieved compliance with all permit requirements and conditions (ongoing).
- Conducted program activities and stormwater quality monitoring in compliance with adopted TMDLs (ongoing).
- Ensured development projects implemented Best Management Practices during construction (ongoing).
- Ensured new development projects installed and maintained runoff discharge controls (ongoing).

#### **Additional Accomplishments**

- Responded to all complaints of illicit discharges to the storm drain system (ongoing).
- Inspected industrial, auto repair, and food service facilities in the City (ongoing).
- Educated the public regarding harmful effects of stormwater pollution (ongoing).
- Submitted Annual Report to the County (ongoing).

#### **Objective(s)**

- Achieve compliance with all permit requirements and conditions. **(B - Fiscally and Managerially Responsible)**
- Conduct program activities and stormwater quality monitoring in compliance with adopted TMDLs. **(E - Essential Infrastructure)**

#### **Performance Measure(s)**

This Division does not have any "External" Performance Measures.

# BUDGET SUMMARY

## STREET IMPROVEMENT FUNDS

### OPERATIONS SUMMARY

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b><u>Amount Available for Allocation</u></b>				
Estimated Revenues:				
Gasoline Tax 2107 and 2107.5	\$ 941,810	1,002,000	965,000	965,000
Traffic Safety	763,012	626,000	628,000	628,000
Gasoline Tax 2105	854,521	785,000	890,700	890,700
Gasoline Tax 2106	465,907	480,000	484,000	484,000
Bicycle Pedestrian Safety	260,306	59,000	64,000	64,000
Federal Highway Admin. Grant	326,549	333,000	3,759,491	1,998,000
Streets Maintenance	515,972	535,000	1,110,500	1,100,500
Road Maint. & Rehab. Acct. - SEC 2030	771,234	2,273,800	2,155,000	3,300,000
Total Estimated Revenues	<u>4,899,310</u>	<u>6,093,800</u>	<u>10,056,691</u>	<u>9,430,200</u>
Reserve Account	-	5,738,509	-	-
Total Amount Available for Allocation	<u>\$ 4,899,310</u>	<u>11,832,309</u>	<u>10,056,691</u>	<u>9,430,200</u>
<b><u>Estimated Requirements</u></b>				
Operating Expenses:				
Supplies and Equipment	\$ 275	-	-	-
Repairs and Maintenance	1,067	-	-	-
Professional/Contractual Services	63,491	184,747	55,000	55,000
Total Operating Expenses	<u>64,833</u>	<u>184,747</u>	<u>55,000</u>	<u>55,000</u>
Capital Improvements	2,048,591	8,659,073	6,536,250	5,533,000
Maintenance Improvements	254,737	1,390,489	1,835,657	1,845,000
Transfers to Other Funds	1,683,909	1,598,000	1,565,000	1,565,000
Reserve Account	847,240	-	64,784	432,200
Total Estimated Requirements	<u>\$ 4,899,310</u>	<u>11,832,309</u>	<u>10,056,691</u>	<u>9,430,200</u>

TOTAL ALLOCATIOND POSITIONS: FY 2019-20 - 0.00; FY 2020-21 - 0.00

FUNDING SOURCE: This program is funded 100% by the Street Improvement Fund.

# BUDGET SUMMARY

## COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) PROGRAM

### OPERATIONS SUMMARY

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b><u>Amount Available for Allocation</u></b>				
Estimated Revenues:				
Federal Contributions	\$ 510,309	600,000	580,000	580,000
Reserve Account	-	428,827	-	-
Total Amount Available for Allocation	<u>\$ 510,309</u>	<u>1,028,827</u>	<u>580,000</u>	<u>580,000</u>
<b><u>Estimated Requirements</u></b>				
Operating Expenses:				
Professional/Contractual Services	\$ 510,309	1,028,827	580,000	580,000
Reserve Account	-	-	-	-
Total Estimated Requirements	<u>\$ 510,309</u>	<u>1,028,827</u>	<u>580,000</u>	<u>580,000</u>

TOTAL ALLOCATIONND POSITIONS: FY 2019-20 - 0.00; FY 2020-21 - 0.00

FUNDING SOURCE: This program is funded 100% by the US Dept. of Housing & Urban Development

# BUDGET SUMMARY

## HOUSING TRUST FUND

### OPERATIONS SUMMARY

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b><u>Amount Available for Allocation</u></b>				
Estimated Revenues:				
Interest Income	\$ 22,112	45,000	100,500	100,500
Other Revenue	396,477	114,000	269,000	269,000
Total Estimated Revenues	<u>418,589</u>	<u>159,000</u>	<u>369,500</u>	<u>369,500</u>
Reserve Account	-	128,887	-	-
Total Amount Available for Allocation	<u>\$ 418,589</u>	<u>287,887</u>	<u>369,500</u>	<u>369,500</u>
<b><u>Estimated Requirements</u></b>				
Operating Expenses:				
Professional/Contractual Services	\$ 5,993	65,930	47,500	47,500
Training and Memberships	-	3,550	-	-
Charge Backs	114,036	218,407	183,257	190,348
Total Operating Expenses	<u>120,029</u>	<u>287,887</u>	<u>230,757</u>	<u>237,848</u>
Reserve Account	298,560	-	138,743	131,652
Total Estimated Requirements	<u>\$ 418,589</u>	<u>287,887</u>	<u>369,500</u>	<u>369,500</u>

TOTAL ALLOCATIONND POSITIONS: FY 2019-20 - 0.00; FY 2020-21 - 0.00

FUNDING SOURCE: This program is funded 100% by the Housing Trust Fund.

# COMMUNITY DEVELOPMENT

## GENERAL FUND

### HOUSING TRUST FUND

### GOALS AND OBJECTIVES

#### **Mission**

Implement Housing and redevelopment-related activities, including dissolution of former Redevelopment Agency.

#### **Goal(s)**

- To implement goals and policies of the Housing Element of the City's General Plan that seek to increase the supply of affordable housing in the City.
- To create, preserve, or rehabilitate affordable housing.
- Administer City's Housing Trust Fund, including processing of funding requests by affordable housing providers and effectively administer on-going housing-related responsibilities.

#### **Prior Budget Accomplishments**

- Processed required Housing Successor reports as required by Housing & Community Development(December 2017 and December 2018).
- Monitored Housing Successor units and processed applications requests related to Housing Successor (ongoing).
- Reviewed Financial Audits and received loan payments (ongoing).

#### **Objective(s)**

- Continue implementation activities and monitoring of Housing Successor units. **(E - Essential Infrastructure)**
- Leverage Housing Successor funds with State and Federal funds for the development of affordable housing. **(G - Public-Private and Multi-Jurisdictional Opportunities)**

#### **Performance Measure(s)**

This Division does not have any "External" Performance Measures.

# BUDGET SUMMARY

## EAST COUNTY TRANSIT ALLIANCE

### OPERATIONS SUMMARY

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b><u>Amount Available for Allocation</u></b>				
Estimated Revenues:				
Miscellaneous	\$ 772,421	990,550	981,000	1,146,050
Reserve Account	-	-	480,209	369,315
Total Amount Available for Allocation	<u>\$ 772,421</u>	<u>990,550</u>	<u>1,461,209</u>	<u>1,515,365</u>
<b><u>Estimated Requirements</u></b>				
Operating Expenses:				
Salaries	\$ 15,151	20,481	26,471	27,022
Fringe Benefits	7,945	8,315	13,738	14,543
Supplies and Equipment	82,640	101,400	124,000	139,000
Repairs and Maintenance	9,323	18,000	25,000	25,000
Professional/Contractual Services	561,509	751,000	1,264,500	1,302,300
Utilities	-	3,000	-	-
Insurance and Claims	2,900	7,500	7,500	7,500
Training and Memberships	111	-	-	-
Total Operating Expenses	<u>679,579</u>	<u>909,696</u>	<u>1,461,209</u>	<u>1,515,365</u>
Reserve Account	92,842	80,854	-	-
Total Estimated Requirements	<u>\$ 772,421</u>	<u>990,550</u>	<u>1,461,209</u>	<u>1,515,365</u>

# PUBLIC WORKS

## TRANSPORTATION FUND

### EAST COUNTY TRANSIT ALLIANCE

### GOALS AND OBJECTIVES

#### **Mission**

To provide improved transit services in eastern Ventura County consistent with the Ventura County Transportation Commission Regional Transit Plan and the ECTA Implementation Plan.

#### **Goal(s)**

- Improve service coordination and cooperation between east County cities and County of Ventura.
- Implement transit services that improve regional transportation.

#### **Prior Budget Accomplishments**

- Expanded CONNECT InterCity service to weekends (ongoing).
- Implemented coordinated marketing and branding efforts (ongoing).
- Implemented additional services consistent with the adopted Implementation Plan (ongoing).

#### **Additional Accomplishments**

- Implemented CONNECT InterCity dial-a-ride services for seniors and disabled.

#### **Objective(s)**

- Implement coordinated marketing and branding efforts. **(G - Public-Private and Multi-Jurisdictional Opportunities)**
- Implement additional services consistent with the adopted Implementation Plan. **(G - Public-Private and Multi-Jurisdictional Opportunities)**

#### **Performance Measure(s)**

This Division does not have any "External" Performance Measures.

# CAPITAL PROJECTS & DEBT SERVICE FUNDS

# BUDGET SUMMARY

## CAPITAL PROJECTS FUNDS

### OPERATIONS SUMMARY

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b><u>Amount Available for Allocation</u></b>				
Estimated Revenues:				
Developer Fees	\$ 1,741,870	456,000	255,000	255,000
Bedroom Tax	9,000	28,000	9,000	9,000
Private Capital Contribution	600	2,000	1,000	1,000
Miscellaneous Revenues	3,405	-	-	-
Interest Apportionment	358,459	257,000	258,100	258,100
Total Estimated Revenues	<u>2,113,333</u>	<u>743,000</u>	<u>523,100</u>	<u>523,100</u>
Transfers From Other Funds:				
Transfers From Other Funds	5,824,172	5,415,000	200,000	200,000
Reserve Account	-	13,603,335	5,377,700	5,734,695
Total Amount Available for Allocation	<u>\$ 7,937,506</u>	<u>19,761,335</u>	<u>6,100,800</u>	<u>6,457,795</u>
<b><u>Estimated Requirements</u></b>				
Operating Expenses:				
Supplies and Equipment	\$ 21,568	-	-	-
Repairs and Maintenance	9,900	-	-	-
Professional/Contractual Services	23,590	1,331,379	-	-
Total Operating Expenses	<u>55,058</u>	<u>1,331,379</u>	<u>-</u>	<u>-</u>
Capital Improvements	3,670,586	16,117,126	4,355,400	5,217,395
Maintenance Improvements	574,804	1,497,630	830,000	50,000
Debt Service	3,494	-	-	-
Transfers to Other Funds	1,113,330	815,200	915,400	1,190,400
Reserve Account	2,520,234	-	-	-
Total Estimated Requirements	<u>\$ 7,937,506</u>	<u>19,761,335</u>	<u>6,100,800</u>	<u>6,457,795</u>

# BUDGET SUMMARY

## PUBLIC FINANCING AUTHORITY FUND

### OPERATIONS SUMMARY

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b><u>Amount Available for Allocation</u></b>				
Estimated Revenues:				
Revenues	\$ 14,595	4,000	18,000	18,000
Transfers From Other Funds:				
Transfers From Other Funds	1,140,665	1,151,900	1,140,100	1,138,100
Reserve Account	-	-	-	-
Total Amount Available for Allocation	<u>\$ 1,155,260</u>	<u>1,155,900</u>	<u>1,158,100</u>	<u>1,156,100</u>
<b><u>Estimated Requirements</u></b>				
Debt Service	\$ 1,154,713	1,155,900	1,158,100	1,156,100
Reserve Account	547	-	-	-
Total Estimated Requirements	<u>\$ 1,155,260</u>	<u>1,155,900</u>	<u>1,158,100</u>	<u>1,156,100</u>

# INTERNAL SERVICE FUNDS

Liability  
Workers' Compensation  
Vision Plan

# BUDGET SUMMARY

## INTERNAL SERVICE FUNDS - LIABILITY INSURANCE

### OPERATIONS SUMMARY

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b><u>Amount Available for Allocation</u></b>				
Estimated Revenues:				
Interest Income	\$ 61,907	50,000	60,000	60,000
General Fund Support	971,239	1,090,700	1,260,980	1,442,127
Other Income	275	-	-	-
Total Estimated Revenues	<u>1,033,421</u>	<u>1,140,700</u>	<u>1,320,980</u>	<u>1,502,127</u>
Reserve Account	-	4,461	-	-
Total Amount Available for Allocation	<u>\$ 1,033,421</u>	<u>1,145,161</u>	<u>1,320,980</u>	<u>1,502,127</u>
<b><u>Estimated Requirements</u></b>				
Operating Expenses:				
Professional/Contractual Services	\$ 41,969	51,403	60,000	60,000
Insurance and Claims	971,239	1,093,758	1,260,980	1,442,127
Total Operating Expenses	<u>1,013,208</u>	<u>1,145,161</u>	<u>1,320,980</u>	<u>1,502,127</u>
Reserve Account	20,213	-	-	-
Total Estimated Requirements	<u>\$ 1,033,421</u>	<u>1,145,161</u>	<u>1,320,980</u>	<u>1,502,127</u>

# BUDGET SUMMARY

## INTERNAL SERVICE FUNDS - WORKERS' COMPENSATION

### OPERATIONS SUMMARY

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b><u>Amount Available for Allocation</u></b>				
Estimated Revenues:				
Fund Allocation	\$ 481,259	470,000	536,500	548,200
Reserve Account	-	-	-	-
Total Amount Available for Allocation	<u>\$ 481,259</u>	<u>470,000</u>	<u>536,500</u>	<u>548,200</u>
<b><u>Estimated Requirements</u></b>				
Operating Expenses:				
Professional/Contractual Services	\$ 43,527	40,000	40,000	45,000
Insurance and Claims	341,411	430,000	496,500	503,200
Total Operating Expenses	<u>384,938</u>	<u>470,000</u>	<u>536,500</u>	<u>548,200</u>
Reserve Account	96,321	-	-	-
Total Estimated Requirements	<u>\$ 481,259</u>	<u>470,000</u>	<u>536,500</u>	<u>548,200</u>

# BUDGET SUMMARY

## INTERNAL SERVICE FUNDS - VISION PLAN OPERATIONS SUMMARY

	Prior Year Actual 2017-2018	Revised Budget 2018-2019	Adopted Budget 2019-2020	Adopted Budget 2020-2021
<b><u>Amount Available for Allocation</u></b>				
Estimated Revenues:				
Fund Allocation	\$ 48,948	56,000	56,000	56,000
Reserve Account	-	-	-	-
Total Amount Available for Allocation	<u>\$ 48,948</u>	<u>56,000</u>	<u>56,000</u>	<u>56,000</u>
<b><u>Estimated Requirements</u></b>				
Operating Expenses:				
Professional/Contractual Services	\$ 6,609	7,000	7,000	7,000
Insurance and Claims	41,809	49,000	49,000	49,000
Total Operating Expenses	<u>48,418</u>	<u>56,000</u>	<u>56,000</u>	<u>56,000</u>
Reserve Account	530	-	-	-
Total Estimated Requirements	<u>\$ 48,948</u>	<u>56,000</u>	<u>56,000</u>	<u>56,000</u>



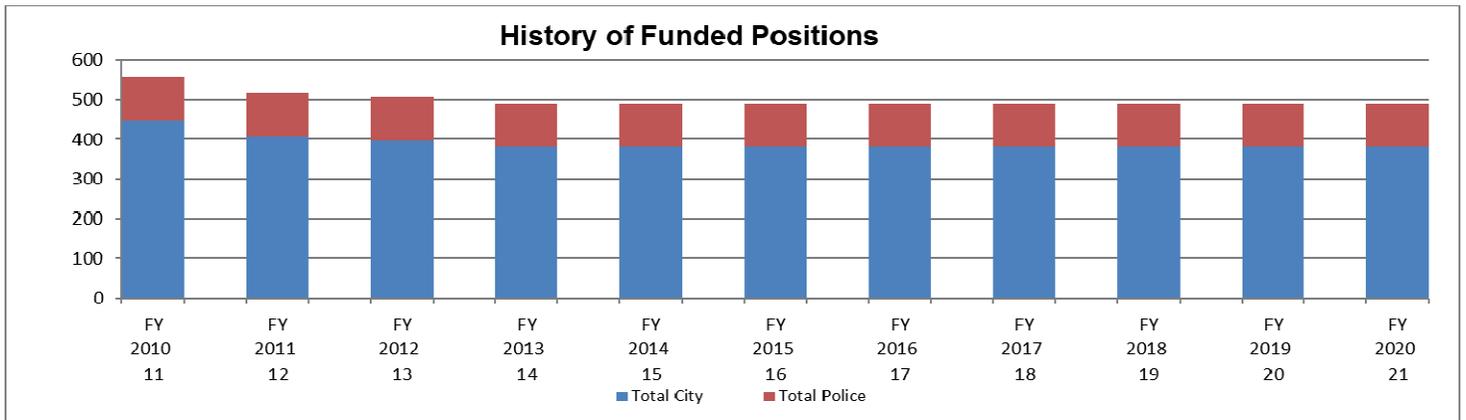
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# HISTORY & DETAIL OF FUNDED POSITIONS

# HISTORY OF FUNDED POSITIONS

2010-11 TO 2020-21

Department	10-11	11-12	12-13	13-14	14-15	15-16	Revised	Revised	Revised	19-20	20-21
							16-17	17-18	18-19		
City Attorney	6	6	5	5	5	5	5	5	5	5	5
City Clerk	8	8	7	7	7	7	6	6	6	6	6
City Manager	11	15	14	13	13	14	14	14	14	16	16
Human Resources	9	8	7	7	7	8	9	9	9	9	9
Community Services*	-	-	-	1	1	1	1	1	1	1	1
Cultural Affairs	23	15	16	14	14	14	14	15	15	16	16
Community Dev.	71	57	51	47	47	48	48	48	48	48	48
Finance	53	51	49	48	48	54	54	56	56	61	61
Library	60	49	49	46	46	44	44	41	41	38	38
Public Works	206	198	199	193	193	186	186	186	186	181	181
<b>Total City</b>	<b>447</b>	<b>407</b>	<b>397</b>	<b>381</b>							
<b>Police</b>											
Sworn	94	93	93	93	93	93	93	93	93	93	93
Non-Sworn	16	15	15	15	15	15	15	15	15	15	15
City Support Position	<u>2</u>	<u>1</u>	<u>1</u>	<u>0</u>							
<b>Total Police</b>	<b>112</b>	<b>109</b>	<b>109</b>	<b>108</b>							
<b>Total Funded Positions</b>	<b>559</b>	<b>516</b>	<b>506</b>	<b>489</b>							
<b>City Population (in 1,000's)</b>	<b>128</b>	<b>128</b>	<b>128</b>	<b>129</b>	<b>132</b>	<b>132</b>	<b>131</b>	<b>130</b>	<b>130</b>	<b>n/a</b>	<b>n/a</b>
<small>(Source: Dept. of Finance)</small>											



\*Senior and Teen Center separated from Cultural Affairs (Reports to Library).

# POSITION SUMMARY BY FUND

## GENERAL FUND CITY COUNCIL

<u>PROGRAM</u>	<u>FY 2019-20</u> <u>FY 2018-19</u>		<u>TITLE</u>
	<u>POSITIONS</u>	<u>POSITIONS</u>	
CITY COUNCIL	5.00	5.00	CITY COUNCIL MEMBER
<b>TOTAL CITY COUNCIL</b>	<b>5.00</b>	<b>5.00</b>	

# POSITION SUMMARY BY FUND

## GENERAL FUND CITY MANAGER

<u>PROGRAM</u>	<u>FY 2019-20</u>	<u>FY 2018-19</u>	<u>TITLE</u>
	<u>POSITIONS</u>	<u>POSITIONS</u>	
ADMINISTRATION	1.00	1.00	ADMIN SUPPORT SUPERVISOR
ADMINISTRATION	1.00	1.00	ASSISTANT ANALYST
ADMINISTRATION	0.80	0.80	ASSISTANT CITY MANAGER
ADMINISTRATION	0.30	0.30	ASSISTANT TO THE CITY MANAGER
ADMINISTRATION	0.80	0.80	CITY MANAGER
ADMINISTRATION	1.50	1.50	COMMUNICATIONS/MKTG ANALYST
ADMINISTRATION	1.00	1.00	CUSTOMER RELATIONS ASSISTANT
ADMINISTRATION	1.00	1.00	DEPUTY CITY MANAGER
ADMINISTRATION	1.00	1.00	EXECUTIVE ASSISTANT
ADMINISTRATION	0.30	0.30	LEGISLATIVE AFFAIRS/INTERGVT MGR
<b>TOTAL ADMINISTRATION</b>	<b>8.70</b>	<b>8.70</b>	
ECONOMIC DEVELOPMENT	1.00	1.00	ECONOMIC DEVELOPMENT MANAGER
ECONOMIC DEVELOPMENT	1.00	1.00	ECONOMIC DEVELOPMENT ANALYST
<b>TOTAL ECONOMIC DEVELOPMENT</b>	<b>2.00</b>	<b>2.00</b>	
LEGISLATIVE	0.20	0.20	ASSISTANT CITY MANAGER
LEGISLATIVE	0.20	0.20	CITY MANAGER
LEGISLATIVE	0.70	0.70	LEGISLATIVE AFFAIRS/INTERGVT MGR
<b>TOTAL LEGISLATIVE</b>	<b>1.10</b>	<b>1.10</b>	
PUBLIC INFORMATION	0.70	0.70	ASSISTANT TO THE CITY MANAGER
PUBLIC INFORMATION	0.50	0.50	COMMUNICATIONS/MKTG ANALYST
<b>TOTAL PUBLIC INFORMATION</b>	<b>1.20</b>	<b>1.20</b>	
TOTV/CABLE SERVICES	1.00	1.00	CABLE OPERATIONS SUPERVISOR
TOTV/CABLE SERVICES	2.00	2.00	SR VIDEO PRODUCTION SPECIALIST
<b>TOTAL TOTV/CABLE SERVICES</b>	<b>3.00</b>	<b>3.00</b>	
<b>TOTAL CITY MANAGER</b>	<b>16.00</b>	<b>16.00</b>	

# POSITION SUMMARY BY FUND

## GENERAL FUND HUMAN RESOURCES

<u>PROGRAM</u>	<u>FY 2019-20</u>	<u>FY 2018-19</u>	<u>TITLE</u>
	<u>POSITIONS</u>	<u>POSITIONS</u>	
ADMINISTRATION	0.85	0.85	ASSISTANT HR ANALYST
ADMINISTRATION	2.60	2.60	ASSOCIATE HR ANALYST
ADMINISTRATION	1.00	1.00	DEPUTY HR DIRECTOR/RISK MGR
ADMINISTRATION	1.00	1.00	HUMAN RESOURCES DIRECTOR
<b>TOTAL HUMAN RESOURCES</b>	<b>5.45</b>	<b>5.45</b>	
RISK MANAGEMENT	0.15	0.15	ASSISTANT HR ANALYST
RISK MANAGEMENT	0.35	0.35	HEALTH & SAFETY SPECIALIST
RISK MANAGEMENT	0.65	0.65	HEALTH & SAFETY SPECIALIST (DPW 65%)
RISK MANAGEMENT	0.40	0.40	ASSOCIATE HR ANALYST
RISK MANAGEMENT	1.00	1.00	DEPUTY HR DIRECTOR/RISK MGR
<b>TOTAL RISK MANAGEMENT</b>	<b>2.55</b>	<b>2.55</b>	
VOLUNTEER PROGRAM	1.00	1.00	ASSISTANT HR ANALYST
<b>TOTAL VOLUNTEER PROGRAM</b>	<b>1.00</b>	<b>1.00</b>	
<b>TOTAL HUMAN RESOURCES</b>	<b>9.00</b>	<b>9.00</b>	

# POSITION SUMMARY BY FUND

## GENERAL FUND CITY ATTORNEY

<u>PROGRAM</u>	<u>FY 2019-20</u>	<u>FY 2018-19</u>	<u>TITLE</u>
	<u>POSITIONS</u>	<u>POSITIONS</u>	
ADMINISTRATION	2.00	2.00	ASSISTANT CITY ATTORNEY
ADMINISTRATION	0.60	0.60	CITY ATTORNEY
ADMINISTRATION	0.85	0.85	LEGAL OFFICE ASSISTANT
<b>TOTAL ADMINISTRATION</b>	<b>3.45</b>	<b>3.45</b>	
CODE COMPLIANCE	0.35	0.35	ASSISTANT CITY ATTORNEY
CODE COMPLIANCE	0.05	0.05	CITY ATTORNEY
CODE COMPLIANCE	0.10	0.10	LEGAL OFFICE ASSISTANT
<b>TOTAL CODE COMPLIANCE</b>	<b>0.50</b>	<b>0.50</b>	
PLANNING SUPPORT	0.65	0.65	ASSISTANT CITY ATTORNEY
PLANNING SUPPORT	0.35	0.35	CITY ATTORNEY
PLANNING SUPPORT	0.05	0.05	LEGAL OFFICE ASSISTANT
<b>TOTAL PLANNING SUPPORT</b>	<b>1.05</b>	<b>1.05</b>	
<b>TOTAL CITY ATTORNEY</b>	<b>5.00</b>	<b>5.00</b>	

# POSITION SUMMARY BY FUND

## GENERAL FUND CITY CLERK

<u>PROGRAM</u>	<u>FY 2019-20</u>	<u>FY 2018-19</u>	<u>TITLE</u>
	<u>POSITIONS</u>	<u>POSITIONS</u>	
ADMINISTRATION	1.00	1.00	ASSISTANT ANALYST
ADMINISTRATION	0.75	0.75	CITY CLERK
ADMINISTRATION	0.50	0.50	DEPUTY CITY CLERK
ADMINISTRATION	0.90	0.90	SR RECORDING SECRETARY
ADMINISTRATION	0.30	0.30	SR RECORDS MANAGEMENT SPEC
<b>TOTAL ADMINISTRATION</b>	<b>3.45</b>	<b>3.45</b>	
RECORDS MANAGEMENT	1.00	1.00	ASSISTANT ANALYST
RECORDS MANAGEMENT	0.25	0.25	CITY CLERK
RECORDS MANAGEMENT	0.50	0.50	DEPUTY CITY CLERK
RECORDS MANAGEMENT	0.10	0.10	SR RECORDING SECRETARY
RECORDS MANAGEMENT	0.70	0.70	SR RECORDS MANAGEMENT SPEC
<b>TOTAL RECORDS MANAGEMENT</b>	<b>2.55</b>	<b>2.55</b>	
<b>TOTAL CITY CLERK</b>	<b>6.00</b>	<b>6.00</b>	

# POSITION SUMMARY BY FUND

## GENERAL FUND FINANCE DEPARTMENT

<u>PROGRAM</u>	<u>FY 2019-20</u>	<u>FY 2018-19</u>	<u>TITLE</u>
	<u>POSITIONS</u>	<u>POSITIONS</u>	
ADMINISTRATION	1.00	1.00	ASSOCIATE ANALYST
ADMINISTRATION	1.00	1.00	BUDGET OFFICER
ADMINISTRATION	1.00	1.00	CITY AUDITOR
ADMINISTRATION	0.25	0.25	DEBT & INVESTMENT ANALYST
ADMINISTRATION	1.00	1.00	DEPUTY FINANCE DIRECTOR
ADMINISTRATION	1.00	1.00	FINANCE DIRECTOR
ADMINISTRATION	1.00	1.00	OFFICE SUPERVISOR
ADMINISTRATION	2.00	2.00	PURCHASING SPECIALIST
ADMINISTRATION	1.00	1.00	SR ACCTG/CUSTOMER SERVICE REP
ADMINISTRATION	0.50	0.50	SR FINANCIAL ANALYST
ADMINISTRATION	3.00	3.00	SR PURCHASING SPECIALIST
<b>TOTAL ADMINISTRATION</b>	<b>12.75</b>	<b>12.75</b>	
ACCOUNTING	1.00	1.00	ACCOUNTING MANAGER
ACCOUNTING	3.00	3.00	ACCOUNTING SPECIALIST
ACCOUNTING	1.00	1.00	ACCOUNTING SUPERVISOR
ACCOUNTING	2.00	2.00	ACCTG/CUSTOMER SERVICE REP
ACCOUNTING	2.00	2.00	SR ACCOUNTANT
ACCOUNTING	0.05	0.05	SR. ACCT/CUSTOMER SERV REP
<b>TOTAL ACCOUNTING</b>	<b>9.05</b>	<b>9.05</b>	
FIN TREASURY	0.40	0.40	DEBT & INVESTMENT ANALYST
FIN TREASURY	1.00	1.00	ACCOUNTING SPECIALIST
DEBT SERVICE ADMIN.	0.35	0.35	DEBT & INVESTMENT ANALYST
<b>TOTAL TREASURY &amp; DEBT SERVICE ADMIN.</b>	<b>1.75</b>	<b>1.75</b>	
PUBLIC SERVICE/REVENUE COLLECTION	0.00	0.00	ACCOUNTING SPECIALIST
PUBLIC SERVICE/REVENUE COLLECTION	1.00	1.00	ASSISTANT ANALYST
PUBLIC SERVICE/REVENUE COLLECTION	5.00	5.00	ACCTG/CUSTOMER SERVICE REP
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	SR ACCTG/CUSTOMER SERVICE REP
<b>TOTAL PUBLIC SERVICE/REV. COLLECTION</b>	<b>9.00</b>	<b>9.00</b>	

# POSITION SUMMARY BY FUND

## GENERAL FUND FINANCE DEPARTMENT

<u>PROGRAM</u>	<u>FY 2019-20</u>	<u>FY 2018-19</u>	<u>TITLE</u>
	<u>POSITIONS</u>	<u>POSITIONS</u>	
INFORMATION TECHNOLOGY	0.50	0.50	SR FINANCIAL ANALYST
INFORMATION TECHNOLOGY	5.50	5.50	INFO TECHNOLOGY ANALYST II
INFORMATION TECHNOLOGY	1.00	1.00	INFO TECHNOLOGY MANAGER
INFORMATION TECHNOLOGY	1.00	1.00	INFO TECHNOLOGY SUPERVISOR
INFORMATION TECHNOLOGY	1.00	1.00	INFO TECHNOLOGY TECH II
INFORMATION TECHNOLOGY	2.00	2.00	SR INFO TECHNOLOGY TECH
<b>TOTAL INFORMATION TECHNOLOGY</b>	<b>11.00</b>	<b>11.00</b>	
GENERAL SERVICES	1.00	1.00	PRINTSHOP TECHNICIAN
GENERAL SERVICES	1.00	1.00	SR PRINTSHOP TECH
<b>TOTAL GENERAL SERVICES</b>	<b>2.00</b>	<b>2.00</b>	
FACILITY MAINTENANCE	1.00	1.00	ASSISTANT ANALYST
FACILITY MAINTENANCE	2.50	2.50	BUILDING MAINTENANCE TECH II
FACILITY MAINTENANCE	2.50	2.50	CUSTODIAN (DPW CUSTODIAN 0.5)
FACILITY MAINTENANCE	1.00	1.00	FACILITIES MANAGER
FACILITY MAINTENANCE	1.00	1.00	FACILITIES MNT SUPERVISOR
FACILITY MAINTENANCE	4.00	4.00	SR BLDG MAINTENANCE TECHNICIAN
<b>TOTAL FACILITY MAINTENANCE</b>	<b>12.00</b>	<b>12.00</b>	
<b>TOTAL FINANCE</b>	<b>57.55</b>	<b>57.55</b>	
	0.95	0.95	SR. ACCT/CUSTOMER SERV REP
	2.50	2.50	INFO TECH - LIBRARY
	0.50	0.50	BUILD MAINT TECH - PUBLIC WORKS
<b>ADJUSTED FINANCE TOTAL</b>	<b>61.50</b>	<b>61.50</b>	

# POSITION SUMMARY BY FUND

## GENERAL FUND COMMUNITY DEVELOPMENT

<u>PROGRAM</u>	<u>FY 2019-20</u>	<u>FY 2018-19</u>	<u>TITLE</u>
	<u>POSITIONS</u>	<u>POSITIONS</u>	
ADMINISTRATION	1.00	1.00	CUSTOMER SERVICE REP
ADMINISTRATION	0.30	0.30	COMMUNITY DEVEL OPERATIONS MGR
ADMINISTRATION	0.00	0.00	COMMUNITY DEVELOPMENT ANALYST
ADMINISTRATION	0.75	0.75	COMMUNITY DEVELOPMENT ANALYST
ADMINISTRATION	0.55	0.55	COMMUNITY DEVELOPMENT DIRECTOR
ADMINISTRATION	0.55	0.55	DEPUTY DIRECTOR COMMUNITY DEVELOPMENT
ADMINISTRATION	1.00	1.00	NEIGHBORHOOD & SOCIAL SERVICES LIASON
ADMINISTRATION	0.45	0.45	OFFICE SUPERVISOR
ADMINISTRATION	0.80	0.80	SR ADMINISTRATIVE SECRETARY
ADMINISTRATION	0.10	0.10	SR RECORDING SECRETARY
<b>TOTAL ADMINISTRATION</b>	<b>5.50</b>	<b>5.50</b>	
ANIMAL CONTROL	0.10	0.10	COMMUNITY DEVEL OPERATIONS MGR
<b>TOTAL ANIMAL CONTROL</b>	<b>0.10</b>	<b>0.10</b>	
PLANNING COMMISSION	0.05	0.05	COMMUNITY DEVELOPMENT ANALYST
PLANNING COMMISSION	0.10	0.10	OFFICE SUPERVISOR
PLANNING COMMISSION	5.00	5.00	PLANNING COMMISSIONER
PLANNING COMMISSION	0.05	0.05	SR ADMINISTRATIVE SECRETARY
PLANNING COMMISSION	0.45	0.45	SR RECORDING SECRETARY
<b>TOTAL PLANNING COMMISSION</b>	<b>5.65</b>	<b>5.65</b>	
GENERAL PLANNING	1.00	0.00	ASSISTANT PLANNER
GENERAL PLANNING	1.05	1.05	ASSOCIATE PLANNER
GENERAL PLANNING	0.10	0.10	COMMUNITY DEVEL OPERATIONS MGR
GENERAL PLANNING	0.15	0.15	COMMUNITY DEVELOPMENT ANALYST
GENERAL PLANNING	0.20	0.20	COMMUNITY DEVELOPMENT DIRECTOR
GENERAL PLANNING	2.00	3.00	COMMUNITY DEVELOPMENT TECH II
GENERAL PLANNING	0.05	0.05	COSCA ADMINISTRATOR
GENERAL PLANNING	0.50	0.50	CUSTOMER SERVICE REP
GENERAL PLANNING	0.60	0.60	DEPUTY DIRECTOR COMMUNITY DEVELOPMENT
GENERAL PLANNING	0.10	0.10	OFFICE SUPERVISOR
GENERAL PLANNING	2.00	2.00	PLANNING DIVISION MANAGER
GENERAL PLANNING	0.65	0.65	SR ADMINISTRATIVE SECRETARY
GENERAL PLANNING	5.00	5.00	SR PLANNER
GENERAL PLANNING	0.25	0.25	SR RECORDING SECRETARY
<b>TOTAL GENERAL PLANNING</b>	<b>13.65</b>	<b>13.65</b>	

# POSITION SUMMARY BY FUND

## GENERAL FUND COMMUNITY DEVELOPMENT

<u>PROGRAM</u>	<u>FY 2019-20</u>	<u>FY 2018-19</u>	<u>TITLE</u>
	<u>POSITIONS</u>	<u>POSITIONS</u>	
COSCA	0.95	0.95	ASSOCIATE PLANNER
COSCA	0.05	0.05	COMMUNITY DEVELOPMENT ANALYST
COSCA	1.00	1.00	COMMUNITY DEVELOPMENT ANALYST
COSCA	0.05	0.05	COMMUNITY DEVELOPMENT DIRECTOR
COSCA	0.95	0.95	COSCA ADMINISTRATOR
COSCA	0.10	0.10	DEPUTY DIRECTOR COMMUNITY DEVELOPMENT
COSCA	0.05	0.05	OFFICE SUPERVISOR
COSCA	0.10	0.10	SR ADMINISTRATIVE SECRETARY
COSCA	0.05	0.05	SR RECORDING SECRETARY
<b>TOTAL COSCA</b>	<b>3.30</b>	<b>3.30</b>	

# POSITION SUMMARY BY FUND

## GENERAL FUND COMMUNITY DEVELOPMENT

<u>PROGRAM</u>	<u>FY 2019-20</u>	<u>FY 2018-19</u>	<u>TITLE</u>
	<u>POSITIONS</u>	<u>POSITIONS</u>	
BUILDING SERVICES	1.00	1.00	BLDG OFFICIAL/BLDG DIV MANAGER
BUILDING SERVICES	1.00	1.00	BUILDING INSPECTION SUPV
BUILDING SERVICES	4.00	4.00	COMBINATION BLDG INSPECTOR II
BUILDING SERVICES	0.10	0.10	COMMUNITY DEVEL OPERATIONS MGR
BUILDING SERVICES	0.15	0.15	COMMUNITY DEVELOPMENT ANALYST
BUILDING SERVICES	0.05	0.05	COMMUNITY DEVELOPMENT DIRECTOR
BUILDING SERVICES	2.00	2.00	COMMUNITY DEVELOPMENT TECH II
BUILDING SERVICES	0.50	0.50	CUSTOMER SERVICE REP
BUILDING SERVICES	0.45	0.45	DEPUTY DIRECTOR COMMUNITY DEVELOPMENT
BUILDING SERVICES	0.10	0.10	OFFICE SUPERVISOR
BUILDING SERVICES	1.00	1.00	PLAN CHECK ASSISTANT
BUILDING SERVICES	1.00	1.00	PLAN CHECK ASSISTANT
BUILDING SERVICES	2.00	2.00	PLAN CHECK ASSOCIATE
BUILDING SERVICES	1.00	1.00	PLAN CHECK SUPERVISOR
BUILDING SERVICES	0.30	0.30	SR ADMINISTRATIVE SECRETARY
BUILDING SERVICES	2.00	2.00	SR COMBINATION BLDG INSPECTOR
BUILDING SERVICES	1.00	1.00	SR COMMUNITY DEVELOPMENT TECH
BUILDING SERVICES	0.10	0.10	SR RECORDING SECRETARY
<b>TOTAL BUILDING SERVICES</b>	<b>17.75</b>	<b>17.75</b>	
CODE COMPLIANCE	1.00	1.00	CODE COMPLIANCE MANAGER
CODE COMPLIANCE	3.00	3.00	CODE COMPLIANCE OFFICER II
CODE COMPLIANCE	0.05	0.05	COMMUNITY DEVELOPMENT ANALYST
CODE COMPLIANCE	0.05	0.05	COMMUNITY DEVELOPMENT DIRECTOR
CODE COMPLIANCE	0.10	0.10	DEPUTY DIRECTOR COMMUNITY DEVELOPMENT
CODE COMPLIANCE	0.10	0.10	OFFICE SUPERVISOR
CODE COMPLIANCE	0.05	0.05	SR ADMINISTRATIVE SECRETARY
CODE COMPLIANCE	1.00	1.00	SR. CODE COMPLIANCE OFFICER
<b>TOTAL CODE COMPLIANCE</b>	<b>5.35</b>	<b>5.35</b>	
CDBG	0.20	0.20	COMMUNITY DEVEL OPERATIONS MGR
CDBG	0.45	0.45	COMMUNITY DEVELOPMENT ANALYST
CDBG	0.05	0.05	COMMUNITY DEVELOPMENT DIRECTOR
CDBG	0.10	0.10	DEPUTY DIRECTOR COMMUNITY DEVELOPMENT
CDBG	0.05	0.05	OFFICE SUPERVISOR
CDBG	0.05	0.05	SR ADMINISTRATIVE SECRETARY
CDBG	0.05	0.05	SR RECORDING SECRETARY
<b>TOTAL CDBG</b>	<b>0.95</b>	<b>0.95</b>	
<b>TOTAL COMMUNITY DEVELOPMENT</b>	<b>52.25</b>	<b>52.25</b>	

# POSITION SUMMARY BY FUND

## GENERAL FUND CULTURAL AFFAIRS

<u>PROGRAM</u>	<u>FY 2019-20</u>	<u>FY 2018-19</u>	<u>TITLE</u>
	<u>POSITIONS</u>	<u>POSITIONS</u>	
THEATRES - ART SERVICES/SPECIAL PROJ.	0.30	0.30	COMMUNICATIONS & MARKETING ASSOCIATE
THEATRES - ART SERVICES/SPECIAL PROJ.	0.50	0.50	CULTURAL AFFAIRS DIRECTOR
THEATRES - ART SERVICES/SPECIAL PROJ.	0.30	0.30	DEPUTY CULTURAL AFFAIRS DIR
THEATRES - ART SERVICES/SPECIAL PROJ.	0.30	0.30	RENTAL SPECIALIST
<b>TOTAL THEATRES - ART SRVS/SPECIAL PROJ.</b>	<b>1.40</b>	<b>1.40</b>	
<b>TOTAL CULTURAL SERVICES</b>	<b>1.40</b>	<b>1.40</b>	

## GENERAL FUND COMMUNITY SERVICES

<u>PROGRAM</u>	<u>FY 2019-20</u>	<u>FY 2018-19</u>	<u>TITLE</u>
	<u>POSITIONS</u>	<u>POSITIONS</u>	
SENIOR SERVICES	0.50	0.50	ASSOCIATE ANALYST
<b>TOTAL SENIOR SERVICES</b>	<b>0.50</b>	<b>0.50</b>	
TEEN SERVICES	0.50	0.50	ASSOCIATE ANALYST
<b>TOTAL TEEN SERVICES</b>	<b>0.50</b>	<b>0.50</b>	
<b>TOTAL COMMUNITY SERVICES</b>	<b>1.00</b>	<b>1.00</b>	

# POSITION SUMMARY BY FUND

## GENERAL FUND PUBLIC WORKS

<u>PROGRAM</u>	<u>FY 2019-20 FY 2018-19</u>		<u>TITLE</u>
	<u>POSITIONS</u>	<u>POSITIONS</u>	
ADMINISTRATION	0.30	0.30	ADMINISTRATIVE CLERK II
ADMINISTRATION	0.40	0.40	ADMINISTRATIVE SECRETARY
ADMINISTRATION	0.30	0.30	ASSOCIATE ANALYST
ADMINISTRATION	0.25	0.25	DEPUTY PUBLIC WORKS DIRECTOR/CITY ENGR
ADMINISTRATION	0.45	0.45	DISASTER SERVICES CO-ORDINATOR
ADMINISTRATION	0.35	0.35	OFFICE SUPERVISOR
ADMINISTRATION	0.25	0.25	PUBLIC WORKS DIRECTOR
ADMINISTRATION	0.20	0.20	SR ADMINISTRATIVE SECRETARY
<b>TOTAL ADMINISTRATION</b>	<b>2.50</b>	<b>2.50</b>	
SUSTAINABILITY	0.10	0.10	ASSISTANT ANALYST
SUSTAINABILITY	0.50	0.50	ASSOCIATE ANALYST
SUSTAINABILITY	0.20	0.20	SR ANALYST
SUSTAINABILITY	0.35	0.35	SUSTAINABILITY DIVISION MANAGER
<b>TOTAL SUSTAINABILITY</b>	<b>1.15</b>	<b>1.15</b>	
EMERGENCY PREPAREDNESS	0.25	0.25	DISASTER SERVICES CO-ORDINATOR
<b>TOTAL EMERGENCY PREPAREDNESS</b>	<b>0.25</b>	<b>0.25</b>	
ENGINEERING SERVICES	0.00	0.00	ASSOCIATE LAND SURVEYOR
ENGINEERING SERVICES	0.50	0.50	ADMINISTRATIVE SECRETARY
ENGINEERING SERVICES	1.30	1.30	ASSOCIATE ENGINEER
ENGINEERING SERVICES	0.80	0.80	CONSTRUCTION INSPECTOR
ENGINEERING SERVICES	1.60	1.60	ENGINEERING ASSISTANT
ENGINEERING SERVICES	1.00	1.00	ENGINEERING ASSOCIATE
ENGINEERING SERVICES	0.70	0.70	ENGINEERING DIVISION MANAGER
ENGINEERING SERVICES	1.20	1.20	ENGINEERING TECHNICIAN II
ENGINEERING SERVICES	0.20	0.20	GIS SPECIALIST
ENGINEERING SERVICES	1.00	1.00	SR CONSTRUCTION INSPECTOR
ENGINEERING SERVICES	1.90	1.90	SR ENGINEER
ENGINEERING SERVICES	0.30	0.30	TRANSIT ASSISTANT
<b>TOTAL ENGINEERING SERVICES</b>	<b>10.50</b>	<b>10.50</b>	

# POSITION SUMMARY BY FUND

## GENERAL FUND PUBLIC WORKS

<u>PROGRAM</u>	<u>FY 2019-20</u>	<u>FY 2018-19</u>	<u>TITLE</u>
	<u>POSITIONS</u>	<u>POSITIONS</u>	
TRAFFIC ENGINEERING SERVICES	0.30	0.30	ASSOCIATE ENGINEER
TRAFFIC ENGINEERING SERVICES	1.00	1.00	ASSOCIATE PLANNER
TRAFFIC ENGINEERING SERVICES	0.80	0.80	ENGINEERING ASSISTANT
TRAFFIC ENGINEERING SERVICES	0.00	0.00	ENGINEERING ASSOCIATE
TRAFFIC ENGINEERING SERVICES	0.05	0.05	ENGINEERING DIVISION MANAGER
TRAFFIC ENGINEERING SERVICES	0.75	0.75	SR ENGINEER
<b>TOTAL TRAFFIC ENGINEERING SERVICES</b>	<b>2.90</b>	<b>2.90</b>	
TRAFFIC & TRANSPORTATION ADV. COMM.	0.05	0.05	DEPUTY PW DIRECTOR/CITY ENGR
TRAFFIC & TRANSPORTATION ADV. COMM.	0.10	0.10	ENGINEERING DIVISION MANAGER
TRAFFIC & TRANSPORTATION ADV. COMM.	0.25	0.25	SR ADMINISTRATIVE SECRETARY
TRAFFIC & TRANSPORTATION ADV. COMM.	0.20	0.20	SR ENGINEER
<b>TOTAL TRAFFIC &amp; TRANSPORTATION ADV. COMM.</b>	<b>0.60</b>	<b>0.60</b>	
FLEET SERVICES	0.50	0.50	FLEET SERVICES SUPERVISOR
FLEET SERVICES	1.00	1.00	FLEET TECH ASSISTANT
FLEET SERVICES	1.00	1.00	FLEET TECH CREW LEADER
FLEET SERVICES	7.00	7.00	FLEET TECH II
FLEET SERVICES	1.00	1.00	FLEET TECH WELDER II
FLEET SERVICES	0.10	0.10	PUBLIC WORKS SUPERINTENDENT
<b>TOTAL FLEET SERVICES</b>	<b>10.60</b>	<b>10.60</b>	
LIGHT LANDSCAPE MAINT	0.75	0.75	HEAVY EQUIPMENT OPERATOR
LIGHT LANDSCAPE MAINT	2.50	2.50	LANDSCAPE MTN CREW LEADER
LIGHT LANDSCAPE MAINT	0.75	0.75	LANDSCAPE MTN SUPERVISOR
LIGHT LANDSCAPE MAINT	12.25	12.25	LANDSCAPE MTN WORKER II
LIGHT LANDSCAPE MAINT	0.25	0.25	PUBLIC WORKS SUPERINTENDENT
LIGHT LANDSCAPE MAINT	0.25	0.25	OFFICE SUPERVISOR
<b>TOTAL LIGHT LANDSCAPE MAINT</b>	<b>16.75</b>	<b>16.75</b>	
ROADS	3.00	3.00	HEAVY EQUIPMENT OPERATOR
ROADS	1.00	1.00	LANDSCAPE MTN WORKER II
ROADS	0.25	0.25	PUBLIC WORKS SUPERINTENDENT
ROADS	3.55	3.55	STREET MAINTENANCE CREWLEADER
ROADS	0.90	0.90	STREET MAINTENANCE SUPERVISOR
ROADS	21.00	21.00	STREET MTN WORKER II
ROADS	1.00	1.00	STREET SWEEPER OPERATOR
<b>TOTAL ROADS</b>	<b>30.70</b>	<b>30.70</b>	

# POSITION SUMMARY BY FUND

## GENERAL FUND PUBLIC WORKS

<u>PROGRAM</u>	<u>FY 2019-20</u>	<u>FY 2018-19</u>	<u>TITLE</u>
	<u>POSITIONS</u>	<u>POSITIONS</u>	
MUNICIPAL SERVICE CENTER	0.50	0.50	ADMINISTRATIVE CLERK II
MUNICIPAL SERVICE CENTER	0.75	0.75	ADMINISTRATIVE SECRETARY
MUNICIPAL SERVICE CENTER	0.30	0.30	DEPUTY PW DIRECTOR/OPERATIONS
MUNICIPAL SERVICE CENTER	0.30	0.30	FLEET SERVICES SUPERVISOR
MUNICIPAL SERVICE CENTER	0.05	0.05	PUBLIC WORKS SUPERINTENDENT
MUNICIPAL SERVICE CENTER	0.40	0.40	PUBLIC WORKS SYSTEMS ANALYST
MUNICIPAL SERVICE CENTER	0.50	0.50	SR BUILDING MAINTENANCE TECH
<b>TOTAL MUNICIPAL SERVICE CENTER</b>	<b>2.80</b>	<b>2.80</b>	
STORM DRAIN MAINTENANCE	0.10	0.10	PUBLIC WORKS SUPERINTENDENT
STORM DRAIN MAINTENANCE	0.45	0.45	STREET MAINTENANCE CREWLEADER
STORM DRAIN MAINTENANCE	0.10	0.10	STREET MAINTENANCE SUPERVISOR
<b>TOTAL STORM DRAIN MAINTENANCE</b>	<b>0.65</b>	<b>0.65</b>	
<b>TOTAL PUBLIC WORKS</b>	<b>79.40</b>	<b>79.40</b>	
<b>TOTAL GENERAL FUND</b>	<b>232.60</b>	<b>232.60</b>	

# POSITION SUMMARY BY FUND

## WATER FUND PUBLIC WORKS

<u>PROGRAM</u>	<u>FY 2019-20</u>	<u>FY 2018-19</u>	<u>TITLE</u>
	<u>POSITIONS</u>	<u>POSITIONS</u>	
ADMINISTRATION	0.30	0.30	ADMINISTRATIVE CLERK II
ADMINISTRATION	0.25	0.25	ADMINISTRATIVE SECRETARY
ADMINISTRATION	0.30	0.30	ASSOCIATE ANALYST
ADMINISTRATION	0.25	0.25	DEPUTY PUBLIC WORKS DIRECTOR/CITY ENGR
ADMINISTRATION	0.15	0.15	DISASTER SERVICES CO-ORDINATOR
ADMINISTRATION	0.25	0.25	OFFICE SUPERVISOR
ADMINISTRATION	0.25	0.25	PUBLIC WORKS DIRECTOR
ADMINISTRATION	0.20	0.20	SR ADMINISTRATIVE SECRETARY
<b>TOTAL ADMINISTRATION</b>	<b>1.95</b>	<b>1.95</b>	
ENGINEERING SERVICES	0.25	0.25	ADMINISTRATIVE SECRETARY
ENGINEERING SERVICES	0.80	0.80	ASSOCIATE ENGINEER
ENGINEERING SERVICES	0.60	0.60	CONSTRUCTION INSPECTOR
ENGINEERING SERVICES	1.40	1.40	ENGINEERING ASSISTANT
ENGINEERING SERVICES	1.55	1.55	ENGINEERING ASSOCIATE
ENGINEERING SERVICES	0.45	0.45	ENGINEERING DIVISION MANAGER
ENGINEERING SERVICES	0.00	0.00	ENGINEERING TECHNICIAN I
ENGINEERING SERVICES	1.85	1.85	ENGINEERING TECHNICIAN II
ENGINEERING SERVICES	1.25	1.25	GIS SPECIALIST
ENGINEERING SERVICES	0.45	0.45	SR CONSTRUCTION INSPECTOR
ENGINEERING SERVICES	0.55	0.55	SR ENGINEER
ENGINEERING SERVICES	0.35	0.35	TRANSIT ASSISTANT
<b>TOTAL ENGINEERING SERVICES</b>	<b>9.50</b>	<b>9.50</b>	

# POSITION SUMMARY BY FUND

## WATER FUND PUBLIC WORKS

<u>PROGRAM</u>	<u>FY 2019-20</u>	<u>FY 2018-19</u>	<u>TITLE</u>
	<u>POSITIONS</u>	<u>POSITIONS</u>	
MUNICIPAL SERVICE CENTER	0.25	0.25	ADMINISTRATIVE CLERK II
MUNICIPAL SERVICE CENTER	0.55	0.55	ADMINISTRATIVE SECRETARY
MUNICIPAL SERVICE CENTER	0.20	0.20	DEPUTY PW DIRECTOR/OPERATIONS
MUNICIPAL SERVICE CENTER	0.10	0.10	FLEET SERVICES SUPERVISOR
MUNICIPAL SERVICE CENTER	0.25	0.25	OFFICE SUPERVISOR
MUNICIPAL SERVICE CENTER	0.10	0.10	PUBLIC WORKS SUPERINTENDENT
MUNICIPAL SERVICE CENTER	0.30	0.30	PUBLIC WORKS SYSTEMS ANALYST
MUNICIPAL SERVICE CENTER	0.25	0.25	SR BUILDING MAINTENANCE TECH
<b>TOTAL MUNICIPAL SERVICE CENTER</b>	<b>2.00</b>	<b>2.00</b>	
CONSERVATION	0.20	0.20	ASSISTANT ANALYST
CONSERVATION	0.20	0.20	ASSOCIATE ANALYST
CONSERVATION	0.60	0.60	SR ANALYST
CONSERVATION	0.25	0.25	SUSTAINABILITY DIVISION MANAGER
<b>TOTAL CONSERVATION</b>	<b>1.25</b>	<b>1.25</b>	
STORAGE & DISTRIBUTION	2.00	2.00	FIELD SERVICE REPRESENTATIVE
STORAGE & DISTRIBUTION	1.00	1.00	UTILITIES EQUIPMENT OPERATOR
STORAGE & DISTRIBUTION	1.40	1.40	UTILITIES MTN CREW LEADER
STORAGE & DISTRIBUTION	0.50	0.50	UTILITIES MTN SUPERVISOR
STORAGE & DISTRIBUTION	10.00	10.00	UTILITIES MTN WORKER II
STORAGE & DISTRIBUTION	0.10	0.10	UTILITIES SUPERINTENDENT
<b>TOTAL STORAGE &amp; DISTRIBUTION</b>	<b>15.00</b>	<b>15.00</b>	
GROUNDWATER	0.10	0.10	INSTRUMENTATION & ELEC TECH
GROUNDWATER	0.10	0.10	UTILITIES MTN CREW LEADER
GROUNDWATER	0.10	0.10	WATER SYSTEMS OPERATOR
<b>TOTAL GROUNDWATER</b>	<b>0.30</b>	<b>0.30</b>	

# POSITION SUMMARY BY FUND

## WATER FUND PUBLIC WORKS

<u>PROGRAM</u>	<u>FY 2019-20</u> <u>FY 2018-19</u>		<u>TITLE</u>
	<u>POSITIONS</u>	<u>POSITIONS</u>	
PUMPING	0.40	0.40	INSTRUMENTATION & ELEC TECH
PUMPING	0.25	0.25	UTILITIES MTN CREW LEADER
PUMPING	0.25	0.25	UTILITIES MTN SUPERVISOR
PUMPING	0.05	0.05	UTILITIES SUPERINTENDENT
PUMPING	0.50	0.50	WATER SYSTEMS OPERATOR
<b>TOTAL PUMPING</b>	<b>1.45</b>	<b>1.45</b>	
RESERVOIRS	0.25	0.25	INSTRUMENTATION & ELEC TECH
RESERVOIRS	0.25	0.25	UTILITIES MTN CREW LEADER
RESERVOIRS	0.25	0.25	UTILITIES MTN SUPERVISOR
RESERVOIRS	0.05	0.05	UTILITIES SUPERINTENDENT
RESERVOIRS	0.40	0.40	WATER SYSTEMS OPERATOR
<b>TOTAL RESERVOIRS</b>	<b>1.20</b>	<b>1.20</b>	
QUALITY ASSURANCE	0.35	0.35	ENVIRONMENTAL PROG COORD
QUALITY ASSURANCE	0.20	0.20	ENVIRONMENTAL PROG INSP II
QUALITY ASSURANCE	0.10	0.10	SR ENVIRONMENTAL PROG INSP
QUALITY ASSURANCE	0.10	0.10	UTILITIES SUPERINTENDENT
<b>TOTAL QUALITY ASSURANCE</b>	<b>0.75</b>	<b>0.75</b>	
<b>TOTAL WATER FUND</b>	<b>33.40</b>	<b>33.40</b>	

# POSITION SUMMARY BY FUND

## WASTEWATER FUND PUBLIC WORKS

<u>PROGRAM</u>	<u>FY 2019-20</u>	<u>FY 2018-19</u>	<u>TITLE</u>
	<u>POSITIONS</u>	<u>POSITIONS</u>	
ADMINISTRATION	0.30	0.30	ADMINISTRATIVE CLERK II
ADMINISTRATION	0.20	0.20	ADMINISTRATIVE SECRETARY
ADMINISTRATION	0.30	0.30	ASSOCIATE ANALYST
ADMINISTRATION	0.25	0.25	DEPUTY PUBLIC WORKS DIRECTOR/CITY ENGR
ADMINISTRATION	0.15	0.15	DISASTER SERVICES CO-ORDINATOR
ADMINISTRATION	0.25	0.25	OFFICE SUPERVISOR
ADMINISTRATION	0.25	0.25	PUBLIC WORKS DIRECTOR
ADMINISTRATION	0.20	0.20	SR ADMINISTRATIVE SECRETARY
ADMINISTRATION	0.30	0.30	SR ENGINEER
<b>TOTAL ADMINISTRATION</b>	<b>2.20</b>	<b>2.20</b>	
ENGINEERING SERVICES	0.25	0.25	ADMINISTRATIVE SECRETARY
ENGINEERING SERVICES	0.80	0.80	ASSOCIATE ENGINEER
ENGINEERING SERVICES	0.60	0.60	CONSTRUCTION INSPECTOR
ENGINEERING SERVICES	1.00	1.00	ENGINEERING ASSISTANT
ENGINEERING SERVICES	1.45	1.45	ENGINEERING ASSOCIATE
ENGINEERING SERVICES	0.45	0.45	ENGINEERING DIVISION MANAGER
ENGINEERING SERVICES	1.85	1.85	ENGINEERING TECHNICIAN II
ENGINEERING SERVICES	0.40	0.40	GIS SPECIALIST
ENGINEERING SERVICES	0.55	0.55	SR CONSTRUCTION INSPECTOR
ENGINEERING SERVICES	1.00	1.00	SR ENGINEER
ENGINEERING SERVICES	0.35	0.35	TRANSIT ASSISTANT
<b>TOTAL ENGINEERING SERVICES</b>	<b>8.70</b>	<b>8.70</b>	

# POSITION SUMMARY BY FUND

## WASTEWATER FUND PUBLIC WORKS

<u>PROGRAM</u>	<u>FY 2019-20</u>	<u>FY 2018-19</u>	<u>TITLE</u>
	<u>POSITIONS</u>	<u>POSITIONS</u>	
MUNICIPAL SERVICE CENTER	0.25	0.25	ADMINISTRATIVE CLERK II
MUNICIPAL SERVICE CENTER	0.55	0.55	ADMINISTRATIVE SECRETARY
MUNICIPAL SERVICE CENTER	0.20	0.20	DEPUTY PW DIRECTOR/OPERATIONS
MUNICIPAL SERVICE CENTER	0.10	0.10	FLEET SERVICES SUPERVISOR
MUNICIPAL SERVICE CENTER	0.25	0.25	OFFICE SUPERVISOR
MUNICIPAL SERVICE CENTER	0.30	0.30	PUBLIC WORKS SYSTEMS ANALYST
MUNICIPAL SERVICE CENTER	0.10	0.10	PUBLIC WORKS SUPERINTENDENT
MUNICIPAL SERVICE CENTER	0.25	0.25	SR BUILDING MAINTENANCE TECH
MUNICIPAL SERVICE CENTER	2.00	2.00	UTILITIES MTN WORKER II
<b>TOTAL MUNICIPAL SERVICE CENTER</b>	<b>4.00</b>	<b>4.00</b>	
WASTEWATER LINES	0.20	0.20	ASSOCIATE ANALYST
WASTEWATER LINES	0.25	0.25	INSTRUMENTATION & ELEC TECH
WASTEWATER LINES	0.10	0.10	SUSTAINABILITY DIVISION MANAGER
WASTEWATER LINES	1.00	1.00	UTILITIES EQUIPMENT OPERATOR
WASTEWATER LINES	2.00	2.00	UTILITIES MTN CREW LEADER
WASTEWATER LINES	1.00	1.00	UTILITIES MTN SUPERVISOR
WASTEWATER LINES	4.00	4.00	UTILITIES MTN WORKER II
WASTEWATER LINES	0.20	0.20	UTILITIES SUPERINTENDENT
<b>TOTAL WASTEWATER LINES</b>	<b>8.75</b>	<b>8.75</b>	
INDUSTRIAL WASTE INSPECTION	0.10	0.10	ASSOCIATE ANALYST
INDUSTRIAL WASTE INSPECTION	0.55	0.55	ENVIRONMENTAL PROG COORD
INDUSTRIAL WASTE INSPECTION	1.60	1.60	ENVIRONMENTAL PROG INSP II
INDUSTRIAL WASTE INSPECTION	0.20	0.20	SR ENVIRONMENTAL PROG INSP
<b>TOTAL INDUSTRIAL WASTE INSPECTION</b>	<b>2.45</b>	<b>2.45</b>	

# POSITION SUMMARY BY FUND

## WASTEWATER FUND PUBLIC WORKS

<u>PROGRAM</u>	<u>FY 2019-20</u>	<u>FY 2018-19</u>	<u>TITLE</u>
	<u>POSITIONS</u>	<u>POSITIONS</u>	
HILL CANYON TREATMENT PLANT	1.00	1.00	ADMINISTRATIVE CLERK II
HILL CANYON TREATMENT PLANT	1.00	1.00	ASSISTANT ANALYST
HILL CANYON TREATMENT PLANT	0.20	0.20	DEPUTY PW DIRECTOR/OPERATIONS
HILL CANYON TREATMENT PLANT	2.00	2.00	INSTRUMENTATION & ELEC TECH
HILL CANYON TREATMENT PLANT	2.00	2.00	LABORATORY CHEMIST
HILL CANYON TREATMENT PLANT	1.00	1.00	LABORATORY SUPERVISOR
HILL CANYON TREATMENT PLANT	0.15	0.15	OFFICE SUPERVISOR
HILL CANYON TREATMENT PLANT	2.00	2.00	PLANT & EQUIPMENT MECHANIC
HILL CANYON TREATMENT PLANT	1.00	1.00	SR LABORATORY CHEMIST
HILL CANYON TREATMENT PLANT	4.00	4.00	SR WWTP OPERATOR
HILL CANYON TREATMENT PLANT	0.50	0.50	UTILITIES SUPERINTENDENT
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	5.00	5.00	WWTP OPERATOR II
<b>TOTAL HILL CANYON TREATMENT PLANT</b>	<b>22.85</b>	<b>22.85</b>	
<b>TOTAL WASTEWATER FUND</b>	<b>48.95</b>	<b>48.95</b>	

# POSITION SUMMARY BY FUND

## SOLID WASTE FUND PUBLIC WORKS

<u>PROGRAM</u>	<u>FY 2019-20</u>	<u>FY 2018-19</u>	<u>TITLE</u>
	<u>POSITIONS</u>	<u>POSITIONS</u>	
ADMINISTRATION	0.10	0.10	ADMINISTRATIVE CLERK II
ADMINISTRATION	0.05	0.05	ADMINISTRATIVE SECRETARY
ADMINISTRATION	0.05	0.05	OFFICE SUPERVISOR
ADMINISTRATION	0.05	0.05	PUBLIC WORKS DIRECTOR
ADMINISTRATION	0.05	0.05	SR ADMINISTRATIVE SECRETARY
<b>TOTAL ADMINISTRATION</b>	<b>0.30</b>	<b>0.30</b>	
RECYCLING	1.80	1.80	ASSISTANT ANALYST
RECYCLING	0.05	0.05	ASSOCIATE ANALYST
RECYCLING	0.05	0.05	DEPUTY PW DIRECTOR/CITY ENGR
RECYCLING	0.20	0.20	SR ANALYST
RECYCLING	0.30	0.30	SUSTAINABILITY DIVISION MANAGER
<b>TOTAL RECYCLING</b>	<b>2.40</b>	<b>2.40</b>	
HOUSEHOLD HAZARDOUS WASTE	0.90	0.90	ASSISTANT ANALYST
<b>TOTAL HOUSEHOLD HAZARDOUS WASTE</b>	<b>0.90</b>	<b>0.90</b>	
<b>TOTAL SOLID WASTE FUND</b>	<b>3.60</b>	<b>3.60</b>	

# POSITION SUMMARY BY FUND

## TRANSPORTATION FUND PUBLIC WORKS

<u>PROGRAM</u>	<u>FY 2019-20</u>	<u>FY 2018-19</u>	<u>TITLE</u>
	<u>POSITIONS</u>	<u>POSITIONS</u>	
BUS, LOCAL	0.40	0.40	SR ACCTG/CUSTOMER SERV REP
BUS, LOCAL	0.00	0.00	ADMINISTRATIVE CLERK II
BUS, LOCAL	0.05	0.05	ADMINISTRATIVE SECRETARY
BUS, LOCAL	0.00	0.00	ASSISTANT TRANSIT ANALYST
BUS, LOCAL	0.05	0.05	ASSOCIATE ANALYST
BUS, LOCAL	0.05	0.05	DEPUTY PW DIRECTOR/CITY ENGR
BUS, LOCAL	0.05	0.05	OFFICE SUPERVISOR
BUS, LOCAL	0.05	0.05	PUBLIC WORKS DIRECTOR
BUS, LOCAL	0.00	0.00	SR ADMINISTRATIVE SECRETARY
BUS, LOCAL	0.35	0.35	SR TRANSIT ANALYST
BUS, LOCAL	0.10	0.10	TRANSIT ASSISTANT
<b>TOTAL BUS, LOCAL</b>	<b>1.10</b>	<b>1.10</b>	
SUBSIDIZED TAXI	0.40	0.40	SR ACCTG/CUSTOMER SERV REP
SUBSIDIZED TAXI	0.00	0.00	ADMINISTRATIVE CLERK II
SUBSIDIZED TAXI	0.05	0.05	ADMINISTRATIVE SECRETARY
SUBSIDIZED TAXI	0.00	0.00	ASSISTANT TRANSIT ANALYST
SUBSIDIZED TAXI	0.10	0.10	ASSOCIATE ANALYST
SUBSIDIZED TAXI	0.05	0.05	DEPUTY PW DIRECTOR/CITY ENGR
SUBSIDIZED TAXI	0.00	0.00	DISASTER SERVICES CO-ORDINATOR
SUBSIDIZED TAXI	0.05	0.05	OFFICE SUPERVISOR
SUBSIDIZED TAXI	0.05	0.05	PUBLIC WORKS DIRECTOR
SUBSIDIZED TAXI	0.10	0.10	SR ADMINISTRATIVE SECRETARY
SUBSIDIZED TAXI	0.45	0.45	SR TRANSIT ANALYST
SUBSIDIZED TAXI	0.00	0.00	TRANSIT ASSISTANT
<b>TOTAL SUBSIDIZED TAXI</b>	<b>1.25</b>	<b>1.25</b>	
CAPITAL PROJECTS	0.10	0.10	ASSOCIATE ENGINEER
CAPITAL PROJECTS	0.05	0.05	ENGINEERING DIVISION MANAGER
CAPITAL PROJECTS	0.05	0.05	SR ENGINEER
<b>TOTAL CAPITAL PROJECTS</b>	<b>0.20</b>	<b>0.20</b>	
ECTA - SUBSIDIZED TAXI	0.15	0.15	SR ACCTG/CUSTOMER SERV REP
ECTA - SUBSIDIZED TAXI	0.10	0.10	SR TRANSIT ANALYST
<b>TOTAL ECTA - SUBSIDIZED TAXI</b>	<b>0.25</b>	<b>0.25</b>	
<b>TOTAL TRANSPORTATION FUND</b>	<b>2.80</b>	<b>2.80</b>	

# POSITION SUMMARY BY FUND

## THEATRES FUND CULTURAL AFFAIRS

<u>PROGRAM</u>	<u>FY 2019-20 FY 2018-19</u>		<u>TITLE</u>
	<u>POSITIONS</u>	<u>POSITIONS</u>	
KAVLI CENTER	0.80	0.80	BOX OFFICE ASSISTANT
KAVLI CENTER	0.80	0.80	BOX OFFICE SUPERVISOR
KAVLI CENTER	0.50	0.50	COMMUNICATIONS & MARKETING ASSOCIATE
KAVLI CENTER	0.35	0.35	CULTURAL AFFAIRS DIRECTOR
KAVLI CENTER	0.50	0.50	DEPUTY CULTURAL AFFAIRS DIR
KAVLI CENTER	0.80	0.80	HOUSE SUPERVISOR
KAVLI CENTER	0.50	0.50	RENTAL SPECIALIST
KAVLI CENTER	0.80	0.80	SR THEATRE WORKER
KAVLI CENTER	3.00	3.00	STAGE TECHNICIAN
KAVLI CENTER	0.80	0.80	THEATRES TECHNICAL SUPERVISOR
KAVLI CENTER	0.80	0.80	VOLUNTEER SPECIALIST
<b>TOTAL KAVLI CENTER</b>	<b>9.65</b>	<b>9.65</b>	
SCHERR FORUM THEATRE	0.20	0.20	BOX OFFICE ASSISTANT
SCHERR FORUM THEATRE	0.20	0.20	BOX OFFICE SUPERVISOR
SCHERR FORUM THEATRE	0.20	0.20	COMMUNICATIONS & MARKETING ASSOCIATE
SCHERR FORUM THEATRE	0.15	0.15	CULTURAL AFFAIRS DIRECTOR
SCHERR FORUM THEATRE	0.20	0.20	DEPUTY CULTURAL AFFAIRS DIR
SCHERR FORUM THEATRE	0.20	0.20	HOUSE SUPERVISOR
SCHERR FORUM THEATRE	0.20	0.20	RENTAL SPECIALIST
SCHERR FORUM THEATRE	1.00	1.00	SR STAGE TECHNICIAN
SCHERR FORUM THEATRE	0.20	0.20	SR THEATRE WORKER
SCHERR FORUM THEATRE	1.00	1.00	STAGE TECHNICIAN
SCHERR FORUM THEATRE	0.20	0.20	THEATRES TECHNICAL SUPERVISOR
SCHERR FORUM THEATRE	0.20	0.20	VOLUNTEER SPECIALIST
<b>TOTAL SCHERR FORUM THEATRE</b>	<b>3.95</b>	<b>3.95</b>	
TOARTS	1.00	1.00	ASSOCIATE ANALYST
<b>TOTAL TOARTS</b>	<b>1.00</b>	<b>1.00</b>	
<b>TOTAL THEATRES FUND</b>	<b>14.60</b>	<b>14.60</b>	

# POSITION SUMMARY BY FUND

## LIBRARY FUND

<u>PROGRAM</u>	<u>FY 2019-20 FY 2018-19</u>		<u>TITLE</u>
	<u>POSITIONS</u>	<u>POSITIONS</u>	
ADMINISTRATION	1.00	1.00	ACCOUNTING SPECIALIST
ADMINISTRATION	1.00	1.00	DEPUTY LIBRARY SERV DIRECTOR
ADMINISTRATION	1.00	1.00	LIBRARY ASSISTANT
ADMINISTRATION	0.10	0.10	LIBRARY DIVISION MANAGER
ADMINISTRATION	1.00	1.00	LIBRARY SERVICES DIRECTOR
ADMINISTRATION	0.10	0.10	LIBRARY SERVICES SUPV
ADMINISTRATION	1.00	1.00	OFFICE SUPERVISOR
ADMINISTRATION	1.00	1.00	SR ADMINISTRATIVE SECRETARY
<b>TOTAL ADMINISTRATION</b>	<b>6.20</b>	<b>6.20</b>	
REFERENCE	1.00	1.00	DIGITAL SERVICES LIBRARIAN
REFERENCE	2.00	2.00	LIBRARIAN
REFERENCE	1.00	1.00	LIBRARY AIDE
REFERENCE	0.15	0.15	LIBRARY DIVISION MANAGER
REFERENCE	0.70	0.70	LIBRARY SERVICES SUPV
<b>TOTAL REFERENCE</b>	<b>4.85</b>	<b>4.85</b>	
CHILDREN'S & YOUNG ADULT SERVICES	3.00	3.00	LIBRARIAN
CHILDREN'S & YOUNG ADULT SERVICES	2.00	2.00	LIBRARY AIDE
CHILDREN'S & YOUNG ADULT SERVICES	1.25	1.25	LIBRARY SERVICES SUPV
CHILDREN'S & YOUNG ADULT SERVICES	3.00	3.00	SR LIBRARY ASSISTANT
<b>TOTAL CHILDREN'S &amp; YOUNG ADULT SERVICES</b>	<b>9.25</b>	<b>9.25</b>	
SPECIAL COLLECTIONS	0.25	0.25	LIBRARY DIVISION MANAGER
<b>TOTAL SPECIAL COLLECTIONS</b>	<b>0.25</b>	<b>0.25</b>	
CIRCULATION	1.00	1.00	CIRCULATION SERVICES SUPV
CIRCULATION	3.00	3.00	LIBRARY AIDE
CIRCULATION	2.00	2.00	LIBRARY ASSISTANT
CIRCULATION	0.30	0.30	LIBRARY DIVISION MANAGER
CIRCULATION	1.00	1.00	SR LIBRARY ASSISTANT
<b>TOTAL CIRCULATION</b>	<b>7.30</b>	<b>7.30</b>	

# POSITION SUMMARY BY FUND

## LIBRARY FUND

<u>PROGRAM</u>	<u>FY 2019-20</u>	<u>FY 2018-19</u>	<u>TITLE</u>
	<u>POSITIONS</u>	<u>POSITIONS</u>	
TECHNICAL SERVICES	0.00	0.00	INFO TECHNOLOGY ANALYST II
TECHNICAL SERVICES	2.00	2.00	LIBRARY AIDE
TECHNICAL SERVICES	0.25	0.25	LIBRARY ASSISTANT
TECHNICAL SERVICES	0.30	0.30	LIBRARY DIVISION MANAGER
TECHNICAL SERVICES	2.00	2.00	SR LIBRARY ASSISTANT
<b>TOTAL TECHNICAL SERVICES</b>	<b>4.55</b>	<b>4.55</b>	
INFORMATION SYSTEMS	0.15	0.15	LIBRARY DIVISION MANAGER
INFORMATION SYSTEMS	0.25	0.25	LIBRARY SERVICES SUPV
<b>TOTAL INFORMATION SYSTEMS</b>	<b>0.40</b>	<b>0.40</b>	
NEWBURY PARK BRANCH	1.00	1.00	LIBRARIAN
NEWBURY PARK BRANCH	1.00	1.00	LIBRARY AIDE
NEWBURY PARK BRANCH	1.75	1.75	LIBRARY ASSISTANT
NEWBURY PARK BRANCH	0.45	0.45	LIBRARY SERVICES SUPV
NEWBURY PARK BRANCH	1.00	1.00	SR LIBRARY ASSISTANT
<b>TOTAL NEWBURY PARK BRANCH</b>	<b>5.20</b>	<b>5.20</b>	
<b>TOTAL LIBRARY</b>	<b>38.00</b>	<b>38.00</b>	

<u>PROGRAM</u>	<u>FY 2019-20</u>	<u>FY 2018-19</u>	<u>TITLE</u>
	<u>POSITIONS</u>	<u>POSITIONS</u>	
INFORMATION SYSTEMS	1.50	1.50	INFO TECHNOLOGY ANALYST I
INFORMATION SYSTEMS	1.00	1.00	SR INFO TECHNOLOGY TECH
<b>TOTAL INFORMATION SYSTEMS</b>	<b>2.50</b>	<b>2.50</b>	
<b>TOTAL FINANCE</b>	<b>2.50</b>	<b>2.50</b>	
<b>TOTAL LIBRARY FUND</b>	<b>40.50</b>	<b>40.50</b>	

# POSITION SUMMARY BY FUND

## LIGHTING & LANDSCAPING FUND PUBLIC WORKS

<u>PROGRAM</u>	<u>FY 2019-20</u>	<u>FY 2018-19</u>	<u>TITLE</u>
	<u>POSITIONS</u>	<u>POSITIONS</u>	
LIGHTING ASSESS. DISTRICT	0.70	0.70	ASSOCIATE ENGINEER
LIGHTING ASSESS. DISTRICT	0.20	0.20	ENGINEERING ASSISTANT
LIGHTING ASSESS. DISTRICT	0.10	0.10	ENGINEERING DIVISION MANAGER
LIGHTING ASSESS. DISTRICT	0.05	0.05	ENGINEERING TECHNICIAN II
LIGHTING ASSESS. DISTRICT	0.15	0.15	SR ENGINEER
<b>TOTAL LIGHTING ASSESS. DISTRICT</b>	<b>1.20</b>	<b>1.20</b>	
LANDSCAPING ASSESS. DISTRICT	0.15	0.15	ADMINISTRATIVE SECRETARY
LANDSCAPING ASSESS. DISTRICT	0.00	0.00	ASSOCIATE ANALYST
LANDSCAPING ASSESS. DISTRICT	0.05	0.05	DEPUTY PUBLIC WORKS DIRECTOR/CITY ENGR
LANDSCAPING ASSESS. DISTRICT	0.05	0.05	DEPUTY PUBLIC WORKS DIRECTOR/OPERS
LANDSCAPING ASSESS. DISTRICT	0.05	0.05	ENGINEERING DIVISION MANAGER
LANDSCAPING ASSESS. DISTRICT	0.05	0.05	ENGINEERING TECHNICIAN II
LANDSCAPING ASSESS. DISTRICT	0.25	0.25	HEAVY EQUIPMENT OPERATOR
LANDSCAPING ASSESS. DISTRICT	1.50	1.50	LANDSCAPE MTN CREW LEADER
LANDSCAPING ASSESS. DISTRICT	0.25	0.25	LANDSCAPE MTN SUPERVISOR
LANDSCAPING ASSESS. DISTRICT	6.75	6.75	LANDSCAPE MTN WORKER II
LANDSCAPING ASSESS. DISTRICT	0.05	0.05	OFFICE SUPERVISOR
LANDSCAPING ASSESS. DISTRICT	0.05	0.05	PUBLIC WORKS DIRECTOR
LANDSCAPING ASSESS. DISTRICT	0.05	0.05	PUBLIC WORKS SUPERINTENDENT
LANDSCAPING ASSESS. DISTRICT	0.10	0.10	SR ENGINEER
<b>TOTAL LANDSCAPING ASSESS. DISTRICT</b>	<b>9.35</b>	<b>9.35</b>	
<b>TOTAL LIGHTING &amp; LANDSCAPING FUNDS</b>	<b>10.55</b>	<b>10.55</b>	

# POSITION SUMMARY BY FUND

## STORMWATER/FLOOD CONTROL ASSESSMENT FUNDS PUBLIC WORKS

<u>PROGRAM</u>	<u>FY 2019-20</u>	<u>FY 2018-19</u>	<u>TITLE</u>
	<u>POSITIONS</u>	<u>POSITIONS</u>	
STORMWATER/FLOOD CONTROL	0.90	0.90	ASSOCIATE ANALYST
STORMWATER/FLOOD CONTROL	0.05	0.05	DEPUTY PW DIRECTOR/OPERATIONS
STORMWATER/FLOOD CONTROL	0.05	0.05	ENGINEERING DIVISION MANAGER
STORMWATER/FLOOD CONTROL	0.10	0.10	ENVIRONMENTAL PROG COORD
STORMWATER/FLOOD CONTROL	0.20	0.20	ENVIRONMENTAL PROG INSP II
STORMWATER/FLOOD CONTROL	0.05	0.05	OFFICE SUPERVISOR
STORMWATER/FLOOD CONTROL	0.05	0.05	PUBLIC WORKS DIRECTOR
STORMWATER/FLOOD CONTROL	0.15	0.15	SR ENGINEER
STORMWATER/FLOOD CONTROL	0.70	0.70	SR ENVIRONMENTAL PROG INSP
STORMWATER/FLOOD CONTROL	1.00	1.00	WWTP OPERATIONS & MTN MANAGER
<b>TOTAL STORMWATER/FLOOD CONTROL FUNDS</b>	<b>3.25</b>	<b>3.25</b>	

# POSITION SUMMARY BY FUND

## HOUSING FUNDS

<u>PROGRAM</u>	<u>FY 2019-20 FY 2018-19</u>		<u>TITLE</u>
	<u>POSITIONS</u>	<u>POSITIONS</u>	
LOW/MODERATE INCOME HOUSING	0.20	0.20	COMMUNITY DEVEL OPERATIONS MGR
LOW/MODERATE INCOME HOUSING	0.35	0.35	COMMUNITY DEVELOPMENT ANALYST
LOW/MODERATE INCOME HOUSING	0.05	0.05	COMMUNITY DEVELOPMENT DIRECTOR
LOW/MODERATE INCOME HOUSING	0.10	0.10	DEPUTY DIRECTOR COMMUNITY DEVELOPMENT
LOW/MODERATE INCOME HOUSING	0.05	0.05	OFFICE SUPERVISOR
<b>TOTAL LOW/MODERATE INCOME HOUSING</b>	<b>0.75</b>	<b>0.75</b>	
<b>TOTAL HOUSING FUNDS</b>	<b>0.75</b>	<b>0.75</b>	
<b>TOTAL POSITIONS - ALL FUNDS</b>	<b>391.00</b>	<b>391.00</b>	
<b>ADJUSTMENT FOR CITY COUNCIL &amp; PLANNING COMM.</b>	<b>-10.00</b>	<b>-10.00</b>	
<b>ADJUSTED TOTAL POSITIONS - ALL FUNDS</b>	<b>381.00</b>	<b>381.00</b>	



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# FISCAL POLICIES

Budget  
Budget Appropriations/Transfers  
Capital Improvement Program (CIP)  
Capital Asset Capitalization  
User Fee  
Government Fund Balance  
City Accounting  
Audit  
Fixes Asset Replacement  
Investment  
Debt

## City of Thousand Oaks Administrative Policies and Procedures

<b>SUBJECT:</b> Budget Policy	<b>APP NO.:</b> 14.004 <b>Submission Date:</b> 8/26/05 <b>Revision Dates:</b> 3/3/08; 01/14/16; 10/17/16; 9/29/17	<b>AUTHORITY:</b> City Manager <b>Adoption/Approval Date:</b>  <b>Revision Dates:</b>
<b>DEPARTMENT:</b> <a href="#">FIN</a>		

### **PURPOSE:**

To provide basic instructional guidelines for all City departments in the preparation of the budget, to assist City 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 the 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, and promotion of effective communication with residents. Study Sessions or workshops on all phases of the budget are held with City Council for this purpose, including user 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. Maintenance and Operations 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 via study sessions at City Council standing committee meetings 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 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 operating expenditures/expenses.

**Planning**

The budget process will be coordinated with all departments 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 Finance staff 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 distributed monthly to the City Council. Financial reports will be in a format appropriate to enable the users to understand overall budget and financial status.

**City's Budget Process Overview**

The process by which the budget will be compiled and Proposed by the City Council is one that requires the combined effort and cooperation of all departments.

The budget development process includes seven steps:

1. Budget Calendar Adoption, which is a planning tool used by staff and City Council to ensure the budget is processed and Proposed in a timely manner.
2. City Council establishes major goals and top priorities for the two-year period. Departmental objectives are also refined at that time.
3. Based on direction from City Council, departments prepare budget estimates for each of the next two fiscal years.
4. Budget estimates and final departmental goals & objectives are reviewed by the Finance Department and City Manager.
5. The budget is presented to the Finance Audit Committee prior to presentation to the full City Council.
6. Proposed budget is submitted to City Council for review at a study session.
7. After a Study Session, a public hearing is held in which 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 a dynamic financial process. As work plans and items develop over the two-year period, City Council may adjust resources accordingly. In other words, the budget reflects City Council’s on-going priorities, 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. **City Manager’s Budget Message** – Provides an overview of community and City Council priority issues, budget highlights, future trends, challenges, and addresses the budget process.
2. **Additional Budget Information** - Provides a Budget User’s Guide, which discusses the budget process, preparation of the budget document, as well as other budget related information.
3. **Budget Summaries & Graphs** – Provides revenue and expenditure/appropriation summaries for all funds, as well as detail of revenues and expenditures for the General Fund. Graphics include pie charts of departmental progress and allocations.
4. **Department Budget Sections** – Each department budget section includes an organizational chart, program budgets, and program trends, goals and objectives.
5. **Position Summary by Fund Section** – Summary of budgeted positions by Department and Fund.
6. **Supplementary Section** – Includes financial policies and procedures, resolutions adopting the Operating and Capital Improvement Program Budgets, Appropriations Limit (GANN) resolution, community standards, Performance Measures, Citywide benchmarks, glossary, and index.

City of Thousand Oaks Minimum Community Standards are also included in the Operating Budget document per committee recommendation.

The **Capital Improvement Program (CIP) Budget** document will be organized as follows:

1. **City Manager’s Budget Message** – Provides a history and summary of the CIP budget and a summary of projects by category and by fund.
2. **Additional Budget Information** - The budget process and prioritization of projects.
3. **Summaries Section** – Provides charts and tables, which illustrate the following: Five-Year Summary of CIP Projects by Category, Overview of CIP Projects, Five-Year Summary of CIP by Fund, and Five-Year Project Revenue Summary by Fund.
4. **Deferred Requirements Section** – This section illustrates the estimated funding gap, or deferred requirement, based on the amount required to maintain infrastructure and anticipated funding available.
5. **CIP Projects by Category Sections** – Consists of CIP project categories, separated by individual tabs. Within each tab are separate pages for each CIP project.
6. **CIP Projects by Fund Section** – Provides an overview of all projects by fund and subdivided by category. This section illustrates how much each fund will spend on capital improvement projects, as well as the overall impact of proposed capital projects on each fund’s available balance.

**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 project purposes into the second year with the approval of the City Manager. Refer to the Budget Appropriations/Transfers Policy for greater detail. Allowing for the carryover of unexpended operating appropriations from the first year of the Budget into the second year assists in achieving two 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. 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 Programs and Master Plans**

The Facilities Division of the Finance Department reviews the condition of each City-owned building in inventory and develops a prioritized list of capital needs. Then the Facilities Manager develops a 15-year program based on inventory capital needs and projected funds available. The 15-year repair/replacement schedule is then 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 reasonable payback for the particular situation.
4. Modifications to enhance function and use.

To assist in the planning of the Capital Improvement Program Budget, the Public Works Department periodically updates an Asset Management Plan, Pavement Management Plan, Sidewalk Priority List, Water and Wastewater Master Plans, Forestry/Landscape Master Plan, Traffic Signal Priority List, Stormwater Master Plan, Bicycle and Pedestrian Master Plan, and an ADA Transition Plan to determine the various replacement and infrastructure needs of the City. For further information on these Plans, refer to the Capital Improvement Program (CIP) Budget Policy.

The repair, replacement, and construction schedules guarantee that City facilities and infrastructure are maintained in good condition.

# City of Thousand Oaks

## Administrative Policies and Procedures

<b>SUBJECT:</b> Budget Appropriations/Transfers Policy	<b>APP NO.:</b> 14.003 <b>Submission Date:</b> 7/13/05 <b>Revision Dates:</b> 3/5/08; 1/14/16; 10/17/16; 10/25/17	<b>AUTHORITY:</b> City Manager <b>Adoption/Approval Date:</b>  <b>Revision Dates:</b>
<b>DEPARTMENT:</b> <a href="#">FIN</a>		

**PURPOSE:**

To establish budget control guidelines and procedures for amending the Adopted Budget during the fiscal year.

**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.

Budget appropriations should be rounded to the nearest one hundred (\$100) dollars. Also, if the budget appropriation is related to a capital improvement project, staff should make sure the budget appropriation comprises the accumulated costs for the year, and not processed in stages.

**City Council Approved Budget Appropriations/Transfers**

Any budget appropriation that changes (increases or decreases) the fund balance/net position of a fund or a transfer of budget from one fund to another shall be approved by City Council.

**City Manager Approved Budget Transfers (Administrative Budget Appropriation Requests)**

Any budget appropriation request from a department that transfers budget from one reporting level to another, within the same fund, can be processed administratively with approval by the City Manager or designee. Transfer request between programs must contain adequate justification and must be submitted similar to other budget appropriations (except for the need to schedule on City Council agenda).

Transfer request between projects can be requested by Department management, if within the same fund, and there is a nexus between projects. (e.g., Budget from Citywide Curb Ramps project transferred to an Overlay project, if the Overlay is extended and additional Curb Ramps need to be installed (nexus)). A justification memo from Department management to the City Manager and a completed Budget Appropriation Request form needs to be completed and forwarded to the Finance Department for review and approval, then forwarded to the City Manager or designee for approval.

Transfer request must be approved by the City Manager or designee before expenditures have been incurred. The only exception is an unexpected emergency, as approved by the City Manager. Depending on the expenditure caused by the emergency, approval may be required from City Council.

## **BUDGET APPROPRIATION/TRANSFER FORM SUBMITTAL PROCESS**

### **City Council Approved Budget Appropriation/Transfer Request (start with step 1):**

1. Staff will complete the [Budget Appropriation Request](#) form (also on the Employee Intranet and I:drive) noting the appropriate G/L account(s) and budget amount(s), which should be rounded to the nearest \$100, and justification for the transfer. If a transfer between capital projects, a justification memo also needs to be attached.
2. Staff will request City Council approval of the adjustment in fund budget within the Recommendation section of the staff report and include the Budget Appropriation Request form.
3. Once approved by City Council, the City Clerk will have the Mayor (or their appointee) sign the Budget Appropriation Request form and forward it to the Finance Department.
4. The Budget Appropriation Request form is then reviewed and approved by the Finance Director or designee and then forwarded to City Manager for review and approval and returned back to the Finance Department for entry.

### **Administrative Budget Transfer Request (start with step 5):**

5. Staff will complete the Budget Appropriation Request form stating that it is a Transfer, note the appropriate G/L account(s) and budget amount(s), which should be rounded to the nearest \$100, and justification for the transfer. If a transfer between capital projects, a justification memo also needs to be attached.
6. The Budget Appropriation Request form will be reviewed by the Budget Officer and reviewed and approved by the Finance Director (or their designee).
7. The Budget Appropriation Request form will then be forwarded to the City Manager for review and approval and returned back to the Finance Department for entry.

### **Final City Council and Administrative Budget Transfer - Final Steps**

8. Once approved by all appropriate staff, Finance will post the budget appropriation/transfer to the City's financial system, and file/retain the supporting documentation. (Retention for the Budget Appropriation Request form and supporting documentation is 3 years.)

## **BUDGET APPROPRIATIONS/TRANSFER RESTRICTIONS**

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. 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.
2. Maintenance and Operations savings may not be used to fund new full-time, DPT position, or hourly position(s).
3. Maintenance and Operations savings may not be used to fund capital outlay or capital improvement projects.

4. Capital outlay or capital improvements savings may not be used to fund any Maintenance and Operations expenditure.

Individual capital improvement projects, which are accounted for by capital project number, must remain within the project budget. Administrative transfers from a capital improvement (CIs) project to or from a non-related maintenance improvement (MIs) project are not permitted. The exceptions are if the transfer is for the same project (e.g., a CI project has a corresponding equipment purchase; budget can be transferred from the capital account to the capital equipment account (84-00) or Maintenance & Operations, if under the capitalization threshold or if there is a valid nexus between the two projects involved with the transfer of budget.

5. Total Maintenance and Operations budget in any program, for that specific department and fund, may not be over budget. This includes all Elements/Objects from 31-00 (Supplies) through 69-99 (Other Services).

### **Use of Fixed Asset Replacement (FAR) & Retired Equipment Reserves (RER)**

If a department requests to **replace** a piece of capital equipment/software and the equipment was not budgeted for during the budget process, or there is no available budget (in 84-00 or 86-30), the department should determine if the asset has any FAR on the equipment that is being replaced and additional RER, if necessary, to cover the cost of the equipment. If there is equipment-related FAR and additional RER funds (if necessary) available, the following process should occur:

1. The requesting department will complete a justification memo from the appropriate Department Head and a Budget Appropriation Request form and follow the "City Manager Approved Budget Transfer" process as described earlier, so long as the purchase does not exceed \$50,000.
2. If there is no FAR related to the asset being replaced, along with additional RER to cover the cost of the asset if necessary, the department will complete a staff report and Budget Appropriation Request form and submit to City Council for approval of the budget appropriation to use Fund Balance or Net Position to purchase the asset, at the next available City Council meeting.
3. If this is for a **new** piece of equipment/software, even if RER is available, the department will complete a staff report and Budget Appropriation Request form and must go through City Council to get approval for additional budget (even if offset by RER).

### **YEAR-END BUDGET CARRYOVER APPROPRIATION POLICY**

After each fiscal year is complete, all budgetary appropriations lapse. Multi-year projects however remain in process, incomplete purchase orders remain outstanding, timing issues can cause project or program delays, the scopes of some projects have evolved to meet changing needs and continuation of programs or services were contingent upon available funding because of achieved savings or revenue levels, etc.

After the fiscal year has come to a close, the continuation and evolution of budget scope is accomplished through the "Year-end Budget Carryover" process. These types of year-end carryovers and budget modifications are generally funded with prior receipts that met or exceeded expectations or expenditure savings, or program efficiencies. Also, the City has grant projects that are not yet complete or eligible for reimbursement that must be re-appropriated along with restricted revenues or donations. Budget carryover appropriations incorporate these budget changes.

Budget Carryover Appropriations are processed as follows:

1. During the course of the prior fiscal year, Finance staff is made aware of budget carryovers, as follows:
  - a. Memos/e-mails from department staff requesting project budget carryovers.
  - b. Included as part of a Staff Report Recommendation requesting a project budget carryover.
2. Finance staff forwards a list of CIP projects and current project balances to departments for their review.
  - a. Department staff will request those ongoing projects from the prior year that have not been completed.
  - b. Department staff will request carryover for those projects that won't start until the subsequent fiscal year.
3. Grant and grant revenue match.
4. Unusual, one-time operating expenditures that were not anticipated during original budget preparation.
5. Project and Grant carryovers will be processed only if fund balance is available at year-end.

Once all of the projects, grants, and one-time operating expenditures have been documented, the information is forwarded to each applicable department for review. A carryover memo is prepared by Finance staff, and the carryover amounts are reviewed and approved by the Finance Director or designee.

The memo is forwarded to the City Manager for approval. Once approved, Finance staff will post the year-end budget carryovers to the City's financial system into the current fiscal year by October 31st.

During the budget process, it is recommended that City Council give the City Manager authority to approve the year-end budget carryovers.

### **Definitions**

**Additional Budget Appropriation:** Denotes any increase or decrease to the overall original formally adopted two-year City Council adopted budget.

**Transfer Request:** An increase matched by an equal decrease of spending authority authorized by City Manager or designee 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

<b>SUBJECT:</b> Capital Improvement Program Policy	<b>APP NO.:</b> 14.006 <b>Submission Date:</b> 7/13/05 <b>Revision Dates:</b> 3/03/08; 7/16/13; 01/14/16; 10/17/16; 11/06/17	<b>AUTHORITY:</b> City Manager <b>Adoption/Approval Date:</b>  <b>Revision Dates:</b>
<b>DEPARTMENT:</b> <a href="#">FIN</a>		

**PURPOSE:**

Capital project planning is necessary to give adequate consideration to short- and long-range needs and goals, evaluate funding requirements and options, and achieve City Council and public input 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, plans, and financial resources. 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 evaluated 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 and improving capital assets should be part of, or consistent with land use, transportation, City Council goals, or other long-range plans of the City. Capital projects are funded from capital improvement reserves available in a respective fund’s fund balance, grant funding, as available, and debt financing, as applicable.

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 residents, stakeholders, and government employees.
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 primarily from Gas Tax or Developer Fees; City Hall, Library, or recreation projects primarily from the General Fund; water or wastewater projects funded from their respective Enterprise funds.

The first two years of the Capital Improvement Program (CIP) are adopted as the current capital budget. Capital improvements typically include new street improvements, construction of public facilities and major improvement/maintenance projects, such as street resurfacing or modifications to public facilities. The remaining three years schedule includes planned projects and all five years look to potential funding sources. Collectively, departments responsible for capital project planning maintain a minimum ten- to fifteen-year plan of proposed projects.

### **Long-Range Facilities Planning Policy Objectives**

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 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.

The 15-year capital facilities replacement program is maintained 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 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 the Long-Range Facilities Program are based on the following strategies:

1. Make the best use of available space before implementing a capital solution.
2. Reserve limited capital funds for the highest priority projects.
3. Encourage non-capital solutions.
4. Focus on customer service and convenience.
5. Invite creative use of technology and public/private partnerships, where it can improve services.

### **Long-Range Public Works Planning Policy Objectives**

To assist in the planning of the Capital Improvement Program Budget, the Public Works Department completes an Asset Management Plan, Pavement Management Plan, Sidewalk Priority List, Water and Wastewater Master Plans, Forestry/Landscape Master Plan, Traffic Signal Priority List, Stormwater Master Plan, Bicycle and Pedestrian Master Plan, and an ADA Transition Plan to determine the various replacement and infrastructure needs of the City.

	<b>Plan Document</b>	<b>Frequency</b>	<b># of Years Projects are Forecasted</b>	<b>Objective of Plan Document</b>
1.	Asset Management Plan	Every 5 Years	20 Years	Maintenance Requirements & needs
2.	Pavement Management Plan	Every 5 Years	20 Years	Determine street conditions & recommendations
3.	Sidewalk Priority List	Annually	NA (No dedicated funding)	Rank/prioritize missing sidewalks
4.	Water Master Plan	Every 5 Years	5 Years	Identify operational issues and propose improvement projects
5.	Wastewater Master Plan	Every 10 Years	10 Years	Identify operational issues and propose improvement projects
6.	Forestry / Landscape Master Plan	Every 10 Years	10 Years	Aesthetics, water reduction, etc.
7.	Traffic Signal Priority List	Annually	NA	Rank/prioritize future signals
8.	Stormwater Master Plan	Every 10–15 Years	Varies	List of problem areas with deficiencies
9.	Bicycle & Pedestrian Master Plan	Every 5 Years	20 Years	Identify potential improvements for bike and pedestrian users
10.	ADA Transition Plan	Annually	20 Years	Identify and upgrade deficient curb ramps

The repair, replacement, and construction schedules guarantee that City facilities and infrastructure are maintained in good condition.

### **Capital Improvement Program (CIP) Budget Process & Prioritization of Projects**

The development of the CIP Budget is a cooperative and coordinated effort across all departments. The process begins with the approval of the Budget Calendar by City Council the fall prior to budget adoption. This document contains key deadlines related to both the Operating and CIP Budgets.

At the beginning of the budget process, departments prepare proposed capital improvement project worksheets, which are prioritized based on the three tier priority ranking system, Financial Strategic Plan, and City Council priorities, identify work program goals, project scheduling, and availability of funding. Proposed appropriations are based on current year dollars, using engineers' estimates. Future year's appropriations are increased each year by an inflationary factor (e.g., Consumer Price Index, etc.). Completed proposed CIP project worksheets are forwarded to the Finance Department Budget Team.

Once all projects are identified, the Finance Department Budget Team reviews the various projects and determines the effect on Fund Balance/Net Position to ensure availability of funds to complete each project. Available Fund Balance/Net Position and capital revenue sources are calculated by Finance Department staff, with input from the respective departments. If there is limited or inadequate funding, Finance staff works with department management and staff to reprioritize projects to future fiscal years or determine if there are alternative funding sources available. The City reports those projects that have an estimated funding gap (deferred requirement) based on the amount required to maintain Citywide infrastructure and the anticipated funding available.

The Proposed CIP Budget is reviewed by the City Manager and the Finance Department prior to obtaining input from the City Council Capital Facilities Committee. The Planning Commission also reviews the CIP Budget for General Plan Consistency. The CIP Budget goes to City Council for a Study Session and then a Public Hearing for adoption with the Operating Budget prior to June 30.

### **Capital Improvement Project Carryovers/Budget Appropriations**

Capital improvement appropriations are reviewed at the end of each fiscal year and if requested, carried forward to the subsequent fiscal year. The budgetary level of control for all project types is at 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. The Proposed CIP Budgets are always prepared in accordance with Generally Accepted Accounting Principles (GAAP). Refer to the Budget Appropriations/Transfers policy for further details.

### **Incorporating the Financial Strategic Plan**

As part of the Financial Strategic Plan, Public Works staff develops a Ten-Year Capital Improvement Plan to assist in determining a direction for the City to take in order to provide and maintain Citywide infrastructure over the long run. The Facilities Division also updates its Fifteen-Year Citywide Facilities Maintenance plan to ensure facilities are properly maintained. This is the initial step in prioritizing Citywide projects, as well as determining funding for projects included in the Proposed CIP document. City staff relies on the Financial Strategic Plan to prepare both the Operating and CIP Budgets.

### **Organization of Capital Improvement Program Budget Document**

The CIP Budget document is organized into five main sections:

1. ***City Manager's Budget Message*** – Provides a history and summary of CIP budgets, the budget process and prioritization of projects, and a summary of projects by fund.
2. ***Summaries Section*** – Provides charts and tables, which illustrate the following: Five-Year Summary of CIP Projects by Category, Overview of CIP Projects, Five-Year Summary of CIP by Fund, and Five-Year Project Revenue Summary by Fund.
3. ***Deferred Requirements Section*** – Illustrates the estimated funding gap, or deferred requirement, based on the amount required to maintain infrastructure and the anticipated funding available.
4. ***CIP Projects by Category Section*** – Consists of each CIP project categories, separated by individual tabs. Within each tab are separate pages for each CIP project.

Included on each project page of particular importance is the following:

- "Expended" Column - provides the history of the actual amount spent to date on a project.
- "Carryover" Column - provides a better disclosure of commitments and/or restrictions to available fund balance. Additionally, the use of this "Carryover" column provides City Council with a formal method to "reauthorize" appropriation authority for all carryovers of unfinished capital projects.
- CIP Project Priorities - City Council established a three-tier priority ranking system to provide guidance for prioritizing capital projects in February 2009 and updated in June 2015. The following priority rankings are used in the CIP Budget and staff reports to City Council that involve proposed capital improvement projects:

**Priority One** – Essential projects which address health and safety, legal, and regulatory requirements, as well as City Council's Top Priorities projects

**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

Staff reviews City Council priorities throughout the development of the CIP Budget to ensure that:  
1) Higher priority projects are done during the upcoming two fiscal years; and 2) Priority rankings are consistent.

5. **CIP Projects by Fund Section** – Provides an overview of all projects by fund and subdivided by category. This section illustrates how much each fund will spend on capital improvement projects, as well as the overall impact of proposed capital projects on each fund's available balance.

### **Capital Outlay/Capital Improvements vs. Maintenance Improvements Projects**

In conjunction with the budgeting process, questions are often raised concerning the distinction between capital outlay and capital improvement programs versus maintenance improvement projects. 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.

For more information on capital outlay/capital improvements, refer to the Capital Asset Capitalization Policy.

#### **Capital Outlay**

This category represents expenditures made within a department's operating budget for fixed assets. Expenditures charged to capital outlay should reflect the initial investment in a fixed asset greater than \$5,000 and an economic useful life of more than one accounting period. Items designated as capital outlay are generally of a "stand-alone" nature, moveable, and ready for immediate installation and use, as opposed to an item that will be constructed or completed over a period of time.

Expenditures classified as capital outlay are either equipment or intangibles (software, easements). Examples include vehicles, machinery, and software systems. These capital outlay expenditures are designated through account coding into element accounts 84 for equipment and 86 for intangibles/software.

#### **Capital Improvements**

Capital improvements include major projects, infrastructure additions and improvements, land, buildings and improvements other than buildings. Expenditures charged to capital improvements should reflect either the initial investment in a fixed asset that is used in operations and has a useful life extending beyond one year or the improvement to an existing fixed asset which either lengthens the useful life of the fixed asset or increases the fixed asset's capacity to provide service.

#### **Maintenance Improvements**

Maintenance improvements include on-going projects or one-time projects that repair or maintain existing fixed assets. Maintenance improvements do not extend the life of a fixed asset and do not increase the fixed asset's capacity to provide service. Maintenance improvements should be budgeted for within the operating budget, except for major one-time projects that should be highlighted in the Capital Improvement Program Budget. Expenditures charged to maintenance improvements are so designated through account coding into the applicable maintenance and operations element and not in a capital element account.

**Capital Outlay/Capital Improvement Account Coding**

<b><u>Element Account</u></b>	<b><u>Title</u></b>
81	Land
82	Buildings
83	Improvements Other Than Buildings
84	Equipment (Over \$5,000)
86	Intangibles (Over \$5,000)
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.

**Surplus/Disposition of Capital (Outlay) Assets**

Once an asset has reached the end of its useful life, refer to the Surplus Policy for appropriate procedures on the surplus/disposition of capital assets or contact the Finance Department's Purchasing Office.

## City of Thousand Oaks Administrative Policies and Procedures

<b>SUBJECT:</b> Capital Asset Capitalization Policy	<b>APP NO.:</b> 14.025 <b>Submission Date:</b> 6/24/16	<b>AUTHORITY:</b> City Manager <b>Adoption/Approval Date:</b>
<b>DEPARTMENT:</b> <a href="#">FIN</a>	<b>Revision Dates:</b>	<b>Revision Dates:</b>

### PURPOSE:

To define costs eligible and establish thresholds for capitalization in conformity with Governmental Accounting Standards Board Statement No. 34 *Basic Financial Statements and Management's Discussion and Analysis* for State and Local Governments and Statement No. 51 *Accounting and Financial Reporting for Intangible Capital Assets*.

### GENERAL POLICY:

Purchased, donated, or internally developed assets meeting the City's capitalization definition and threshold will be classified and recorded to the City's financial records as capital assets. The value of the asset must meet the City's capitalization threshold of \$5,000 to be recorded as a capital asset.

### DEFINITION:

According to the Governmental Accounting Standards Board, capital assets include land, improvements to land, easements, buildings, building improvements, vehicles, machinery, equipment, works of art and historical treasures, infrastructure, and all other tangible or intangible assets used in operations and having initial useful lives extending beyond one reporting period. Capital asset capitalization refers to the process of recording the value of an asset and reducing the value of the item over time through a series of monthly or annual depreciation journal entries.

### MAJOR ASSET CLASSES:

- **(81-00) Land** – includes land under infrastructure and preparation costs. Costs can include acquisition prices and cost of initially preparing land for its intended use (basic site improvements, removal, excavation, relocation, reconstruction). Almost always has an indefinite useful life and this is not depreciated.
- **(82-00) Buildings** – permanent structures. Costs can include purchase of new building or cost of an improvement to an existing building. An entire building can be classified as one asset or be reported as separate capital assets if discrete portions of the building have significantly different useful lives (e.g. roof separate from building).
- **(83-00) Infrastructure** – capital assets that normally are stationary in nature and normally can be preserved for a significantly greater number of years than most capital assets. Examples include roads, bridges, tunnels, drainage systems, water and sewer systems, and lighting systems.
- **(83-00) Improvements other than buildings** – permanent improvements (non-moveable), other than buildings that add value to land, but do not have an indefinite useful life. Examples include fences, retaining walls, parking lots, and landscaping.

- **(84-00) Equipment** – moveable assets that includes all costs to place equipment into service (freight, installation, warranties, and sales tax). Each piece of equipment must meet the minimum capitalization threshold and is not recorded in bulk. Equipment is only charged to one account and not multi-funded. Examples include vehicles, furnishings, machinery, servers, and appliances. Asset replacement should be used when available and can be determined by referring to the Fixed Asset Replacement policy.
- **(86-xx) Intangibles** – assets that are not physical in nature. Generally, this includes software and easements (can also include water rights, trademarks).
  - **(86-20) Permanent Easements** – intangibles with an indefinite useful life and are not depreciated.
  - **(86-25) Temporary Easements** – intangibles without an indefinite useful life and are depreciated. Examples include temporary construction easements.
  - **(86-30) Software** – both internally generated and off-the-shelf.

### **CAPITAL ASSET USEFUL LIFE:**

The capital asset useful life is the determining factor for the number of accounting periods over which the asset must be depreciated. The City can determine the useful life of an asset by using historical information or by seeking guidance from other external resources to determine the proper useful life of the asset. Depreciation is recorded on a straight-line basis over the estimated useful life of the asset as follows:

Buildings and Improvements – 20 to 50 years  
 Infrastructure – 10 to 50 years  
 Intangibles – 2 to 50 years  
 Equipment – 3 to 15 years

### **COSTS ELIGIBLE FOR CAPITALIZATION:**

Costs should be capitalized only if directly identifiable with a specific asset and only if incurred after acquisition of the related asset is considered likely to occur. Capital assets should be reported at historical cost, or in the absence of historical cost information, estimated historical cost. Donated assets should be reported at fair market value at the date of donation. Historical costs include the following:

1. Costs necessary to place the asset in its intended location (e.g. freight costs, legal costs and title fees).
2. Costs necessary to place the asset in its intended condition for use (e.g. surveying fees, demolition costs, transportation costs, installation and site preparation charges).
3. Interest on debt proceeds used to finance construction of the asset (only enterprise funds and under specified conditions).
4. Costs for additions or improvements (excluding repairs) that either enhance the functionality or extend the expected useful life of the asset (e.g. adding a lane or road).

### **COSTS NOT ELIGIBLE FOR CAPITALIZATION:**

1. Costs incurred before acquisition has become probable, such as feasibility or site location studies.
2. Costs incurred after the asset is placed into operation.
3. Equipment or furnishings purchased in a group, but individually cost less than the capitalization threshold.
4. General and administrative costs (overhead).
5. Training to operate equipment or computer software.
6. Maintenance agreements.
7. Software maintenance agreements or software licenses/subscriptions.

8. Meals or meeting support.
9. Slurry seal of pavement (considered maintenance).
10. Undergrounding of utilities (e.g. phone, cable, electricity, gas).
11. Data conversion costs, if not required for software to operate in the manner intended (i.e. accounts payable applications are fully able to process payments without historical data).

### **CAPITAL LEASE:**

The following is criteria in order to determine if a lease can be considered a capital lease. If the answer is yes to one or more of these items, then it is considered a capital lease.

1. Ownership: The lease transfers ownership of the property to the lessee by the end of the lease term.
2. Bargain Price Option: The lease contains an option to purchase the lease property at a bargain price.
3. Estimated Economic Life: The lease term is equal to or greater than 75% of the estimated economic life of the leased property.
4. Fair Value: The present value of rental and other minimum lease payments, excluding that portion of the payments representing executory costs, equals or exceeds 90% of the fair value of the leased property.

### **RETIREMENT OF SERVICE:**

When an asset will no longer be used in operations, voluntarily or involuntarily, the asset shall be removed from the City's financial records and removed from service. For the retirement of equipment, material, or inventory, please refer to the Surplus policy to determine the proper method of disposition.

### **CAPITAL ASSET REVIEW:**

The City relies on a decentralized method to verify the accuracy of capital assets. Departments are responsible in evaluating the condition and functionality of existing capital assets assigned to their department to determine if the asset is still providing the most appropriate method to deliver services. Capital assets should be assessed on an annual basis.

A physical inventory of the City's capital assets equipment shall be conducted annually, as part of the fiscal year-end financial reporting process. A listing of capital asset equipment will be provided to each department reflecting their respective assets. Only capital assets equipment that have a value greater than the \$5,000 minimum threshold should be accounted for in the capital asset review. The listing should be reviewed, signed, and returned to the Finance department with the following notations along with any supporting documentation:

- Any changes, such as location, sale, trade-in, or disposal of capital asset equipment.
- The equipment serial number if it does not appear correct or missing on the listing.
- Any listed equipment found to be missing during the physical inventory.

Since the City relies on this decentralized method to verify the accuracy of fixed capital assets, the Finance department may review a random sample of equipment from selected departments.

### **REPORTING:**

The value of capital assets are reported in the Comprehensive Annual Financial Report (CAFR) by their respective category. The CAFR is located on the City's website. Capital asset equipment is also reported in the City's Asset Replacement Equipment Listing (Yellow Book). The Yellow Book is located on the City's intranet.

# City of Thousand Oaks

## Administrative Policies and Procedures

<b>SUBJECT:</b> User Fee Policy	<b>APP NO.:</b> 14.016 <b>Submission Date:</b> 7/13/05 <b>Revision Dates:</b> 3/3/08; 01/14/16; 10/17/16; 10/31/17	<b>AUTHORITY:</b> City Manager <b>Adoption/Approval Date:</b>  <b>Revision Dates:</b>
<b>DEPARTMENT:</b> <a href="#">FIN</a>		

**PURPOSE:**

The purpose of this policy is to provide general guidelines and to incorporate best practices in establishing user fees to ensure that the City adequately recovers costs for services it provides to the public. The User Fee Policy identifies factors that need to be considered in setting fees, the level of cost recovery, and the frequency of comprehensive user fee studies. The key factor of the User Fee Policy is to review and update fees on an ongoing basis to ensure that they keep pace with changes in the cost of living, as well as changes in methods or levels of service delivery.

The policy is to define and clarify the following: Factors to consider when setting fees and charges; When charges and fees should be reviewed; User Fee Adoption Process; Cost Recovery Calculation; Cost Allocation Plan; and, Provisions of Proposition 26.

**GENERAL POLICY:**

The City 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 be subsidized by City funds. In adoption of fees, it must be found that fees and charges do not exceed the City's costs of 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 (or any other fund) is in the public's best interest.

According to the standards established by Government Finance Officers Association (GFOA) and National Advisory Council on State and Local Budgeting (NACSLB) and their best practice guidelines, governments should calculate the full cost of the different services they provide. For instance, GFOA recommends a formal fee policy that should identify factors to be considered when pricing services.

**Factors to be Considered When Setting Fees and Charges, and Cost Recovery Levels**

1. 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 and central service costs.
3. Fees and charges, in the absence of a specific public policy exception, should be set at full cost recovery.
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.

### **When Charges and Fees Should be Reviewed**

1. City Staff should review fees and charges and revise, as necessary, at least every two years during the budget cycle in a manner similar to a Fee Study to determine the cost of services. (Refer to "User Fee Adoption Process" below.)
2. Regular changes/revisions to user fees shall be first reviewed by department staff. Changes/revisions will be discussed with the Finance Department. If the fee change/revision is deemed appropriate, the Finance Department will recommend staff take the fee to City Council for adoption. If it is related to a Development or Building related fee, notices will be sent out to various parties and noticed in a Public Hearing.
3. All adopted changes shall be published in the City's user fee manual, also located on the City's website, both of which shall be maintained by the Finance Department.
4. This policy and the schedule of charges and fees, current and proposed, shall be made available to the public.

### **Traffic Impact Fees**

Traffic Impact fees are reviewed biennially during the User Fee review process by Public Works staff. Staff will have a consultant perform a study on Traffic Impact fees every eight to ten years. During the off study years, staff will apply an appropriate CPI to applicable Traffic fees.

### **User Fee Adoption Process**

#### **During the biennial budget process:**

1. Staff will present City Council with User Fees at both a Study Session and a Public Hearing meeting.
2. Thirty days prior to the meeting, staff will notice interested parties (e.g., Building Industry Association of Southern California's Los Angeles/Ventura Chapter (BAI), Chamber of Commerce, etc.)
3. The Public Hearing meeting will be "Noticed" in the local newspaper fourteen (14) days prior to the meeting and the Public Hearing User Fee Manual will be made available for public review.
4. User Fee resolutions will be reviewed by staff and the City Attorney's Office prior to the Public Hearing and signed by the Mayor, if adopted at the Public Hearing City Council meeting.

#### **Throughout the course of the Fiscal Year:**

There are times throughout the course of the fiscal year that staff determines a need for a new User Fee or User Fees are reviewed or revised resulting in a change to the current adopted User Fee manual. Staff will do the following:

1. The User Fee(s) or service charge will be taken to City Council for at least one open and public meeting.
2. Notice of the time and place of the meeting shall be noticed at least 14 days prior to the meeting, including notice to any interested party who files a request with the City.

3. User Fee data, indicating the amount of the cost will be made available to the public at least ten days prior to the meeting.
4. Any action to levy a new fee or service charge or to approve an increase in an existing fee or service charge shall be taken only by ordinance or resolution.
5. User Fee resolutions will be reviewed by staff and the City Attorney's Office prior to the Public Hearing and signed by the Mayor, if adopted at the Public Hearing City Council meeting.
6. Any action adopting a fee or charge, or increasing a fee or charge adopted, upon a development project, as defined in Section 66000, which applies to the filing, accepting, reviewing, approving, or issuing of an application, permit, or entitlement to use shall be enacted in accordance with the notice and public hearing procedures specified in Section 54986 or 66016 and shall be effective no sooner than 60 days following the final action on the adoption of the fee or charge or increase in the fee or charge.
7. Without following the procedure otherwise required for the adoption of a fee or charge, or increasing a fee or charge, the legislative body of a local agency may adopt an urgency measure as an interim authorization for a fee or charge, or increase in a fee or charge, to protect the public health, welfare and safety. The interim authorization shall require four-fifths vote of the legislative body for adoption. The interim authorization shall have no force or effect 30 days after its adoption.

### **Cost Recovery Calculation**

City departments with user fees shall determine cost recovery rates based on direct and indirect costs for all fees to accurately calculate the cost of providing services regardless of whether all services are deemed to be fully cost recoverable. Indirect costs shall include allocated central support services costs (information technology, risk management, fleet assignment, usage fees, etc.).

Fees shall be biennially adjusted to maintain the cost recovery level. Departments with user fees shall be responsible for developing cost recovery rates for their respective user fees in accordance with the cost recovery levels described in this policy. Where appropriate, departments may initiate a multi-phase approach to achieve a targeted cost recovery rate.

Different methods of adjustments are acceptable, such as using a Consumer Price Index (CPI), State and Local Implicit Price Deflator, Municipal Cost Index, or other inflators. It is recommended that, if applicable, a CPI inflator be used for setting or revising the City's user 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 includes:

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. Developing the Federal Cost Allocation Plan (2 CFR Part 200 Supersedes OMB A-87).
3. Charging administrative support costs to the appropriate funds, including Enterprise Funds, Lighting and Landscape Zones, Flood Control Zones, Mello-Roos Assessment Districts, and Community Development Block Grant funds.

#### Cost Allocation Plan Process:

1. The purpose of this study is to identify the City's central service department costs that provide an indirect benefit (hereafter referred to as "Allocable Costs") to the City's operating departments/divisions (hereafter referred to as "Allocation Cost Centers") and to distribute these allocable costs to the allocation cost centers in a fair and equitable manner.
2. Every year, the City prepares a cost allocation plan to identify costs associated with providing certain central services to other City departments. These indirect service charges reimburse the administration and overhead services provided by General Fund departments, such as Finance, City Attorney, and Human Resources. The full cost allocation plan delineates the basis of allocation by department and can include total operating budget (excluding capital and debt), the number of full-time equivalent positions per department, specific number of requests or hours of service provided, etc. These costs are charged to the various operating departments/divisions by an interfund transfer, as provided in the City's cost allocation plan.
3. The City uses a "double step down" method, which is one of the five methods for allocating indirect costs described in the Cost Accounting Manual; October 2001 prepared by the Office of Management and Budget, and is considered the most accurate and equitable of the five methods. The "double step down" method utilizes two steps to allocate indirect costs. In the first step, the Allocable Costs are identified and initially allocated to all departments (both central service departments and the Allocation Cost Centers) using the most appropriate distribution bases that represent the demand for indirect services. Next, a second allocation is made in which indirect costs allocated to central service departments in the first step are redistributed using the allocation percentages derived in the first step. The final step fully reallocates the indirect costs allocated to the central service departments in the second allocation to the Allocation Cost Centers to obtain the final central services cost allocation.

#### **Provisions of Proposition 26**

In 2010, California voters approved Proposition 26. This measure further defined and clarified which local government charges are to be considered taxes (subject to public vote) and which are fees (subject only to City Council or Board of Supervisors approval). In summary, the measure established that any "levy, charge, or exaction of any kind imposed by a local government" is a tax, unless it falls into one of six categories (exceptions).

The exceptions to Proposition 26 are as follows:

1. A charge imposed for a specific benefit conferred or privilege granted directly to the payor that is not provided to those not charged, and which does not exceed the reasonable costs to the local government of conferring the benefit or granting the privilege.
2. A charge imposed for a specific government service or product provided directly to the payor that is not provided to those not charged, and which does not exceed the reasonable costs to the local government of providing the service or product.
3. A charge imposed for the reasonable regulatory costs to a local government for issuing licenses and permits, performing investigations, inspections, and audits, enforcing agricultural marketing orders, and the administrative enforcement and adjudication thereof.
4. A charge imposed for entrance to or use of state or local government property, or for the purchase, rental, or lease of such property.

5. A fine or penalty imposed for a violation of the law.
6. A charge imposed as a condition of property development.

While the study evaluates the cost of many direct services, including some that are unrecoverable and/or may not ever become recommended fees, the fees likely to be adopted are designed to recover the reasonable cost of providing the service to the individual fee payers.

### **Definitions**

**Charges:** Voluntary payments used to finance services such as water, sewage, mass transit, recreational activities, and libraries.

**Cost Recovery:** Recouping a portion of or all costs associated with a particular service provided by the government agency to the public. The user fees determine the percentage of a service that is recovered.

Cost recovery has two important rationales: (a) revenue enhancement through full cost accounting, thereby improving government efficiency; and (b) maintaining equity considerations in regard to the provision of public services.

**Direct Costs:** The costs incurred directly by providing a specified service. These costs are associated with staff time spent performing service related duties and include employee salary and benefits. In general, direct costs are any costs that can be traced directly to the production of a given service or product.

**Indirect Costs:** The costs not directly accountable or associated with the production of a service, such as a fixed cost. Indirect costs include departmental overhead (operating expenses and internal administrative costs), as well as citywide overhead, including all those costs that support City programs and services.

**User Fee:** A fee charged by a government agency to recipients of its services. User fees generally apply to activities that provide special benefits to members of the public, and the amount of the fee is usually related to the cost of the service provided. Examples of user fees are City facility rental fees, fire inspection fees, and others.

# City of Thousand Oaks Administrative Policies and Procedures

<b>SUBJECT:</b> Governmental Fund Balance Policy	<b>APP NO.:</b> 14.020 <b>Submission Date:</b> 09/13/11 <b>Revision Dates:</b> 9/26/13; 12/17/14	<b>AUTHORITY:</b> City Manager <b>Adoption/Approval Date:</b>  <b>Revision Dates:</b>
<b>DEPARTMENT:</b> <a href="#">FIN</a>		

**PURPOSE:**

This Fund Balance Policy 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, Fund Balance Reporting and Governmental Fund Type Definitions, and as committed by City Council, effective beginning fiscal year ending June 30, 2011.

**ACCOUNTING GUIDANCE:**

Fund balance is the difference between the assets and liabilities reported in a governmental fund. GASB Statement No. 54 defines five separate components of fund balance, each of which identifies the extent to which amounts can be spent.

The following components are defined by GASB Statement No. 54 and shall constitute the City’s Fund Balance:

- *Nonspendable Fund Balance* (inherently nonspendable) – Assets that cannot be converted to cash (i.e., prepaid items and inventories of supplies) and assets that will not be converted to cash soon enough to affect the current period.
- *Restricted Fund Balance* (externally enforceable limitations on use) – Limitations imposed by creditors, grantors, contributors, or laws and regulations of other governments and limitations imposed by law through constitutional provisions or enabling legislation.
- *Committed Fund Balance* (self imposed limitations on use set in place prior to the end of the fiscal year) – Limitation imposed at the highest level of decision making that requires formal action at the same level to remove (City Council).
- *Assigned Fund Balance* (limitation resulting from intended use) – Intended use established by highest level of decision making, by a body designated for that purpose, or by an official designated for that purpose (delegated by the City Council to the City Manager).
- *Unassigned Fund Balance* (residual net resources) – Excess of nonspendable, restricted, committed, and assigned total fund balance.

**DIRECTIVE:**

The first two components, Nonspendable and Restricted Fund Balance, are not addressed in this policy due to the nature of their restrictions. This policy is focused on the allocation and financial reporting of the last three components, Committed, Assigned, and Unassigned. City Council policies for these three components are provided below.

**Committed Fund Balance:** City Council, as the City’s highest level of decision-making authority, shall commit fund balance for specific purposes by formal action, such as by ordinance or resolution, or approval through adoption of this policy with the biennial budget. These committed amounts may not be used for any other purpose unless the City Council removes or changes the specified use through the same level of formal

action. City Council action to commit fund balance shall occur within the fiscal reporting period; however the amount can be determined subsequently.

- **General Fund Emergency Contingency:** On February 8, 2000, the City Council approved the establishment of a 5% emergency contingency for economic uncertainties. The contingency shall be calculated by taking 5% of General Fund and Library Fund's budgeted expenditures and any capital project budget carryovers. Budgeted expenditures will be those budgeted in the upcoming fiscal year. General Fund emergency contingencies shall be used only with City Council approval for:
  1. Emergencies (e.g., natural disasters such as fires, floods, or earthquakes or other catastrophic events) that are nonrecurring expenditures.
  2. Required to maintain essential services in a severe, short-term fiscal crisis when revenues are insufficient.
- **Working Capital Reserve:** The City's General Fund shall maintain a working capital reserve. This shall be calculated by taking 15% of General Fund and Library Fund's budgeted expenditures and any capital project budget carryovers. Budgeted expenditures will be those budgeted in the upcoming fiscal year. General Fund working capital contingencies shall be used only with City Council approval for:
  1. Emergencies (e.g., natural disasters such as fires, floods, or earthquakes or other catastrophic events) that are non-recurring expenditures should the Emergency Contingency be insufficient.
  2. Required to maintain essential services in a severe, long-term fiscal crisis (more than three years) when revenues are insufficient.
  3. Unexpected major capital investment requirement that was not included in other committed or assigned fund balance components.
- **Capital, Maintenance, and Grant Projects:** Appropriations approved in the biennial Capital Improvement Program Budget.
- **Endowments:** \$8.0 million committed to the Endowment Fund with interest earnings committed to fund the City's annual Social Services, Community Events, and Sports Endowment grants and any future endowments established by City Council action.

***Assigned Fund Balance:*** The City Council delegates the authority to assign fund balance to the City Manager, for intended specific purposes. The following assignments are established and may be modified by the City Manager as deemed appropriate.

- **Encumbrances:** Encumbrance balances that are not included in restricted or committed fund balance shall be considered assigned and will be reported by function.
- **Continuing Appropriations:** Fund balance levels sufficient to meet funding requirements for projects approved in prior fiscal years and which are carried forward into the new fiscal year. Continuing appropriations will be reported by function.
- **Public Building/Infrastructure Replacement/Maintenance Reserve:** Assigned for future building and infrastructure replacement and maintenance projects as identified in Capital Improvement Plan but not included in the City Council approved Budget and/or as future project requirements are identified.
- **Contingency for Legal Settlements:** Assigned for legal settlements that may exceed the City's actuarially determined annual accrued liability in the General Liability Internal Service Fund determined based on ongoing litigation.

- **Compensated Absences:** Assigned for unused vacation and miscellaneous leave hours earned by City employees at the employees' hourly rate.
- **Debt Service:** Assigned to provide for future debt service obligations.

**Unassigned Fund Balance:** These are residual positive net resources of the General Fund in excess of what can properly be classified in one of the other four components. The General Fund is the only fund that may report a positive (surplus) unassigned balance. Conversely, any governmental fund in a negative (deficit) position could report a negative amount of unassigned fund balance.

**Surplus:** Since a surplus does not represent a recurring source of revenue, it shall not be used to fund a recurring expense; however, the surplus may be appropriated for use to fund a one-time expenditure or use not already funded through an appropriation. If it is determined there is an operating surplus:

- 1) The City Council delegates the authority to the City Manager, at his/her discretion, to:
  - a) Transfer 10% of unassigned fund balance, not to exceed \$100,000, to the Community Recreation and Open Space Endowment Fund (CROSEF). Transfer will be processed in the new fiscal year following the surplus.
- 2) The City Council may appropriate funds for the following nonrecurring purposes:
  - a) Capital improvements and purchases. Surplus funds may be used for capital improvements and equipment purchases that are not financed with borrowings or other contributions.
  - b) Elimination of unfunded liabilities related to the City's Post-Employment Benefits. Any surplus may be transferred to reduce the unfunded liability in the Pension Fund, or California Employer's Retiree's Benefits Trust Fund (CERBT), and/or any other fund initiated by the City to provide post-employment benefits.
  - c) Reduction or avoidance of debt. If there is short-term debt within the General Fund, the surplus may be applied to reduce, or eliminate, the debt if determined 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 determined to be advantageous for the City.
  - d) Tax, fee, or rate stabilization. Surplus funds may be assigned for a stabilization fund in order to avoid raising taxes, fees, or rates related to the fund in subsequent years.

**Deficit:** If it is determined there is a deficit in the General Fund, the deficit shall be restored through the following mechanisms, in order of priority:

- 1) Reduction of assigned fund balance levels.
- 2) Committed fund balance levels.
- 3) Transfer of unassigned fund balances from other related funds where legally permissible.

**Funds:**

1. **General Fund:** City's primary operating fund accounts for all financial resources of the City except those required to be accounted for in another fund.
2. **Special Revenue Funds:** Account for specific revenues that are legally restricted to expenditures for particular purposes.

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3. Debt Service Funds: Account for the accumulation of resources and payment of principal and interest of the Public Finance Authority or Successor Agency. City will maintain sufficient reserves in its debt service funds that will equal, or exceed, the reserve fund balances required by bond covenants.
4. Capital Projects Funds: Established on a project length basis and are used to account for revenues and expenditures during the construction/acquisition of major capital facilities and projects. These funds are financed mainly by borrowings and contributions, and are not used to accumulate resources for future capital improvements, and therefore will not be used to build up reserves.
5. Enterprise Funds: Business-type activities intended to recover all or significant portion of their costs through user fees and charges. Net assets are restricted to the fund's stated purpose.
6. Internal Service Funds: Established on a cost reimbursement basis and should only be used to account for the payments of the City's self-insurance programs. Revenues are received by charging the other funds and departments of the City. The City will maintain positive net assets in each of the internal service funds. When an internal service fund accumulates net assets greater than the actuarially required level, the City may transfer any or all of the excess to other operating funds, as deemed necessary.
7. Agency Funds: Account for the resources held by the City in a fiduciary capacity for individuals, governmental entities, and others.

***Fund Balance Classification:***

The accounting policies of the City consider restricted fund balance spent first when expenditure is incurred for purposes for which both restricted and unrestricted fund balance are available. Similarly, when an expenditure is incurred for purposes for which amounts in any of the unrestricted classifications of fund balance could be used, the City considers committed amounts to be reduced first, followed by assigned amounts and then unassigned amounts.

***Annual Reporting and Periodic Review:***

Before completion of the City's Comprehensive Annual Financial Report, the Finance Director shall prepare a Fund Balance Status Report as part of the City's financial reporting process. At least every two years, the City Council will affirm or revise the Policy including the percentage range established by the components described herein (usually during the biennial budget process).

## City of Thousand Oaks Administrative Policies and Procedures

<b>SUBJECT:</b> City Accounting Policy	<b>APP NO.:</b> 14.001 <b>Submission Date:</b> 7/13/05 <b>Revision Dates:</b> 12/15/05, 8/14/08, 9/24/13	<b>AUTHORITY:</b> City Manager <b>Adoption/Approval Date:</b>  <b>Revision Dates:</b>
<b>DEPARTMENT: <a href="#">FIN</a></b>		

**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, lighting and landscaping zones, flood control zones, Mello-Roos assessment districts and Community Development Block Grant funds.

# City of Thousand Oaks

## Administrative Policies and Procedures

<b>SUBJECT:</b> Audit Policy	<b>APP NO.:</b> 14.002 <b>Submission Date:</b> 7/13/05 <b>Revision Dates:</b> 5/28/09, 09/21/11	<b>AUTHORITY:</b> City Manager <b>Adoption/Approval Date:</b>  <b>Revision Dates:</b>
<b>DEPARTMENT:</b> <a href="#">FIN</a>		

**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 International 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 Manager).
- 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.
- 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 Government Accountability Office and/or International 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

<p><b>SUBJECT:</b> Fixed Asset Replacement</p>	<p><b>APP NO.:</b> 14.008 <b>Submission Date:</b> 7/13/05 <b>Revision Dates:</b> 11/17/06, 8/14/08, 09/21/11, 9/24/13</p>	<p><b>AUTHORITY:</b> City Manager <b>Adoption/Approval Date:</b>  <b>Revision Dates:</b></p>
<p><b>DEPARTMENT:</b> <a href="#">FIN</a></p>		

**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, or replaced at a lesser value.

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. **Stolen Equipment** – Prepare a memo with an explanation of the incident and identifying the equipment stolen. Complete a Surplus Property Form and forward to the Finance Department’s Purchasing Division.
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

<b>SUBJECT:</b> Investment Policy	<b>APP NO.:</b> 14.012 <b>Submission Date:</b> 07/13/05	<b>AUTHORITY:</b>  <b>Adoption/Approval Date:</b> Revised Annually; 01/22/19
<b>DEPARTMENT: FIN</b>	<b>Revision Dates:</b> Revised Annually; see file for previous revisions dates	<b>Revision Dates:</b>

### 1.0 Policy:

This policy is intended to provide guidelines for the prudent investment of the City’s funds and to enhance the economic status of the City while protecting its pooled cash. Funds will be invested in accordance with this policy and with applicable sections of the California Government Code.

The City’s policy received the Association of Public Treasurers of the United States and Canada’s Investment Policy Certificate of Excellence Award and the certification from the California Municipal Treasurers Association in 2017. The policy should be resubmitted periodically for peer review and certification to confirm compliance with best practices and industry standards. While a certification does not serve as a substitute for review by the Investment Review Committee or adoption by City Council, it does demonstrate staff’s due diligence in the preparation and updating of the policy.

### 2.0 Scope

This policy generally applies to all financial assets of the City which are included in the City’s Comprehensive Annual Financial Report (CAFR). The City funds subject to this policy are: General Fund, Special Revenue Funds, Debt Service Funds, Capital Project Funds, Enterprise Funds, Internal Service Funds, Trust and Agency Funds, and any other fund authorized by the City Council, unless specifically exempted.

The following assets are exempt from the policy: proceeds of City bond issues which are invested in accordance with the applicable trust indenture or fiscal agent agreement, the City’s Hourly/Part-time Employee Retirement Plan which is invested in accordance with its trust fund agreement, the City’s Other Postemployment Benefits Plan which is invested in accordance with the Agreement and Election, and assets held by the City as fiduciary for other agencies and subject to separate agency agreement(s).

The City is acting as successor agency to the former Thousand Oaks Redevelopment Agency pursuant to AB X1 26. In keeping with the elimination and wind down of redevelopment, redevelopment funds have been invested separately from other City funds in liquid investments.

All monies except for redevelopment funds shall be pooled for investment purposes. The investment income derived from the pooled investment account shall be allocated to the contributing funds based upon the proportion of the respective average balances relative to the total pooled balance in the portfolio. Investment income shall be distributed to the individual funds not less than annually.

### 3.0 Objectives

The primary objectives of the City’s investment activities, in priority order, shall be:

- 3.1. SAFETY:** Preserving and protecting principal is the foremost objective of the investment program. Investment activities shall be undertaken in a manner that seeks to ensure the preservation of principal in the overall portfolio. Diversification of the portfolio will spread credit risk over a variety of authorized investment types.
- 3.2. LIQUIDITY:** The City's investment portfolio shall remain sufficiently liquid to enable the City to meet all operating requirements which can be reasonably anticipated.
- 3.3. YIELD (Return on Investments):** 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.

#### **4.0 Delegation of Authority/Procedures**

Authority to manage the City's investment program is derived from State of California Government Code Section 53607 and City of Thousand Oaks Ordinance 889-NS. Management responsibility for the investment of City funds is delegated annually by City Council to the City Treasurer who shall be responsible for all transactions undertaken and who 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 procedures 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 policy and the procedures established by the Treasurer.

#### **5.0 Prudence**

The standard of prudence to be used for managing the City's investments shall be California Government Code Section 53600.3, the prudent investor standard, which states "when investing, reinvesting, purchasing, acquiring, exchanging, selling, or managing public funds, a trustee shall act with care, skill, prudence, and diligence under the circumstances then prevailing, including, but not limited to, the general economic conditions and the anticipated needs of the agency, that a prudent person acting in a like capacity and familiarity with those matters would use in the conduct of funds of a like character and with like aims, to safeguard the principal and maintain the liquidity needs of the agency."

The standard of prudence to be used by City staff shall be applied in the context of managing the overall portfolio. City staff acting in accordance with written procedures and this policy and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes. City staff shall ensure that deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments.

#### **6.0 Ethics and Conflicts of Interest**

City staff 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 ability to make impartial investment decisions. City staff 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.

## **7.0 Providers of Financial Services**

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, safekeeping services and investment advisory services.

### **7.1 Authorized Broker/Dealers**

The Treasurer shall formally authorize investment broker-dealers to provide investment services to the City. Investment brokers-dealers may be primary dealers or regional brokers with branch offices in the State of California performing the transactions with the City. Broker-dealers must complete a broker-dealer statement of qualifications before being approved by the Treasurer. Annually the broker/dealers will acknowledge receipt and execute a certification that the broker-dealer's employees and supervisory personnel have read and understand the City's investment policy. The Treasurer may periodically reevaluate the approved list of investment broker-dealers, including review of Financial Industry Regulatory Authority (FINRA) reports and requesting updated statements of qualification.

### **7.2 Contracted Investment Advisor Services**

The City may engage the support services of outside investment advisors in regard to its investment program, so long as it can be clearly demonstrated that these services produce a net financial advantage or necessary financial protection of the City's financial resources. Investment advisors shall follow this policy, State law and other such written instructions as provided by the Treasurer. Contracted investment advisors may use their own brokers. The Treasurer may conduct periodic reviews of contracted investment advisors, including review of FINRA reports.

### **7.3 Safekeeping and Custody**

The Treasurer shall select one or more financial institutions to provide safekeeping and custodial services for the City in accordance with the provisions of Section 53608 of the California Government Code.

The purchase and sale of negotiable securities and repurchase agreement transactions shall be settled on a delivery versus payment basis. Negotiable securities purchased by the City will be delivered by book entry and will be held in third-party safekeeping by a City-approved custodian bank, its correspondent bank or its Depository Trust Company (DTC) participant account.

Non-negotiable investments such as money market funds, mutual funds, collateralized bank deposits, county investment pools, joint powers authority agreements, and LAIF will be in the name of City with statements and/or receipts evidencing investment.

### **7.4 Banking Services**

Banking services for the City shall be provided by qualified depositories of public funds as defined in California Government Code Section 53630.5 and which secure deposits in excess of insurance coverage in accordance with California Government Code Section 53652.

## 8.0 Authorized Investments

All investments and deposits of the City shall be made in accordance with California Government Code Sections 16429.1-16429.4, 53600-53610 and 53630-53686, except that pursuant to California Government Code Section 5903(e), proceeds of bonds and any moneys set aside or pledged to secure payment of the bonds may be invested in securities or obligations described in the ordinance, resolution, indenture, agreement, or other instrument providing for the issuance of the bonds.

Percentage limitations and rating requirements, where indicated, apply at the time of purchase. Although minimum ratings listed use Standard and Poor's rating scale, an equivalent rating from another nationally recognized rating organization is acceptable. Appendix A provides a comparison of the different credit ratings. Securities that have been downgraded to a level that is below the minimum rating described herein may be sold or held at the Treasurer's discretion. The portfolio will be brought back into compliance with policy guidelines as soon as it is practical. Maximum maturity limits are from date of settlement. Investments with maturities exceeding five years require either specific authorization by the City Council or approval by the City Council as part of an investment program no less than three months prior to purchase.

**Investments not specifically listed below are deemed inappropriate and are prohibited:**

### 8.1 City Authorized Investments

Authorized Investment	Govt. Code	Maximum Percentage	Maximum Maturity	Minimum Quality <sup>1</sup>	Other Constraints
U.S. Treasury Obligations	53601(b)	<ul style="list-style-type: none"> <li>No Limit</li> </ul>	5 Years	None	Notes, bonds, bills.
U.S. Agency Obligations	53601(f)	<ul style="list-style-type: none"> <li>No Limit</li> </ul>	5 Years	None	Federal agency or U.S. government sponsored enterprise obligations, participations, or other instruments.
City of Thousand Oaks Bonds	53601(a)(e)	<ul style="list-style-type: none"> <li>5%</li> </ul>	5 Years	None	<ul style="list-style-type: none"> <li>Bonds, notes, warrants or other evidences of indebtedness</li> <li>Purchases made in consultation with bond counsel</li> </ul>
State Obligations (CA and others)	53601(c) and (d)	<ul style="list-style-type: none"> <li>No Limit</li> </ul>	5 Years	Underlying A, SP-1	<ul style="list-style-type: none"> <li>Registered state warrants, treasury notes or bonds of California.</li> <li>Registered treasury notes or bonds from any of the other 49 states.</li> </ul>
California Local Agency Bonds	53601(e)	<ul style="list-style-type: none"> <li>No Limit</li> </ul>	5 Years	Underlying A, SP-1	Bonds, notes, warrants or other evidences of indebtedness of any local agency within California.

Authorized Investment	Govt. Code	Maximum Percentage	Maximum Maturity	Minimum Quality <sup>1</sup>	Other Constraints
Supranationals	53601(q)	<ul style="list-style-type: none"> <li>• 15% of portfolio</li> <li>• 5% single issuer</li> </ul>	5 years	AAA	U.S. dollar denominated senior unsecured unsubordinated obligations issued by or unconditionally guaranteed by: <ul style="list-style-type: none"> <li>• International Bank for Reconstruction and Development</li> <li>• International Finance Corporation</li> <li>• Inter-American Development Bank</li> </ul>
Medium-Term Notes	53601(k)	<ul style="list-style-type: none"> <li>• 30% of portfolio</li> <li>• 5% single issuer</li> </ul>	5 Years	A	Issued by <ul style="list-style-type: none"> <li>• corporations organized and operating in the United States or</li> <li>• depository institutions licensed by the United States or any state and operating in the United States.</li> </ul> and <ul style="list-style-type: none"> <li>• Private Placements (including Rule 144A securities) are NOT permitted.</li> </ul>
Negotiable Certificates of Deposit	53601(i)	<ul style="list-style-type: none"> <li>• 10% of portfolio</li> <li>• 5% single issuer</li> </ul>	5 Years	A	<ul style="list-style-type: none"> <li>• Issued by nationally or state-chartered banks; savings or federal associations; state or federal credit unions; or federally licensed or state licensed branches of foreign banks.</li> </ul> and <ul style="list-style-type: none"> <li>• Per 53638 deposits may not exceed bank shareholder equity; total net worth of depository savings or federal association; unimpaired capital and surplus of a credit union; unimpaired capital and surplus of industrial loan companies.</li> </ul>
Bankers' Acceptances	53601(g)	<ul style="list-style-type: none"> <li>• 40% of portfolio</li> <li>• 5% single issuer</li> </ul>	180 Days	A-1	

Authorized Investment	Govt. Code	Maximum Percentage	Maximum Maturity	Minimum Quality <sup>1</sup>	Other Constraints
Commercial Paper	53601(h)	<ul style="list-style-type: none"> <li>• 25% of portfolio</li> <li>• 5% single issuer</li> </ul>	270 Days	A-1	<ul style="list-style-type: none"> <li>• Corporation must be organized and operating within the United States; have assets in excess of \$500 million; and have at least an A rating on its long-term debt, if any;</li> <li>or</li> <li>• Corporation must be organized within the United States as a special purpose corporation, trust, or limited liability company; have program-wide credit enhancements including, but not limited to overcollateralization, letters of credit or a surety bond.</li> <li>and</li> <li>• 5% of the outstanding commercial paper from a single issuer</li> <li>• Private Placements (including Rule 144A securities) are NOT permitted.</li> </ul>
Repurchase Agreements	53601(j)	25% of portfolio	30 Days	N/A	<ul style="list-style-type: none"> <li>• Subject to a Master Repurchase Agreement with a Primary Dealer approved by City Council;</li> <li>• Comply with Government Code 53601 (j).</li> </ul>

Authorized Investment	Govt. Code	Maximum Percentage	Maximum Maturity	Minimum Quality <sup>1</sup>	Other Constraints
Bank Deposits – Collateralized or FDIC Insured	53630 et seq.	No Limit	5 Years	Satisfactory rating from national bank rating service and from CRA review.	<ul style="list-style-type: none"> <li>• Amounts up to \$250,000 per institution are insured by the FDIC;</li> <li>• Amounts over the insurance limit must be placed with financial institutions participating in the California Local Agency Security Program, providing for collateralization of public funds.</li> <li>• Per 53638 deposits may not exceed bank shareholder equity; total net worth of depository savings or federal association; unimpaired capital and surplus of a credit union; unimpaired capital and surplus of industrial loan companies.</li> <li>• Treasurer may waive collateral for the portion of any deposits insured pursuant to federal law.</li> <li>• The use of private sector entities authorized by 53601.8 to assist in the placement of deposits are <b>NOT</b> permitted.</li> </ul>
Local Agency Investment Fund (“LAIF”)	16429.1 et seq.	As permitted by LAIF	N/A	N/A	
County Pooled Investment Funds	53684	<ul style="list-style-type: none"> <li>• 20% of portfolio</li> </ul>	N/A	None	
Joint Powers Authority Pool	53601(p)	<ul style="list-style-type: none"> <li>• 15% of portfolio</li> <li>• 10% from single pool or maximum allowed by JPA whichever is less</li> </ul>	N/A	None	<p>JPA must be</p> <ul style="list-style-type: none"> <li>• organized pursuant to Section 6509.7;</li> <li>• invest in securities in 53601 subdivisions (a) to (q); <b>and</b></li> <li>• retain investment advisor register or exempt from registration with the SEC, with at least 5 years experience, and has assets under management in excess of \$500 million.</li> </ul>

Authorized Investment	Govt. Code	Maximum Percentage	Maximum Maturity	Minimum Quality <sup>1</sup>	Other Constraints
Money Market Funds	53601(l)	<ul style="list-style-type: none"> <li>• 15% of portfolio</li> </ul>	N/A	Fund must either have the highest ranking by not less than 2 NRSROs	Retain an investment adviser registered or exempt from registration with the SEC with 5 years' experience managing money market funds in excess of \$500 million.
Mutual Funds	53601(l)	<ul style="list-style-type: none"> <li>• 15% of portfolio</li> <li>• 5% from single mutual fund company</li> </ul>	N/A	Fund must either have the highest ranking by not less than 2 NRSROs	<ul style="list-style-type: none"> <li>• Fund must invest in securities that comply with the investment restrictions of 53601 (a) through (k) and (n) through (o); <b>and</b></li> <li>• Retain an investment adviser registered or exempt from registration with the SEC with 5 years' experience managing money market funds in excess of \$500 million.</li> </ul>

<sup>1</sup> Standard and Poor's rating system is used for minimum quality requirements. An equivalent rating from another nationally recognized rating organization is acceptable. Appendix A. provides a comparison of the different credit ratings.

**9.0 Ineligible Investments**

Investments not described above as authorized investments are ineligible for purchase. The policy specifically prohibits the investment of any funds in common stock, financial futures, options, inverse floaters, range notes, or mortgage-derived, interest-only strips. Government Code Section 53601.6 also prohibits the investment in any security that could result in zero interest accrual if held to maturity. Per the California Debt and Investment Advisory Commission, zero interest accrual is defined as a security having the potential to realize zero interest based on the structure of the security. Therefore, zero coupon bonds, discounts notes, and similar investments that are purchased below face value are authorized. This Section does not apply to investments in shares of beneficial interest issued by diversified management companies registered under the Investment Company Act of 1940 that are authorized pursuant to Government Code Section 53601(l).

**10.0 Collateralization**

Collateralization is required on two types of investments: uninsured bank deposits and repurchase agreements.

Uninsured bank deposits may only be invested with financial institutions which participate in the California Local Agency Security Program (LASP) administered by the California Department of Business Oversight. LASP provides for collateral requirements, oversight and monitoring, and reporting by financial institutions.

Collateral is also required for repurchase agreements. The market value of securities that underlie a repurchase agreement shall not be allowed to fall below 102% of the value of the repurchase agreement and the value shall be adjusted no less than quarterly. Securities that can be pledged for collateral shall consist only of securities permitted in this policy. Collateral shall be held by an independent third party with whom the City has established a custodial agreement.

### **11.0 Investment Pools**

Investment pools include LAIF, county pooled investment funds, and shares of beneficial interest (mutual funds and money market funds), and joint powers authority pools. A thorough investigation of any pool or fund is required prior to the City's investment and on a periodic basis while funds are invested. The investigation will include review of the following items:

- Eligible investments;
- Investment policy and/or investment objectives;
- Security safeguarding, settlement process, pricing;
- Allowable deposits and withdrawals;
- Interest calculation, distribution, and treatment of gains/losses;
- Schedule for receiving statements and portfolio listings;
- Fees.

### **12.0 Review of Portfolio**

The securities held by the City must be in compliance with the authorized investments in Section 8.0 at the time of purchase. Because the City is typically a buy and hold investor, some securities may not comply with this section subsequent to the date of purchase. The Treasurer shall at least quarterly review the portfolio to identify those securities that do not comply and establish procedures to report these securities to the City Council and the Investment Review Committee.

### **13.0 Competitive Offers**

It is preferred that investment purchases be made through a competitive offer process with three quotes. This policy, however, recognizes that competitive offers may not always be applicable or practical. If the City is offered a security for which there is no other readily available competitive offering on the same issue, then quotes for comparable or alternative securities will be documented. When purchasing original issue securities, competitive offerings are not required as those securities are offered at the same original issue price.

### **14.0 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 Section 8.0.

### **15.0 Maturities**

Individual investments within the investment portfolio are limited to a maximum of five years except where further limited by State Law and/or this 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.

### **16.0 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, shall randomly select line items from the investment report and send the City's 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 and verify the investments have been made in accordance with this policy.

## **17.0 Performance Standards**

Investment return or yield becomes a consideration only after the basic requirements of investment safety and liquidity have been met. The City's portfolio shall be designed to attain a competitive yield or rate of return. At least quarterly, the portfolio yield will be compared to the twelve-month moving average of the two-year Constant Maturity Treasury Index (CMT).

## **18.0 Investment Review Committee**

In 1997 an investment committee consisting of five members appointed by the City Council was established to act as an advisory committee to Council. The Investment Review Committee periodically monitors and reviews the Treasurer's compliance with the investment policy. In addition, the committee reviews modifications and recommends amendments to the investment policy. The Treasurer is not a member of the committee but serves in a staff and advisory capacity. The committee meets at least quarterly.

## **19.0 Reporting**

Within 30 days of the end of each month, the Treasurer shall submit the monthly investment report to the City Manager and City Council. At the end of each quarter, the report is presented to the Investment Review Committee at its 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, and (5) market value. In addition, the report will provide a weighted average yield of the portfolio, the weighted average maturity of the portfolio and the monthly investment transactions.

## **20.0 Policy Review and Adoption**

The investment policy shall be reviewed at least annually by the Treasurer and the Investment Review Committee to ensure its consistency with the City's overall objectives and its compliance with California Government Code and best practices. The investment policy shall be submitted to City Council for consideration and adoption at a public meeting on an annual basis whether or not modifications are necessary.

## **21.0 Glossary**

**Agencies:** Securities issued by federally related institutions and/or U.S. government-sponsored entities.

**Bankers' 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.

**Benchmark:** A comparative base for measuring the performance or risk tolerance of the investment portfolio. A benchmark should represent a close correlation to the level of risk and the average duration of the portfolio's investments.

**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 organization.

**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.

**Community Reinvestment Act (CRA):** Act intended to encourage depository institutions to meet the credit needs of the communities in which they operate, including low and moderate income neighborhoods. The Act requires that each depository institution's record in helping meet the credit needs of its entire community be evaluated periodically. CRA examinations are conducted by the federal agencies that are responsible for supervising depository institutions.

**Comprehensive Annual Financial Report (CAFR):** The official annual financial report for the City of Thousand Oaks.

**County Pooled Investment Funds:** The aggregate of all funds from public agencies placed in the custody of the county treasurer or chief finance officer for investment and reinvestment.

**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.

**Federal Deposit Insurance Corporation (FDIC):** Federal Agency that guarantees funds on deposit in member banks, currently up to \$250,000 per entity.

**Federal Farm Credit Bank:** Government sponsored institution that consolidates the financing activities of cooperative lending institutions that provide credit services to farmers, agricultural cooperatives and rural utilities.

**Federal Home Loan Banks:** Government sponsored wholesale banks which lend funds and provide correspondent banking services to members.

**Federal Home Loan Mortgage Association (Freddie Mac):** Publicly owned, government-sponsored corporation established to provides credit and liquidity in the housing market. Issues discount notes, bonds and mortgage pass-through securities.

**Federal National Mortgage Association (Fannie Mae):** Publicly owned, government-sponsored corporation established to provide credit and liquidity in the housing market. Issues discount notes, bond and mortgage pass-through securities.

**Government Bonds ("Governments"):** Securities issued by the U.S. Treasury and 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.

**Inter-American Development Bank:** Enterprise supporting economic development, social development and regional integration by lending to governments and government agencies.

**Interest Rate:** The annual rate of interest received by an investor from the issuer for a security. Also known as "coupon" rate.

**International Bank for Reconstruction and Development:** International lending organization, popularly known as the World Bank, with long-term, low-interest credit for industrial development.

**International Finance Corporation:** The private sector arm of the World Bank Group dedicated to encouraging development of private enterprise in nations lacking the necessary infrastructure and liquidity for businesses to secure financing.

**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.

**Joint Powers Authority Pool:** An entity formed by two or more public authorities, operating collectively may issue shares of beneficial interest to participating agencies.

**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):** Under California code, financial institutions that accept local agency deposits must participate in the LASP. The program provides for collateralization of deposits and reporting requirements.

**Market Value:** The price at which a security is trading and could presumably be purchased or sold.

**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.

**Medium-Term Notes (MTN):** Unsecured, investment-grade senior debt securities of major corporations that are sold either on a continuous or an intermittent basis. MTNs are highly flexible debt instruments that can be structured to respond to market opportunities or investor preferences.

**Minimum Quality:** The lowest acceptable rating of an investment issued by a Nationally Recognized Statistical Rating Organization indicating creditworthiness.

**Money Market Fund:** A mutual fund with investments directed in short-term money market instruments such as bankers' acceptances, commercial paper, repurchase agreements and government bills. The fund's objective is to maintain a net asset value (NAV) per share of \$1.00. Registered with the Securities and Exchange Commission under the Investment Act of 1940.

**Money Market Instruments:** Corporate and government obligations of one year or less. These include U.S. Treasury Bills, Agency Discount Notes, Commercial Paper, Bankers' Acceptances and Mutual Funds.

**Mortgage-Backed Securities (MSB):** A debt instrument with a pool of real estate loans as the underlying collateral. The mortgage payments of the real estate assets are used to pay the principal and interest.

**Mortgage Pass-Through Obligations:** A securitized participation in the principal and interest cash flows from a specified pool of mortgages. Principal and interest payments made on the mortgages are passed through to the holder of the security.

**Mutual Funds:** Pools of money that are managed by an investment company. Investors are offered a variety of goals, depending on the fund and its investment charter. Must invest in

securities and obligations as authorized by California Government Code Section 53601 subdivisions (a) through (k) or (m) through (n).

**Nationally Recognized Statistical Rating Organizations (NRSRO):** A SEC registered agency that assesses the creditworthiness of an entity or specific security. NRSRO typically refers to Standard and Poor's Rating Service, Fitch, Inc. or Moody's Investors Services.

**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.

**Offer:** The price asked by a seller of securities.

**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.

**Portfolio:** The combined holding of more than one investment or other asset by investor; collection of investments.

**Primary Dealer:** Usually refers to the select list of securities firms that are authorized to deal in new issues of government bonds.

**Principal:** The face or par value of a security. It does not include interest.

**Prudent Investor Standard:** A standard of conduct where a person acts with care, skill, prudence, and diligence when investing, reinvesting, purchasing, acquiring, exchanging, selling, and managing funds. The test of whether the standard is being met is if a prudent person acting in such a situation would engage in similar conduct to ensure that investments safeguard principal and maintain liquidity.

**Rating:** The designation used by investors' services to rate the quality of a security's creditworthiness.

**Repurchase Agreement (RP or REPO):** An agreement of one party (financial institution) to sell securities to a second party (local agency) and a simultaneous agreement by the first party to repurchase the securities at a specified price from the second party on demand or at a specified date.

**Safekeeping:** Service banks offer to customers where securities are held in the bank's vaults for safekeeping.

**Settlement Date:** The date by which an executed security trade must be settled. That is, the date by which a buyer must pay for the securities delivered by the seller.

**Supranational:** An organization formed by a group of countries through an international treaty with specific objectives, such as promoting economic development.

**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.

**Treasury Bills:** Short term obligation of the U.S. Treasury with a maturity of one year or less. T-Bills are sold at a discount and bear no interest.

**Treasury Bonds:** Long term coupon bearing obligation of the U.S. Treasury with maturities of more than 10 years,

**Treasury Notes:** Medium-term coupon bearing obligation of the U.S. Treasury having initial maturities from two to 10 years.

**Yield:** The annual rate of return on an investment, expressed as a percentage of the investment.

## Appendix A

**Comparison of Credit Ratings<sup>1</sup>****Long Term Debt Ratings**

<b>Rating/Interpretation</b>	<b>Standard &amp; Poor's<sup>2</sup></b>	<b>Moody's<sup>3</sup></b>	<b>Fitch<sup>4</sup></b>
Best-quality Grade ("AAA")	AAA	Aaa	AAA
High-quality Grade ("AA")	AA+ AA AA-	Aa1 Aa2 Aa3	AA+ AA AA-
Upper Medium Grade ("A")	A+ A A-	A1 A2 A3	A+ A A-
Medium Grade ("BBB")	BBB+ BBB BBB-	Baa1 Baa2 Baa3	BBB+ BBB BBB-
Speculative Grade ("BB")	BB+ BB BB-	Ba1 Ba2 Ba3	BB+ BB BB-
Highly Speculative Grade ("B")	B+ B B-	B1 B2 B3	B+ B B-
Poor Grade	CCC+	Caa1	CCC
In Poor Standing	CCC CCC-	Caa2 Caa3	
Highly Speculative	CC C	Ca C	CC
Default	D		DDD DD D

**Short Term/Commercial Paper Investment Grade Ratings**

<b>Rating Interpretation</b>	<b>Standard &amp; Poor's</b>	<b>Moody's</b>	<b>Fitch</b>
Superior Capacity	A-1+/A-1/SP-1	P-1/MIG1	F1+/F1
Strong Capacity	A-2/SP-2	P-2/MIG2	F2
Acceptable Capacity	A-3/SP-3	P-3/MIG3	F3

<sup>1</sup> These are general credit rating guidelines and are for information only.

<sup>2</sup> Ratings from AA through CCC may be modified by the addition of a plus (+) or minus (-) sign to show relative standing within the major rating categories.

<sup>3</sup> Ratings from Aa through Caa may be appended by the numerical modifiers 1, 2, and 3 indicating the obligation ranks at the higher end, the mid-range or lower-end of the generic rating.

# City of Thousand Oaks

## Administrative Policies and Procedures

<p><b>SUBJECT:</b> Debt Policy</p>	<p><b>APP NO.:</b> 14.007 <b>Submission Date:</b> 07/13/2005 <b>Revision Dates:</b> 01/14/2014, 08/03/2015, 06/13/2017, 5/07/19</p>	<p><b>AUTHORITY:</b> City Council <b>Adoption/Approval Date:</b>  <b>Revision Dates:</b></p>
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### SECTION 1 – POLICY

The City borrows primarily to fund long-term capital improvement projects. While the issuance of long-term debt may not be utilized to fund operating expenses, short-term public borrowing and interfund loans may be used for operations.

This Debt Policy sets forth debt management objectives for the City and establishes general parameters for issuing and administering the City’s debt and the debt of any other agencies for which the City Council acts as the legislative body. It primarily addresses debt securities issued by the City in public or private capital markets. This Debt Policy is intended to comply with Government Code Section 8855(i), effective January 1, 2017, and shall govern all debt incurred by the City.

For purposes of this Debt Policy, “debt” shall be interpreted broadly to mean bonds, notes, certificates of participation, financing leases, or other financing obligations, but the use of such term in this Debt Policy shall be solely for convenience and shall not be interpreted to characterize any such obligation as an indebtedness or debt within the meaning of any statutory or constitutional debt limitation where the substance and terms of the obligation comport with exceptions thereto.

While this policy provides guidelines for general use, it allows for exceptions in extraordinary conditions. In the event there are proposed exceptions to Debt Policy guidelines when a debt issue is structured, those exceptions will be discussed in the applicable staff reports at the time the debt issue is docketed for City Council consideration. Any approval of debt by the City Council that is not consistent with this Debt Policy shall constitute a waiver of this Debt Policy.

This policy received the Association of Public Treasurers of the United States and Canada’s Debt Policy Certificate of Excellence Award in 2014. The policy should be resubmitted periodically for peer review and certification to confirm compliance with best practices and industry standards. While a certification does not serve as a substitute for adoption by City Council, it does demonstrate staff’s due diligence in the preparation and updating of the policy.

#### 1.1. Purpose

This Debt Policy establishes guidelines for the issuance and management of the City’s debt and borrowing. This Debt Policy confirms the commitment of the City Council, management, and staff to adhere to sound financial management practices.

#### 1.2. Objectives

The policy assists the City in the pursuit of the following equally important objectives, while providing full and complete financial disclosure and ensuring compliance with applicable state and federal laws:

- Minimize debt service and issuance costs;
- Maintain access to cost-effective borrowing;
- Achieve the highest possible credit rating while maintaining operational flexibility and reasonable tax and rate burdens;
- Achieve full and timely repayment of debt;
- Ensure compliance with applicable State and Federal laws.

### 1.3. Budget Integration

The City funds a significant portion of capital improvements on a cash or “pay-as-you-go” basis. While the “pay-as-you-go” method is often considered the preferred means of financing because it avoids interest payments, it may not be entirely equitable. “Pay-as-you-go” requires current users to pay taxes over long periods of time in order to accumulate reserves sufficient to pay for future capital improvements. Prudent use of debt financing rather than “pay-as-you-go” funding better allocates costs of the capital improvement to those who benefit from it.

The decision to incur new indebtedness is integrated into the Capital Improvement Program (CIP) Budget adopted by City Council on a biennial basis. The CIP is a plan for the community’s long-term capital improvement needs and incorporates City Council adopted goals and priorities. As the City’s infrastructure ages, the CIP also helps to identify the long-term maintenance and asset management funding needs of the City. The Finance Director works directly with the various City Departments to ensure necessary capital improvements are included in the CIP. Since many capital improvement projects take more than two years to design and construct, the CIP is a five-year plan. This allows City Council to better forecast and anticipate upcoming capital improvements.

### 1.4. Financing Priorities

The Finance Director shall be responsible for analyzing a financing proposal to determine if it is beneficial to the City and conforms to the City’s long-term financial planning objectives.

An analysis of proposed debt may include:

- Confirmation that the capital project is eligible for debt financing;
- Review of all available financing instruments for the project, consideration of alternative debt structures, and determination of the most cost-effective option;
- Determination of total cost of the capital project including its design, construction cost, cost of furnishings, fixtures and equipment;
- Identification of the revenue source(s) to fund the annual debt service;
- Analysis of the municipal bond market, including economic and interest rate trends;
- Cost analysis of debt insurance;
- Evaluation of timing of when the City should enter the capital markets.

### 1.5. Former Redevelopment Agency Debt Obligations

Due to changes in the law affecting California redevelopment agencies with the passage of AB X1 26, the Thousand Oaks Redevelopment Agency was dissolved as of February 1, 2012, and its operations substantially eliminated except for the continuation of certain enforceable obligations to be administered by the City of Thousand Oaks as successor agency. The terms of AB X1 26 and subsequent legislation require successor agencies administer the outstanding bond obligations including debt service, reserve set-asides, and other obligations required under the bond indentures, and provide limited opportunities to refinance outstanding bonds.

### 1.6. Biennial Review

Recognizing that cost-effective access to the capital market depends on prudent management of the City’s debt program, a biennial review of the debt policy should be performed. The debt policy will be included in the fiscal policy section of the biennial Operating Budget adopted by City Council. Any substantive changes to the policy shall be brought to City Council for consideration and approval.

## **SECTION 2 – METHODS OF FINANCING**

The Finance Director will investigate all possible project financing alternatives including, but not limited to, bonds, loans, state bond pools, and grants. The City has also implemented an impact fee program whereby new development pays its fair share for the increased capital and operating costs that result from new construction. Although impact fee payments may be restricted to specific projects or types of projects, the use of these payments can be an important source of financing for certain capital projects.

### **2.1. Cash Funding**

The City funds a significant portion of capital improvements on a “pay-as-you-go” basis. As part of a “pay as you go” strategy, the City will first look for grant funding for capital projects.

### **2.2. Interfund Borrowing**

The City may borrow internally from other funds with surplus cash in lieu of incurring third-party debt. Purposes that could warrant the use of this type of borrowing include short-term cash flow imbalances, interim financing pending the issuance of debt, or long-term financing in lieu of debt for principal amounts of under \$10 million. The City funds from which the money is borrowed shall be repaid with interest based upon the earning rate of the City’s investment pool. The Finance Director shall also exercise due diligence to ensure that it is financially prudent for the fund making the loan.

The purpose of interfund borrowing is to finance high priority needs and to reduce costs of interest, debt issuance and/or administration. Interfund loans will be evaluated on a case by case basis. Any borrowing between two City funds which exceeds 24 months requires a repayment schedule approved by City Council.

### **2.3. Bank Loans/Lines of Credit and Leases**

Although the City does not typically utilize bank loans or lines of credit for the financing of capital projects, financial institution credit is an option for municipal issuers and may be evaluated as a financing option. These “loans and lines of credit” are often structured as leases in order to comply with the California Constitution.

### **2.4. Other Debt**

The City will evaluate other financing programs, including but not limited to State financing such as the Water Resources Control Board’s revolving fund financing for the construction of water and wastewater infrastructure projects (typically structured as installment payment transactions).

### **2.5. Public Market Financing**

The City may issue any debt which is allowed under federal and state law including but not limited to general obligation bonds, certificates of participation, revenue bonds, assessment district bonds, special tax bonds, tax increment bonds, revenue anticipation notes, and conduit financings.

While conduit financings constitute a limited obligation of the issuer, the same level of due diligence prior to issuance is required. The City will consider requests for special district formation on a case by case basis. Special tax bonds issued under the Mello-Roos Community Facilities Districts (CFDs) Act are subject to additional policy provisions as set forth in City Council Resolution 2009-103.

Although short-term borrowing such as (i) or revenue anticipation notes and (ii) equipment financings has not been part of the City’s past practice it may be undertaken by the City in appropriate circumstances.

### **2.6. Joint Powers Authority (JPA)**

In addition to some of the long-term and short-term financing instruments described in Sections 2.1 through 2.5, the City may also consider joint arrangements with other governmental agencies.

## **SECTION 3 - FINANCING TEAM – ROLES AND SELECTION PROCESS**

### **3.1. Financing Team**

The Financing Team is the working group of City staff and outside consultants necessary to complete a debt issuance including but not limited to bond counsel, disclosure counsel, underwriter, financial advisor, trustee, pricing consultant, and/or arbitrage analyst.

Typically, the Finance Director, the Debt and Investment Analyst, the City Attorney, the City Manager, and appropriate Department Head(s) form the City staff portion of the Financing Team. Other staff members or designees may be appointed to the Financing Team.

### **3.2. Consultant Selection**

The City will consider the professional qualifications and experience of consultants as they relate to the particular debt issue or other financing under consideration. In certain instances, the City will conduct a request for proposal/qualification process to select such consultants. Other professionals may be selected by the Finance Director on an as-needed basis.

If the City contemplates the possibility of selling bonds through a negotiated sale from the initial analysis phase, the Finance Director shall first retain the financial advisor in order to have professional advice on the appropriate method of sale. If a negotiated sale is selected, Finance Director shall then select an underwriter.

### **3.3. Roles of Consultants**

While each financing may require different consultants, bond counsel, disclosure counsel, and financial advisor are required. Bond Counsel prepares the necessary resolutions, ordinances, agreements and other legal documents necessary to execute a bond financing. Disclosure Counsel prepares the offering documents. While bond counsel can act as disclosure counsel, the City typically retains separate counsel to draft the official statement and continuing disclosure certificate. The Financial Advisor assists with bond document negotiations, transaction structuring including call provisions, timing of issuance, cash flow and savings analysis, and obtaining ratings on the proposed debt issuance.

### **3.4. Roles of Staff**

Staff not only plays an important role in the issuance of debt, but their roles continue through the life of the debt.

The Finance Director is responsible for analyzing financial proposals (including structure, credit enhancements, reserve funds, call options, and derivatives products), selecting consultants, and submitting new or refunding debt options to City Council for approval. The Finance Director maintains relationships with rating agencies, invests proceeds and ensures proceeds are spent for their intended purposes. In regard to disclosure, the Finance Director approves all disclosure documents, including offering documents, annual disclosure, event filings and voluntary disclosures whether posted on the Electronic Municipal Market Access (EMMA) or submitted directly to a bond owner in a private placement.

The City Attorney reviews all documents including offering documents to ensure all material litigation, settlements, and court orders are presented. The City Attorney is also a member of the Disclosure Review Group (see Section 7.5), using his or her knowledge of the City to comment on disclosure documents.

The Debt and Investment Analyst identifies departments and staff to contribute information for the offering documents. In addition, the Debt and Investment Analyst is responsible for organizing the Disclosure Review Group, scheduling meetings, distributing disclosure documents, and soliciting comments from the group. After any disclosure document has been approved by the Disclosure Review Group and the Finance Director, the Debt and Investment Analyst is responsible for filing the documents on EMMA or submitting the documents to a bond owner representative. In addition, the

Debt and Investment Analyst is responsible for ensuring compliance with other bond covenants, legal requirements, and the retention of relevant bond documents.

## **SECTION 4 –STRUCTURE AND TERM**

### **4.1. Term of Debt**

Debt will be structured for the shortest period possible, consistent with a fair allocation of costs to current and future users. The standard term of long-term debt borrowing is typically 15-30 years.

Consistent with its philosophy of keeping its capital facilities and infrastructure systems in good condition and maximizing a capital asset's useful life, the City will make every effort to set aside sufficient current revenues to finance ongoing maintenance needs and to provide reserves for periodic replacement and renewal. Generally, no debt will be issued for periods exceeding the useful life or average useful lives of projects to be financed.

### **4.2. Debt Repayment Structure**

In structuring a debt issue, the City will manage the amortization of the debt and, to the extent possible, match its cash flow to the anticipated debt service payments. In addition, the City will seek to structure debt with aggregate level debt service payments over the life of the debt. Structures with unlevel debt service will be considered when one or more of the following exist:

- Natural disasters or extraordinary unanticipated external factors make payments on the debt in the early years prohibitive;
- Such structuring is beneficial to the City's aggregate overall debt payment schedule;
- Such structuring will allow debt service to more closely match project revenues during the early years of the project's operation.

### **4.3. Bond Maturity Options**

For each issuance of bonds, the City will select serial bonds or term bonds, or both. On the occasions where circumstances warrant, capital appreciation bonds ("CABs") may be used. The decision to use term, serial or CABs is typically driven by market conditions.

### **4.4. Interest Rate Structure**

The City currently issues securities on a fixed interest rate basis only. Fixed rate securities ensure budget certainty through the life of the issue and avoid the volatility of variable rates.

The City prefers to issue bonds at par. The City will, however, evaluate the use of premiums or discounts on a case by case basis as recommended by the Financial Advisor at the time of pricing or sale.

### **4.5. Credit Enhancement**

Credit enhancement may be used to improve or establish a credit rating on a City debt obligation. Types of credit enhancement include letters of credit, bond insurance and surety policies. The Finance Director will recommend the use of a credit enhancement if it reduces the overall cost of the proposed financing or if the use of such credit enhancement furthers the City's overall financial objectives.

### **4.6. Debt Service Reserve Fund**

Debt service reserve funds are held by the Trustee to make principal and interest payments to bondholders in the event that pledged revenues are insufficient to do so. The City will fund debt service reserve funds when it is in the City's overall best financial interest.

The size of the reserve fund is generally the lesser of 1) 10 percent of par, 2) 125 percent of average annual debt service and 3) 100 percent of maximum annual debt service.

In lieu of holding a cash funded reserve, the City may substitute a surety bond or other credit instrument in its place. The decision to cash fund a reserve fund rather than to use a credit facility is dependent upon the cost of the credit instrument and the investment opportunities. Additionally, the

City may decide not to utilize a reserve fund if the Finance Director, in consultation with the underwriter and financial advisor, determines there would be no adverse impact to the City's credit rating or interest rates.

#### **4.7. Call Options/Redemption Provisions**

A call option or optional redemption provision gives the City the right to prepay or retire debt prior to its stated maturity date. This option may permit the City to achieve interest savings in the future through the refunding of the bonds. Often the City will pay a higher interest rate as compensation to the buyer for the risk of having the bond called in the future. In addition, if a bond is called, the holder may be entitled to a premium payment ("call premium"). Because the cost of call options can vary depending on market conditions, an evaluation of factors will be conducted in connection with each issuance. The Finance Director shall evaluate and recommend the use of a call option on a case by case basis.

#### **4.8. Debt Limits**

Establishing debt limits and performing periodic review of debt capacity provides assurances that debt will be affordable. Debt capacity should be analyzed in conjunction with the preparation of the biennial CIP Budget.

California Government Code Section 43605 states the City shall not incur bonded indebtedness payable from the proceeds of property tax which exceeds 15 percent of the assessed value of all real and personal property of the City. This provision, however, was enacted when assessed valuation was based upon 25 percent of market value. Effective with the 1981-82 fiscal year, each parcel is now assessed at 100 percent of market value (as of the most recent change in ownership for that parcel). In order to reflect the intent of the debt limit stipulation in Section 43605, the 15 percent has been adjusted to one-fourth of that level, or 3.75 percent of the assessed value of all real and personal property of the City.

The cumulative annual debt service of all debt issues supported by the General Fund is restricted to no more than five percent of annual General Fund Revenue.

Debt issues supported by Enterprise Funds should maintain a minimum ratio of net operating income to annual debt service that the Finance Director concludes is beneficial to the City. Typically, the higher the ratio the better the rating and the lower the interest rate paid by the City, but the benefits of a higher ratio must be balanced with operational flexibility and management of taxpayer burden.

#### **4.9. Derivatives**

Derivative products may have application to certain City borrowing programs. In certain circumstances these products can reduce borrowing costs and assist in managing interest rate risk. However, these products carry with them certain risks not faced in standard debt instruments. The Finance Director shall evaluate the use of derivative products on a case-by-case basis to determine whether the potential benefits are sufficient to offset any potential costs.

#### **4.10. Refundings**

The City shall refinance debt to achieve savings as market opportunities arise. The Finance Director shall remain cognizant of fluctuations in interest rates for the purpose of identifying refunding opportunities and prepare a present value analysis identifying the economic effects of a refunding to determine the value of refunding.

Refundings may be undertaken in order to:

- Take advantage of lower interest rates and achieve debt service costs savings;
- Eliminate restrictive or burdensome debt covenants;
- Restructure debt to either lengthen the duration of debt or free up reserve funds.

Generally, the City shall strive to achieve a minimum of three percent net present value savings for a current refunding and a minimum of five percent net present value savings for an advance

refunding, in each case as a percentage of outstanding principal amount. Upon the advice of the Finance Director and with the assistance of the financial advisor and bond counsel, the City will consider undertaking refundings for other than economic purposes upon a finding that such a restructuring is in the City's overall best financial interest.

## **SECTION 5 – METHOD OF ISSUANCE AND SALE**

### **5.1. Method of Sale**

Debt issues in public capital markets are sold to a single underwriter or to an underwriting syndicate, either through a competitive sale, a negotiated sale, or a private placement. The selected method of sale will be that which is most beneficial to the City in terms of lowest net interest rate, most favorable terms in financial structure, and market conditions.

The City will use competitive sales as the primary means of selling debt. The City, however, reserves the option of pursuing a negotiated sale or private placement if there is evidence of volatile market conditions, complex security features, or other overriding factors. If the negotiated sale option is utilized, the Finance Director, with the approval of City Council, will negotiate the best possible interest rates for the City. The overall objective is to obtain the lowest possible interest cost and provide pricing transparency.

### **5.2. Initial Disclosure Requirements**

The City acknowledges its disclosure responsibilities. Under the guidance of Disclosure Counsel, the City will distribute or cause an underwriter to distribute its Preliminary Official Statement and final Official Statement (neither is typically required in a private placement, although in some cases a "private placement memorandum" may be required by the investor).

The Financing Team shall be responsible for soliciting "material" information (as defined in Securities and Exchange Commission Rule 10b-5) from City departments and identifying contributors who may have information necessary to prepare portions of the Official Statement or who should review portions of the Official Statement. In doing so, the Financing Team shall confirm that the Official Statement accurately states all "material" information relating to the decision to buy or sell the subject debts and that all information in the Official Statement has been critically reviewed by an appropriate person. "Material information" is any information that a reasonable investor would consider in making the decision to purchase or sell the debt. In connection with an initial offering of securities, the City and other members of the Financing Team will:

- Identify material information that should be disclosed in the Official Statement;
- Identify other persons that may have material information (contributors);
- Review and approve the Official Statement;
- Ensure the City's compliance, and that of its related entities, with federal and state securities laws.

The City's Debt and Investment Analyst shall contact the individuals and departments identified as contributors as soon as possible in order to provide adequate time for them to perform their assigned tasks. Contributors shall assist in reviewing and preparing the Official Statement using his or her knowledge of the City and, if appropriate, by discussing the Official Statement with other members of the contributor's department to ensure accuracy.

The Finance Director shall review the Official Statement, identify any material differences in the presentation of financial information from the financial statements and ensure there are no misstatements or omissions of material information in any sections that contain information prepared by the Finance Department or of relevance to the finances of the City.

The City Attorney (or designee) shall review the Official Statement descriptions of (i) any material current, pending or threatened litigation, (ii) any material settlements or court orders and (iii) any other legal issues that are material information for purposes of the Official Statement.

After the Finance Team completes the Official Statement, the Disclosure Review Group (described in Section 7.5) shall critically evaluate the Official Statement for accuracy and compliance with federal and state securities laws, and shall, if appropriate, ask questions of the Financing Team and of any contributor or other person who reviewed or drafted any section of the Official Statement. The Disclosure Review Group may instruct the Financing Team to solicit information or review from additional contributors before approving the Official Statement. Once the Disclosure Review Group has completed its evaluation and the Financing Team has responded appropriately, the Official Statement must be presented to the City Council for approval.

The approval of an Official Statement shall be placed on the Department Reports portion of the City Council agenda and shall not be considered as a Consent Calendar item. The staff report will summarize the steps followed to complete the Official Statement and review the City Council's responsibilities with respect to the Official Statement, providing the City Council the opportunity to review a substantially final Official Statement. The City Council shall undertake such review as deemed necessary by the City Council to fulfill the City Council's securities law responsibilities.<sup>1</sup>

For any privately placed debt with no Official Statement, the Disclosure Review Group must be provided with the final staff report describing the issue and such other documents the Disclosure Review Group may request before the transaction is approved by the City Council.

## **SECTION 6 – CREDITWORTHINESS OBJECTIVES**

Ratings reflect the general fiscal soundness of the City or the applicable City credit and the capabilities of its management. Typically, the higher the credit ratings are, the lower the interest cost is on the City's debt issues. To enhance creditworthiness, the City is committed to prudent financial management, systematic capital planning, and long-term financial planning. The City recognizes that external economic, natural, or other events may, from time to time, affect the creditworthiness of its debt.

The most familiar nationally recognized bond rating agencies are Standard and Poor's, Moody's Investors Service, and Fitch Ratings. When issuing a credit rating, rating agencies consider various factors including but not limited to:

- City's fiscal status;
- City's general management capabilities;
- Economic conditions that may impact the stability and reliability of debt repayment sources;
- City's general reserve levels;
- City's debt history and current debt structure;
- Project being financed;
- Covenants and conditions in the governing legal documents.

### **6.1. Bond Ratings**

The Financing Team will assess whether a credit rating should be obtained for an issuance. The City typically seeks a rating from at least one nationally recognized rating agency on new and refunded issues being sold in the public market. The Finance Director, working with the Financing Team, shall be responsible for determining which of the major rating agencies the City shall request provide a

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<sup>1</sup> The Securities and Exchange Commission (the "SEC"), the agency with regulatory authority over the City's compliance with the federal securities laws, has issued guidance as to the duties of the City Council with respect to its approval of the POS. In its "Report of Investigation in the Matter of County of Orange, California as it Relates to the Conduct of the Members of the Board of Supervisors" (Release No. 36761 / January 24, 1996) (the "Release"), the SEC stated that, if a member of the City Council has knowledge of any facts or circumstances that an investor would want to know about prior to investing in the bonds, whether relating to their repayment, tax-exempt status, undisclosed conflicts of interest with interested parties, or otherwise, he or she should endeavor to discover whether such facts are adequately disclosed in the Official Statement. In the Release, the SEC stated that the steps that a member of the City Council could take include becoming familiar with the POS and questioning staff and consultants about the disclosure of such facts.

rating. When applying for a rating on an issue, the City shall prepare a formal presentation of the relevant credit criteria that will be reviewed by the Disclosure Review Group (Section 5.2) before its presentation to a rating agency.

## **6.2. Rating Agency Communications**

The Finance Director is responsible for maintaining relationships with the rating agencies that assign ratings to the City's various debt obligations. This effort shall include providing the rating agencies with the City's financial statements, if applicable, as well as any additional information requested.

## **SECTION 7 - POST ISSUANCE ADMINISTRATION**

### **7.1. Investment of Proceeds**

The Finance Director shall invest debt proceeds and reserve funds in accordance with each issue's indenture or trust agreement, utilizing competitive bidding when possible. All investments will be made in compliance with the City's Investment Policy objectives of safety, liquidity and then yield.

Unexpended debt proceeds shall be held by the bank trustee whenever possible. The trustee will be responsible for recording all investments and transactions relating to the proceeds and providing monthly statements regarding the investments and transactions.

### **7.2. Use of Debt Proceeds and Internal Controls**

The Finance Director is responsible for ensuring debt proceeds are spent for the intended purposes identified in the debt documents and that the proceeds are spent in the time frames identified in the tax certificate prepared by the City's bond counsel.

The City typically completes the infrastructure projects financed with debt proceeds itself. Therefore, the City's internal controls related to City Council award of contracts, purchase orders and accounts payable are utilized. The Finance Director will authorize the use of debt proceeds to reimburse expenditures and review unspent debt proceeds remaining after each draw. The Debt and Investment Analyst will maintain records setting forth the date and amount of each disbursement of proceeds together with evidence with respect to each disbursement (e.g. name of payee, invoices, purchase orders, contracts, checks), and confirm each expense is consistent with the legal documents. The Debt and Investment Analyst is responsible for reconciling trustee and fiscal agent bank statements on a monthly basis.

Although the City is an infrequent issuer, it recognizes each debt issue may be different and that there may be circumstances that require deviation from the standard practice of the City contracting and managing construction. In these situations, the Debt and Investment Analyst, working with the Finance Director, will develop debt specific procedures, maintaining as many of the City's internal controls as possible.

### **7.3. Arbitrage Compliance**

The City shall follow a policy of full compliance with all the arbitrage and rebate requirements of the federal tax code and Internal Revenue Service regulations. The City shall engage qualified third parties for the preparation of arbitrage and rebate calculations. All necessary rebates will be filed and paid when due.

### **7.4. Ongoing Disclosure and EMMA**

The City shall comply with the requirements of the Continuing Disclosure Certificate(s) entered into at the time of each debt issue. The Finance Director shall be responsible for providing ongoing disclosure information. Disclosure for publicly issued debt is filed with the Municipal Securities Rulemaking Board's (MSRB's) Electronic Municipal Market Access (EMMA) system, the central depository designated by the Securities and Exchange Commission for ongoing disclosure by municipal issuers. Private placement disclosure is delivered to the appropriate bondholders by email.

The Debt and Investment Analyst will prepare the annual disclosure reports in accordance with the Continuing Disclosure Certificates. The Debt and Investment Analyst will identify material information that should be disclosed and identify other persons that may have knowledge of material information.

Once the annual disclosure reports are in final draft form, the Debt and Investment Analyst will submit them for review by the Disclosure Review Group described in Section 7.5 of this policy.

After review and approval by the Disclosure Review Group, the Finance Director will authorize the Debt and Investment Analyst post the disclosure on EMMA using the user name and password issued by the Municipal Securities Rulemaking Board.

In addition to annual reports, Securities and Exchange Commission Rule 15c2-12(b)(5)(i)(C) obligates the City to enter into a written undertaking to disclose, in a timely manner to the MSRB, notice of certain specified events with respect to the City's securities. The list of applicable events is set forth in each continuing disclosure certificate.

The Debt and Investment Analyst, with Finance Director approval, may file notice with the MSRB of specified events listed in the Continuing Disclosure Certificates without prior review and approval of the Disclosure Review Group if the City is contractually obligated to file and the Disclosure Document contains no discretionary content.

If any member of the Disclosure Review Group concludes that an event may have occurred, the Finance Director shall be contacted and the Debt and Investment Analyst shall notify the Disclosure Review Group to discuss the potential event.

#### **7.5. Disclosure Review Group**

The City has established a Disclosure Review Group to ensure the accuracy of its disclosure information and the City's compliance with all applicable federal and state securities laws. The Disclosure Review Group shall review and approve, to the best of its ability, the City's disclosure documents listed in this policy.

**Members** - The members of the group shall include the following:

- Finance Director/Treasurer;
- City Attorney or designee;
- City Manager or designee;
- Department Heads (applicable to specific issue);
- Budget Officer;
- Accounting Manager/Senior Accountants;
- Debt and Investment Analyst.

The Disclosure Review Group is an internal working group of City staff and not a decision-making or advisory body subject to the provisions of the Ralph M. Brown Act (Government Code Sections 54950 et seq.).

**Meetings** - The Disclosure Review Group shall meet as often as necessary to fulfill its obligations, but not less than once per calendar year. The Debt and Investment Analyst shall be responsible for convening meetings of the Disclosure Review Group, although any member of the Disclosure Review Group may instruct the Debt and Investment Analyst to convene a meeting.

**Review and Approval** - The Disclosure Review Group shall critically evaluate a disclosure document for accuracy and compliance with federal and state securities laws, and shall, if appropriate, ask questions. The Disclosure Review Group may send the Disclosure Document back for revisions.

**Disclosure Documents** - Disclosure documents shall include, but are not limited to, the following:

- A. Preliminary and final official statements;
- B. Private placement memoranda and remarketing memoranda;

- C. Any filing made by the City with the MSRB, whether made pursuant to a continuing disclosure undertaking to which the City is a party or made voluntarily;
- D. Rating agency presentations, and other communications that are reasonably likely, in the determination of the Disclosure Review Group, to reach investors or the securities market;
- E. Offering documents prepared by related entities if such documents are subject to the approval of the City Council;
- F. Management's discussion and analysis and transmittal letter portions of the City's audited financial statement;
- G. Press releases that are reasonably likely, in the determination of the Disclosure Review Group, to reach investors or the securities market.

Any person preparing a document for release to the public that may be considered a Disclosure Document shall notify the Finance Director of such information and its proposed or mandatory dissemination date. If the document is not on the list of Disclosure Documents and the Finance Director determines it is reasonably likely to reach investors or the securities market, the Debt and Investment Analyst shall inform the Disclosure Review Group. Disclosure Counsel may be consulted for advice.

**Training** - The Debt and Investment Analyst shall arrange for periodic disclosure training sessions for the Disclosure Review Group. Such training sessions shall include the City's disclosure obligations under applicable federal and state laws and the disclosure responsibilities and potential liabilities of members of City staff and members of the City Council. Such training sessions may be conducted using a recorded presentation. City Councilmembers, at a minimum, will be informed of the disclosure responsibilities at his or her new member orientation and prior to approving a debt issue.

#### 7.6. Post-Issuance Compliance

The City must maintain compliance with all undertakings, covenants, and agreements of each debt issuance on an ongoing basis. This typically includes ensuring:

- Revenues are annually appropriated to meet debt service payments;
- Taxes/fees are levied and collected where applicable;
- Debt service payments are transferred timely to the trustee;
- Insurance requirements are met;
- Rate covenants are satisfied.

There are other periodic reporting requirements associated with debt issues including the following:

- California Debt and Investment Advisory Committee (CDIAC) Annual Yearly Fiscal Status Reports for CFDs, Draw on the Reserve Fund, Non-Payment of Principal and Interest (Default) for CFDs; Annual Reporting for debt pursuant SB 1029;
- CDIAC Proposed Issuance and Post-Sale report;
- Annual reporting approved by City Council as required by the Local Agency Special Tax Bond and Accountability Act for Community Facilities Districts;

In addition, the following information related to Community Facilities Districts must be prominently displayed on the City's website:

- CDIAC Annual Yearly Fiscal Status Reports;
- Any annual reported requested by a person who resides in or owns property within the district (pursuant to California Government Code Section 53343.1);

- State Controller's parcel report (pursuant to California Government Code Section 12463.2).

The City shall comply with all covenants agreed to and legal documents entered into at the time of the debt offering as well as conditions contained in governing law. The Debt and Investment Analyst will coordinate verification and monitoring of compliance.

Section 9 summarizes the City's bond issues and important compliance dates. The City utilizes EMMA's email reminder system to calendar these reporting requirements and notify the Debt and Investment Analyst as well as other staff members of upcoming obligations.

#### 7.7. Retention

A copy of all relevant documents and records will be maintained by the Finance Department for the term of the debt (including refunding debt, if any) plus ten years. Relevant documents and records will include sufficient documentation to support the requirements relating to the tax-exempt status, including the following:

- Bond transcripts, official statement and other offering documents.
- All documents relating to capital expenditures financed by debt proceeds. Such documents will include construction contracts, purchase orders, invoices and payment records. Such documents will include documents relating to costs reimbursed with debt proceeds.
- Records will be maintained identifying the assets or portion of assets that are financed with debt proceeds.
- All contracts and arrangements involving private use (including private management) of the debt financed assets.
- All reports relating to the allocation of debt proceeds and private use of debt financed assets.
- All records of investments, investment agreements, arbitrage reports, return filings with the IRS and underlying documents, trustee statements, rating correspondence, and continuing disclosure.

#### 7.8. Investor Relations

While the City shall post its annual financial report as well as other financial reports on the City's website, this information is intended for the citizens of Thousand Oaks. Information with the intention of reaching the investing public, including bondholders, rating analysts, investment advisors, or any other members of the investment community shall be filed on the EMMA system.

#### 7.9. Additional Requirements for Financial Statements

It is the City's policy to hire an auditing firm that has the technical skills and resources to properly perform an annual audit of the City's financial statements. More specifically, the firm shall be a recognized expert in the accounting rules applicable to the City and shall have the resources necessary to review the City's financial statements on a timely basis.

### SECTION 8 – GLOSSARY AND MUNICIPAL SECURITIES TERMINOLOGY

**Ad Valorem Tax:** A tax calculated "according to the value" of property. Such a tax is based on the assessed valuation of real property and a valuation of tangible personal property.

**Advance Refunding:** Refunding bonds that are issued more than 90 days prior to the date upon which the refunded bonds will be redeemed. Proceeds of the advance refunding bonds are placed into an escrow account with a fiduciary and used to pay interest and principal on the refunded bonds and then used to redeem the refunded bonds at their maturity or call date.

**Arbitrage:** The gain that may be obtained by borrowing funds at a lower (often tax-exempt) rate and investing the proceeds at higher (often taxable) rates. The ability to earn arbitrage by issuing tax-exempt securities has been severely curtailed by the Tax Reform Act of 1986, as amended.

**Assessed Valuation:** The appraised worth of property as set by a taxing authority through assessments for purposes of ad valorem taxation.

**Assessment District Bonds:** Bonds issued for public improvements benefiting property within assessment districts created pursuant to the Improvement Act of 1911 and the Municipal Improvement Act of 1913.

**Bond:** A security that represents an obligation to pay a specified amount of money on a specific date in the future, typically with periodic interest payments.

**Bond Anticipation Notes (BANS):** Short-term notes issued usually for capital projects and paid from the proceeds of the issuance of long-term bonds. Provide interim financing in anticipation of bond issuance.

**Bond Counsel:** An attorney retained by the issuer to give a legal opinion concerning the validity of securities. The bond counsel's opinion usually addresses the subject of tax exemption. Bond counsel may prepare or review and advise the issuer regarding authorizing resolutions, trust indentures and litigation.

**Bond Insurance:** A type of credit enhancement whereby an insurance company indemnifies an investor against default by the issuer. In the event of failure by the issuer to pay principal and interest in full and on time, investors may call upon the insurance company to do so. Once issued, the municipal bond insurance policy is generally irrevocable. The insurance company receives its premium when the policy is issued.

**Call Option:** The right to redeem a bond prior to its stated maturity, either on a given date or continuously. The call option is also referred to as the optional redemption provision. Often a "call premium" is added to the call option as compensation to the holders of the earliest bonds called.

**Capital Appreciation Bond:** A municipal security on which the investment return on an initial principal amount is reinvested at a stated compounded rate until maturity, at which time the investor receives a single payment representing both the initial principal amount and the total investment return.

**Capital Improvement Program Budget:** A forecast of the City's capital needs over a five-year period based on various long-range plans, goals, and policies. Capital projects are typically large-scale endeavors in terms of cost, size and benefit to the community.

**Certificates of Participation:** A financial instrument representing a proportionate interest in payments such as lease payments by one party (such as a city acting as a lessee) to another party (often a trustee).

**Community Facilities District:** Commonly known as Mello-Roos Districts, are used to finance local public facilities and provide funding for public services.

**Competitive Sale:** A sale of bonds in which an underwriter or syndicate of underwriters submit sealed bids to purchase the bonds. Bids are awarded on a true interest cost basis ("TIC"), providing that other bidding requirements are satisfied. Competitive sales are recommended for simple financings with a strong underlying credit rating. This type of sale is in contrast to a Negotiated Sale.

**Comprehensive Annual Financial Report (CAFR):** Government's annual financial statement.

**Conduit Financing:** The issuance of securities by a governmental entity to finance a project that will primarily benefit a third party. The security for this type of financing is the credit of the third party. Usually such securities do not constitute general obligations of the issuer since the private entity is liable for generating the pledged revenues for repayment. Industrial development bonds and multifamily housing revenue bonds are a common type of conduit refinancing.

**Continuing Disclosure:** The requirement established by the Securities and Exchange Commission pursuant to Rule 15c2-12 that requires underwriters of most publicly-sold debt to ensure that issuers enter into a written undertaking to provide current financial information to the Municipal Securities Rulemaking Board for access by the general marketplace.

**Credit Rating Agency:** A company that rates the relative credit quality of a bond issue and assigns a letter rating. These rating agencies include Moody's Investors Service, Standard & Poor's, and Fitch Ratings.

**Current Refunding:** Refunding bonds that are issued 90 days or less before the date upon which the refunded bonds will be redeemed.

**Debt Limit:** The maximum amount of debt that is legally permitted by a jurisdiction's charter, constitution, or statutes.

**Debt Service:** The amount necessary to pay principal and interest requirements on outstanding bonds for a given year or series of years.

**Default:** The failure to pay principal or interest in full or on time and, in some cases, the failure to comply with non-payment obligations after notice and the opportunity to cure.

**Derivative:** A financial instrument which derives its own value from the value of another instrument, usually an underlying asset such as a stock, bond, or an underlying reference such as an interest rate index.

**Disclosure Counsel:** An attorney retained to provide advice on issuer disclosure obligations, to prepare the official statement and to prepare the continuing disclosure undertaking.

**Discount:** The difference between a bond's par value and the price for which it is sold when the latter is less than par.

**Electronic Municipal Market Access (EMMA):** A system operated by the Municipal Securities Rulemaking Board and serves as the official source for municipal securities disclosures and related market data (<https://emma.msrb.org/>)

**Enterprise Activity:** A revenue generating project or business. The project often provides funds necessary to pay debt service on securities issued to finance the facility. Common examples include water and sewer treatment facilities and electric utility facilities.

**Financing Team:** The working group of City staff and outside consultants necessary to complete a debt issuance.

**General Obligation Bond:** A bond secured by an unlimited ad valorem property tax pledge. Requires a two-thirds vote by the electorate. GO bonds usually achieve lower rates of interest than other financing instruments since they are considered to be a lower risk.

**Indenture:** A contract between the issuer and the trustee stipulating the characteristics of the financial instrument, the issuer's obligation to pay debt service, and the remedies available to the trustee in the event of default.

**Industrial Development Bonds:** Securities issued to finance the construction or purchase of industrial, commercial or manufacturing facilities to be purchased by or leased to a private user. These securities are backed by the credit of the private user and generally are not considered liabilities of the governmental issuer.

**Issuance Costs:** The costs incurred by the bond issuer during the planning and sale of securities. These costs include but are not limited to fees and expenses of financial advisors, bond counsel and disclosure counsel, City staff costs, printing and advertising costs, rating agencies fees, and other expenses incurred in the marketing of an issue.

**Lease:** An obligation wherein a lessee agrees to make payments to a lessor in exchange for the use of certain property. The term may refer to a capital lease or to an operating lease.

**Lease Revenue Bonds:** Bonds that are secured by an obligation of one party to make annual lease payments to another.

**Mortgage Revenue Bonds:** Bonds issued for the purpose of providing single-family mortgage financing or acquisition and construction funds for multi-family housing projects. The bonds are secured by the mortgage repayments and project revenue. See Conduit Financing.

**Municipal Advisor:** A consultant who provides the issuer with advice on the structure of the bond issue, timing, terms and related matters for a new bond issue.

**Municipal Securities Rulemaking Board (MSRB):** A self-regulating organization established on September 5, 1975 upon the appointment of a 15-member board by the Securities and Exchange Agreement. The MSRB, comprised of representatives from investment banking firms, dealer bank representatives, and public representatives, is entrusted with the responsibility of writing rules of conduct for the municipal securities market.

**Negotiated Sale:** A sale of securities in which the terms of the sale are determined through negotiation between the issuer and the purchaser, typically an underwriter, without competitive bidding. The negotiated sales process provides control over the financing structure and issuance timing. Negotiated sales are recommended for unusual financing terms, periods of market volatility and weaker credit quality. A thorough evaluation of market conditions will be performed to ensure reasonable final pricing and underwriting spread.

**Net Interest Cost (NIC):** A method of computing the interest expense to the issuer of bonds, which may serve as the basis of award in a competitive sale of a new issue of municipal securities. NIC takes into account any premium or discount applicable to the issue, as well as the dollar amount of coupon interest payable over the life of the issue. NIC does not take into account the time value of money (as would be done in other calculation methods, such as the “true interest cost” (TIC) method). The term “net interest cost” refers to the overall rate of interest to be paid by the issuer over the life of the bonds.

**Official Statement (Prospectus):** A document published by the issuer in connection with a primary offering of securities that discloses material information on a new security issue including the purposes of the issue, how the securities will be repaid, and the financial, economic and social characteristics of the security for the bonds. Investors may use this information to evaluate the credit quality of the securities.

**Original Issue Discount Bonds:** Bonds sold at a substantial discount from their par value at the time of the original sale.

**Par Value:** The face value or principal amount of a security.

**Preliminary Official Statement:** A version of the Official Statement prepared by or for an issuer of municipal securities for potential customers prior to the availability of the final Official Statement. Under SEC Rule 15c2-12, the difference between a Preliminary Official Statement and a final Official Statement is that the final Official Statement includes “pricing information,” i.e., offering price(s), interest rate(s), selling compensation, aggregate principal amount, principal amount per maturity, delivery dates, any other terms or provisions required by an issuer of such securities to be specified in a competitive bid, ratings, other terms of the securities depending on such matters, and the identity of the underwriter(s).

**Premium:** The excess of the price at which a bond is sold over its face value.

**Present Value:** The value of a future amount or stream of revenues or expenditures.

**Pricing Consultant:** The Pricing Consultant provides a fairness letter to the City or its agent regarding the pricing of a new issue of municipal securities.

**Private Activity Bonds:** A bond where bond proceeds are used for private purposes. If deemed a private activity bond, the interest is not tax exempt unless the use of the proceeds meets certain requirements of the Internal Revenue Code.

**Private Placement:** A bond issue that is structured specifically for one purchaser. Private placements are typically carried out when a bond’s credit characteristics or other structural terms preclude public offerings. A private placement is considered to be a negotiated sale.

**Refunding:** A procedure whereby an issuer refinances an outstanding debt issue by issuing a new debt issue.

**Related Entities:** Those independent agencies, joint power authorities, special districts, component units, or other entities created by the City Council or by State law for which the City Council serves as the governing or legislative body in his or her official capacity, or for which the City has agreed to provide initial or continuing disclosure in connections with the issuance of securities.

**Rule 10b5:** Rule adopted by the Securities and Exchange Commission that requires the disclosure of all material facts and prohibits the omission of facts necessary to make statements not misleading.

**Rule 15c2-12:** Rule adopted by the Securities and Exchange Commission setting forth certain obligations of (i) underwriters to receive, review and disseminate official statements prepared by issuers of most primary offerings of municipal securities, (ii) underwriters to obtain continuing disclosure undertakings from issuers and other obligated persons to provide ongoing annual financial information on a continuing basis, and (iii) broker-dealers to have access to such continuing disclosure in order to make recommendations of municipal securities in the secondary market.

**Reserve Fund:** A fund established by the indenture of a bond issue into which money is deposited for payment of debt service in case of a shortfall in current revenues.

**Revenue Bond:** A bond which is payable from a specific source of revenue and to which the full faith and credit of an issuer is **not** pledged. Revenue bonds are payable from identified sources of revenue, and do not permit the bondholders to compel a jurisdiction to pay debt service from any other source. Pledged revenues often are derived from the operation of an enterprise.

**Secondary Market:** The market in which bonds are sold after their initial sale in the new issue market.

**Serial Bonds:** Bonds of an issue that mature in consecutive years or other intervals and are not subject to mandatory sinking fund provisions.

**Special Tax Bonds:** Bonds issued to fund eligible public improvements and paid with special taxes levied in a community facilities district formed under the Mello-Roos Community Facilities Act of 1982, as amended. The City's policy on Community Facilities Districts and Special Tax Bonds is further outlined in City Council Resolution 2009-103.

**State Revolving Funds:** The State Revolving Fund ("SRF") loan is a low interest financing program for the construction of water and wastewater infrastructure projects.

**Tax Allocation Bonds (TABs):** Bonds issued to fund eligible capital facilities located within a Redevelopment Project Area. Bonds are secured by a portion of the property taxes collected within the project area. The Thousand Oaks Redevelopment Agency was dissolved as of February 1, 2012, due to the passage of AB X1 26. Its operations were substantially eliminated but for the continuation of certain enforceable obligations to be administered by the City of Thousand Oaks as successor agency.

**Tax and Revenue Anticipation Notes (TRANS):** Short-term notes issued in anticipation of receiving tax receipts and revenues at a future date. Proceeds allow the municipality to manage the periods of cash shortfalls resulting from a mismatch between timing of revenues and timing of expenditures.

**Term Bonds:** Bonds that come due in a single maturity whereby the issuer may agree to make periodic payments into a sinking fund for mandatory redemption of term bonds before maturity or for payment at maturity.

**True Interest Cost (TIC):** Under this method of computing the interest expense to the issuer of bonds, true interest cost is defined as the rate necessary to discount the amounts payable on the respective principal and interest payment dates to the purchase price received for the new issue of bonds. Interest is assumed to be compounded semi-annually. TIC computations produce a figure slightly different from the "net interest cost" (NIC) method because TIC considers the time value of money while NIC does not.

**Trustee:** A bank retained by the issuer as custodian of bond proceeds and official representative of bondholders. The trustee ensures compliance with the indenture. In many cases, the trustee also acts as paying agent and is responsible for transmitting payments of interest and principal to the bondholders.

**Underwriter:** A broker-dealer that purchases a new issue of municipal securities from the issuer for resale in a primary offering. The bonds may be purchased either through a negotiated sale with the issuer or through a competitive sale.

## SECTION 9 – DEBT SUMMARY

2010 Public Financing Authority Refunding Lease Revenue Bonds	Annual Disclosure Filed on EMMA CAFR	March 31
	Rebate Calculation	June 1
	Debt Payments	June 1 December 1
	Insurance Certification of Insurance to Trustee	June 30
	Notify Standard & Poor's of CAFR Posting	December 31
2015 Successor Agency Tax Allocation Refunding Bonds	Debt Payments	February 1 August 1
	ROPS Submission	February 1
	Request to County for Appeals/Collections	November 27
	Notice of Insufficiency, if required	December 1
	Annual Disclosure Filed with Bondowner Representative CAFR Semi-Annual RPTTF Deposits AV/Debt Coverage Table Request for Appeal/Collections	December 27
2012 1994-1 CFD	Mello-Roos Website Reporting	January 31
	Annual California Debt and Investment Advisory Commission pursuant to SB 1029	January 31
	Property Owner Disclosure	February 1 August 1
	Debt Payments Due	March 1 September 1
	Rebate Calculation	September 1
	Annual Disclosure Filed on EMMA CAFR Prepayments Ownership Summary Value to Burden Ratios Changes to Rate and Method of Apportionment Copy of Annual CDIAC Filing	March 31
	California Debt and Investment Advisory Commission Mello-Roos Yearly Fiscal Status Report	October 30
1998 1997-1 CFD	Debt Payments Due	January 15 July 15
	Mello-Roos Website Reporting	January 31
	California Debt and Investment Advisory Commission Mello-Roos Yearly Fiscal Status Report	October 30
2005 Multi-Family Housing Bond	Certificate of Continuing Program Compliance	January, April, August, October

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State Water Resources Control Board Loans	1998 Loan Payment Due 2000 Loan Payment Due	June 15 December 22
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# OPERATING AND CIP BUDGET RESOLUTIONS

**RESOLUTION NO. 2019-022****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 2019-2020 AND 2020-2021; AND ADOPTING FINANCIAL POLICIES**

WHEREAS, in September 2018 the budget process began with a calendar being set for all critical deadlines in order to conclude the budget preparation process with a June 11, 2019, Public Hearing; and

WHEREAS, on April 1, 2019, 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 2, 2019, the City Council held a Study Session to review the Capital Improvement Program Budget; and

WHEREAS, on May 14, 2019, 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 11, 2019; and

WHEREAS, included in the City of Thousand Oaks Operating Budget are Financial Policies which include: Budget, Budget Appropriation/Transfer, Capital Improvement Program (CIP), Capital Asset Capitalization, 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.

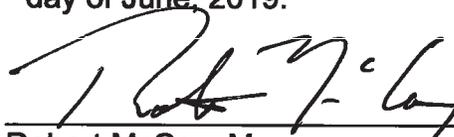
NOW, THEREFORE BE IT RESOLVED THAT, the City Council of the City of Thousand Oaks does hereby adopt the following:

**SECTION 1:** The City of Thousand Oaks Fiscal Year 2019-2020 Operating Budget of \$167,625,818, and Capital Improvement Program Budget of \$46,794,257, which totals \$214,420,075, and Fiscal Year 2020-2021 Operating Budget of \$174,026,514 and Capital Improvement Program Budget of \$47,681,345, which totals \$221,707,859.

**SECTION 2:** The City Manager is authorized to carry over funds from Fiscal Year 2018-2019 to Fiscal Year 2019-2020 and from Fiscal Year 2019-2020 to Fiscal Year 2020-2021, 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 2019-2020 and Fiscal Year 2020-2021, 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 11<sup>th</sup> day of June, 2019.

  
\_\_\_\_\_  
Robert McCoy, Mayor  
City of Thousand Oaks, California

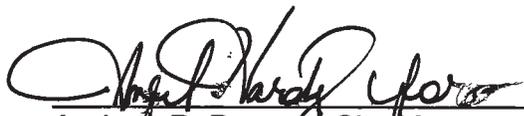
ATTEST:

  
\_\_\_\_\_  
Cynthia M. Rodriguez, City Clerk

APPROVED AS TO FORM:  
Office of the City Attorney

  
\_\_\_\_\_  
Tracy Friedl, Deputy City Attorney

APPROVED AS TO ADMINISTRATION:

  
\_\_\_\_\_  
Andrew P. Powers, City Manager

CERTIFICATION

STATE OF CALIFORNIA )  
COUNTY OF VENTURA ) SS.  
CITY OF THOUSAND OAKS )

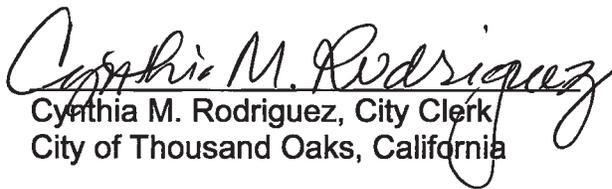
I, CYNTHIA M. RODRIGUEZ, City Clerk of the City of Thousand Oaks, DO HEREBY CERTIFY that the foregoing is a full, true, and correct copy of Resolution No. 2019-022 which was duly and regularly passed and adopted by said City Council at a regular meeting held June 11, 2019 by the following vote:

AYES: Councilmembers Bill-de la Peña, Engler, Jones, Adam, and Mayor McCoy

NOES: None

ABSENT: None

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the official seal of the City of Thousand Oaks, California.

  
Cynthia M. Rodriguez, City Clerk  
City of Thousand Oaks, California

June 12, 2019  
Date Attested

CITY OF THOUSAND OAKS

PLANNING COMMISSION

RESOLUTION 02-2019

A RESOLUTION OF THE PLANNING COMMISSION OF THE CITY OF THOUSAND OAKS REPORTING ON THE CONSISTENCY OF THE FISCAL YEAR 2019-2020 AND 2020-2021 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 1, 2019, the Planning Commission, reviewed the City's proposed Capital Improvement Program for FY's 2019-2020 and 2020-2021; and

NOW, THEREFORE, BE IT RESOLVED that the Planning Commission hereby finds that the projects presented in the FY 2019-2020 and 2020-2021 Capital Improvement Program are consistent with the Thousand Oaks General Plan;

I HEREBY CERTIFY that the foregoing resolution reflects action taken by the Planning Commission of the City of Thousand Oaks at a regular meeting held on the 1st day of April, 2019, by the following vote:

AYES: COMMISSIONERS BUSS, LANSON, NEWMAN, AND CHAIR MCMAHON

NOES: NONE

ABSENT: COMMISSIONER KOHAN

ABSTAIN: NONE

  
Sharon McMahon, Chair  
Planning Commission

  
Kelvin Parker, Secretary  
Planning Commission

**RESOLUTION NO. 2019-028****A RESOLUTION OF THE CITY COUNCIL  
OF THE CITY OF THOUSAND OAKS  
ESTABLISHING THE APPROPRIATIONS  
LIMIT FOR FISCAL YEAR 2019-2020**

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 FY 2019-2020 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 City Council meeting on this action; and

WHEREAS, a summary of this computation is provided in "Exhibit A," which is herein incorporated by reference and attached hereto.

NOW, THEREFORE, the City Council of the City of Thousand Oaks resolves as follows:

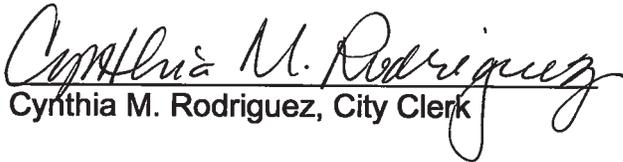
1. The City of Thousand Oaks Appropriation Limit for FY 2019-2020 is \$181,730,725.
2. This Appropriation Limit includes adjustments made pursuant to Section 3 of Article XIII B of the California Constitution and SB 1352, as of the date of this Resolution.

- 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 25th of June, 2019.

  
for Robert McCoy, Mayor  
City of Thousand Oaks, California

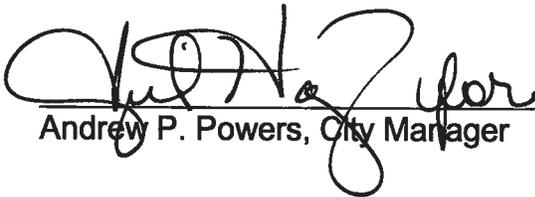
ATTEST:

  
Cynthia M. Rodriguez, City Clerk

APPROVED AS TO FORM:  
Office of City Attorney

  
Tracy Friedl, Deputy City Attorney

APPROVED AS TO ADMINISTRATION:

  
Andrew P. Powers, City Manager

CERTIFICATION

STATE OF CALIFORNIA )  
COUNTY OF VENTURA ) SS.  
CITY OF THOUSAND OAKS )

I, CYNTHIA M. RODRIGUEZ, City Clerk of the City of Thousand Oaks, DO HEREBY CERTIFY that the foregoing is a full, true, and correct copy of Resolution No. 2019-028 which was duly and regularly passed and adopted by said City Council at a regular meeting held June 25, 2019 by the following vote:

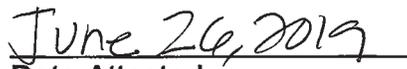
AYES: Councilmembers Bill-de la Peña, Engler, Jones, and Mayor Pro Tem Adam

NOES: None

ABSENT: Mayor McCoy

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the official seal of the City of Thousand Oaks, California.

  
Cynthia M. Rodriguez, City Clerk  
City of Thousand Oaks, California

  
Date Attested

## Appropriations Limit

### Calculation of Limitation

Appropriations limit for fiscal year ended June 30, 2019: \$ 175,308,982

Adjustment Factors: % Ratio

Population Factor (County) 0.998200

Economic Factor (Per Capita) 1.038500

Population Factor x Economic Ratio (per capita personal income) 1.036631

Appropriations Limit for Fiscal Year ended June 30, 2016: \$ 181,730,725

### 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 population (City or County, whichever is higher) and an economic factor (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
2010-2011	\$ 126,789,572	\$ 62,169,707	\$ 64,619,865
2011-2012	\$ 131,050,716	\$ 60,697,451	\$ 70,353,265
2012-2013	\$ 136,820,879	\$ 62,680,910	\$ 74,139,969
2013-2014	\$ 144,876,071	\$ 60,984,655	\$ 83,891,416
2014-2015	\$ 145,684,769	\$ 67,487,972	\$ 78,196,797
2015-2016	\$ 152,248,159	\$ 66,663,445	\$ 85,584,714
2016-2017	\$ 161,546,868	\$ 69,853,431	\$ 91,693,437
2017-2018	\$ 168,194,683	\$ 73,431,776	\$ 94,762,907
2018-2019	\$ 175,308,982	\$ 75,310,001	\$ 99,998,981
2019-2020	\$ 181,730,725	\$ 77,484,522	\$ 104,246,203

# APPENDIX

Citywide Community Standards  
Citywide Benchmarks  
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 Thursday from 7:30 am to 5:00 pm and alternating Fridays from 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 Thursday from 7:30 am to 5:00 pm and alternating Fridays from 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).

## 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.

# COMMUNITY STANDARDS

**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.

**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.

# CITYWIDE BENCHMARKS

# CITYWIDE BENCHMARKS

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, as well as Santa Clarita, which was also included.

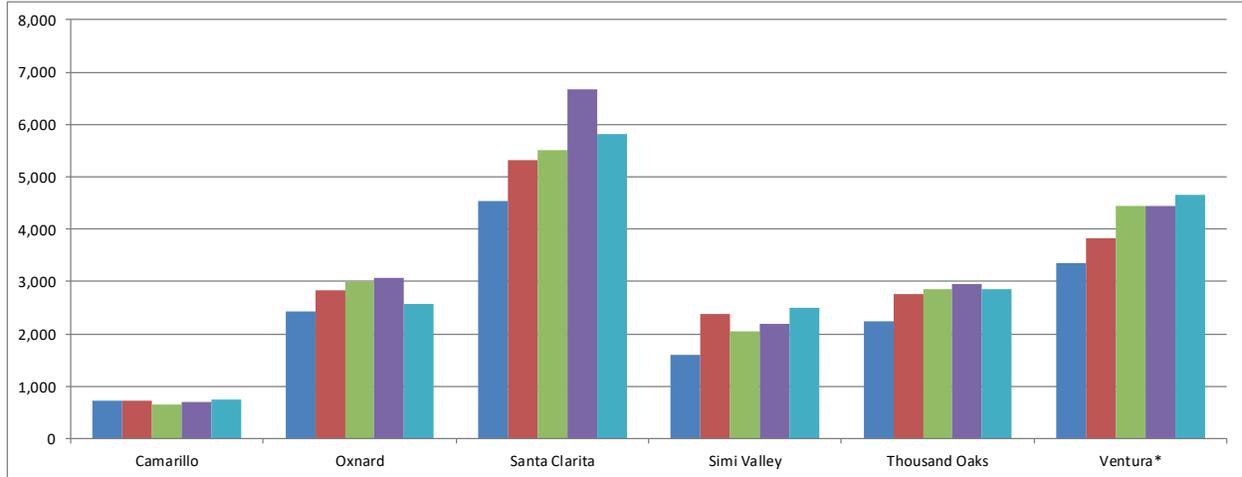
In setting out to provide benchmarking measures, departments were asked to determine what they believed to be the most useful benchmarks for services they provide. The information was compiled together and is presented in the following pages. The population figures used for all cities benchmarked was as of January 1, 2018. In some cases, such as for public safety benchmarks, the data presented is based on calendar year 2017 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, as well as those services where the City may need to improve. 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 benchmarks that are deemed, no longer useful.

BUILDING SERVICES	Camarillo	Oxnard	Santa Clarita	Simi Valley	Thousand Oaks	Ventura
Population as of Jan. 1, 2017	69,623	207,772	216,350	127,400	131,457	109,275
Building permits	752	2,578	5,824	2,500	2,865	4,665
Permit valuation (in thousands)	\$ 81,390	\$ 245,500	\$ 318,736	\$ 76,800	\$ 128,964	\$ 208,683
Assessed valuation (in thousands)	\$ 12,174,236	\$ 18,475,986	\$ 30,722,769	\$ 17,322,826	\$ 27,818,083	\$ 14,693,887

Data: CAFRs and correspondence from cities

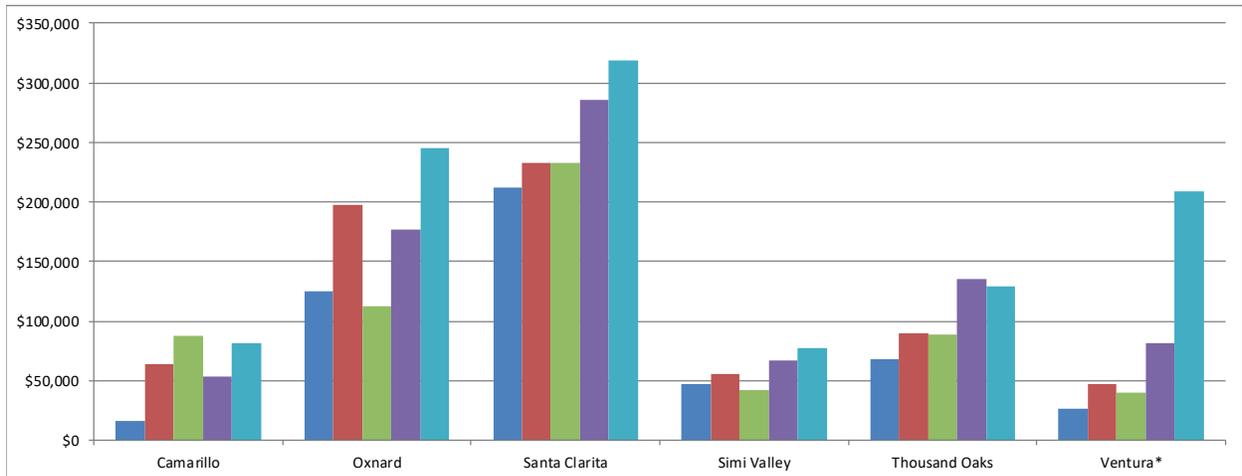
**Building Permits Issued**



2013	735	2,424	4,527	1,590	2,246	3,352
2014	729	2,830	5,322	2,382	2,768	3,821
2015	653	2,999	5,516	2,054	2,851	4,442
2016	707	3,063	6,668	2,200	2,962	4,441
2017	752	2,578	5,824	2,500	2,865	4,665

\*FY 2015-16 Ventura information obtained during the FY 2018-19 update.  
Source: CAFRs and City departments correspondence.

**Building Permits Valuation (in Thousands)**



2013	\$15,971	\$125,006	\$212,220	\$47,316	\$68,317	\$26,312
2014	\$63,913	\$197,024	\$232,862	\$55,300	\$89,310	\$47,444
2015	\$87,535	\$112,300	\$232,668	\$41,766	\$88,518	\$40,437
2016	\$53,490	\$176,500	\$285,788	\$66,800	\$135,756	\$81,185
2017	\$81,390	\$245,500	\$318,736	\$76,800	\$128,964	\$208,683

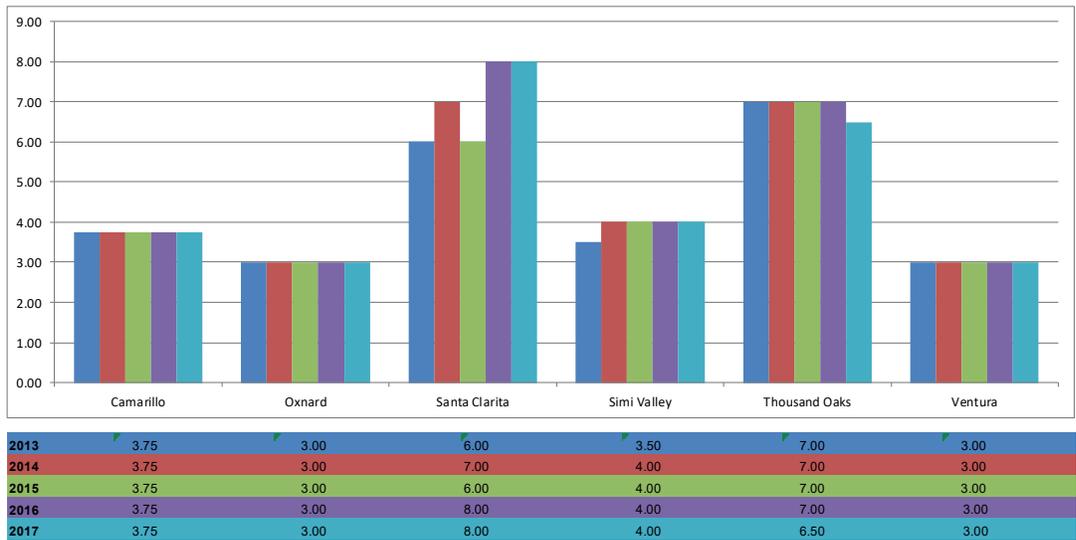
\*FY 2015-16 Ventura information obtained during the FY 2018-19 update.  
Source: CAFRs and City departments correspondence.

CITY CLERK SERVICES	Camarillo	Oxnard	Santa Clarita	Simi Valley	Thousand Oaks	Ventura
Population as of Jan. 1, 2017	69,623	207,772	216,350	127,400	131,457	109,275
Number of employees	3.75	3.00	8.00	4.00	6.50	3.00
Number of City Council Meetings held	32	49	22	23	38	56
Days in advance agenda posted	5	5	6	4	5	5
% of minutes approved within 22 days from date of meeting	95%	N/A	95%	0%	100%	32%
Number of images on Citywide Document Imaging System	932,067	N/A	971,350	0	3,846,098	N/A
Documents available on public website via Imaging System	No	No	No	No	Yes	No
Committee recruitments/records	29	N/A	9	1	40	32

\*All minutes are approved at the next meeting; however, sometimes the next meeting date is more than 22 days from date of meeting  
 \*\*Estimate based on number of records 69,860 x 9 page average)  
 \*\*\*Thousand Oaks - 2 meetings with next meeting date more than 22 days from date of meeting  
 \*\*\*\*Oxnard unable to obtain number from Info Systems Division  
 \*\*\*\*\*City Clerk staff for Simi only handle CEAC recruitment; other recruitments filled by assigned department

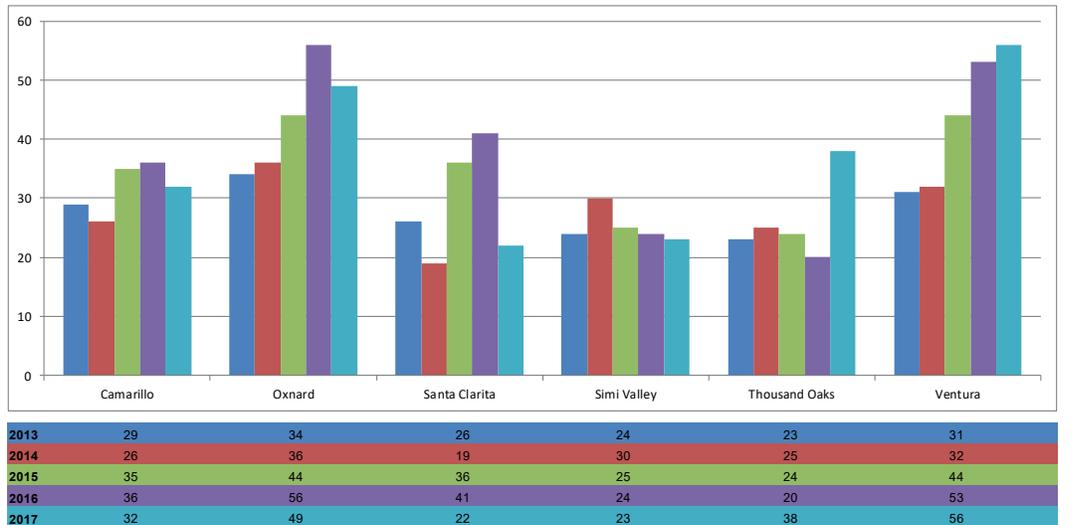
Data: City Clerk's Office of each city

City Clerk Department Number of Employees



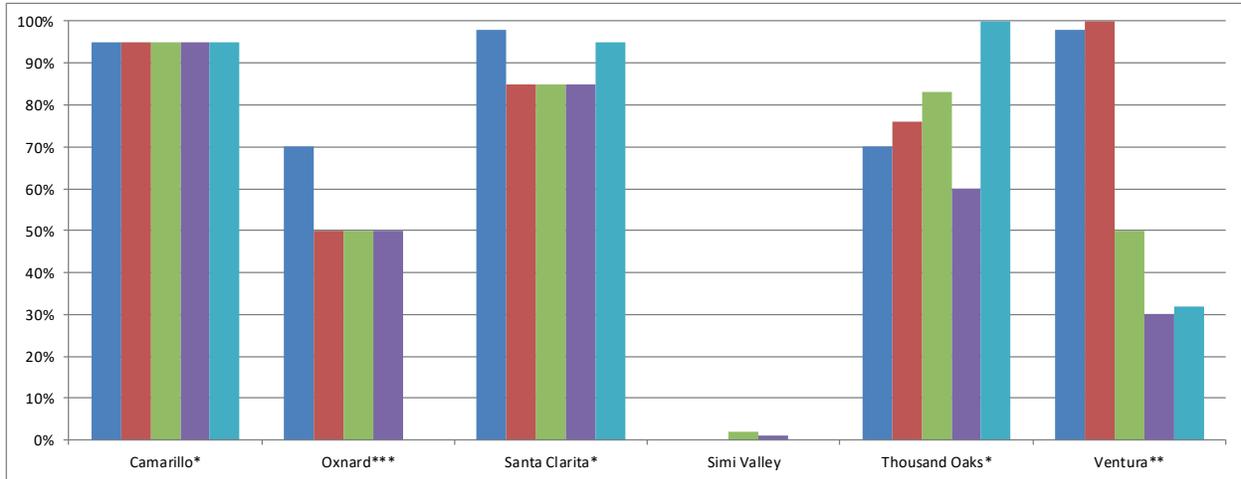
Source: City Clerk's Office of each City.

Number of City Council Meetings Held



Source: City Clerk's Office of each City.

**Percentage of Minutes Approved Within 22 Days from Date of Meeting**



2013	95%	70%	98%	0%	70%	98%
2014	95%	50%	85%	0%	76%	100%
2015	95%	50%	85%	2%	83%	50%
2016	95%	50%	85%	1%	60%	30%
2017	95%	N/A	95%	0%	100%	32%

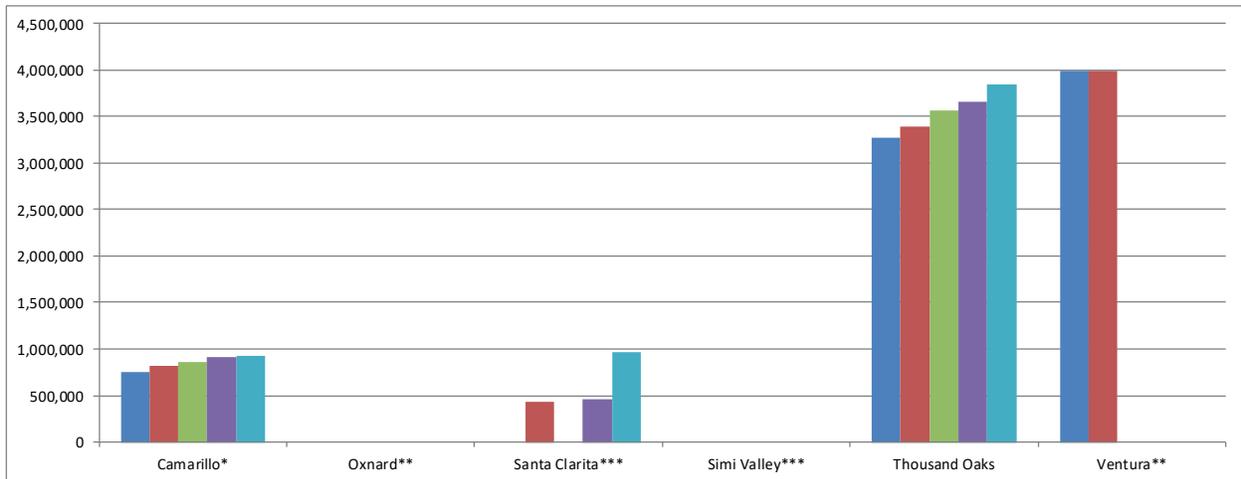
\* All minutes are approved at the next meeting; however, sometimes the next meeting date is more than 22 days from date of meeting

\*\*Different methodology used beginning in 2015

\*\*\*FY 2016-17 information for Oxnard not available.

Source: City Clerk's Office of each City.

**Number of Images on Citywide Document Imaging System**



2013	749,250	N/A	N/A	N/A	3,275,453	3,991,080
2014	815,229	N/A	435,000	N/A	3,395,454	3,991,591
2015	866,160	N/A	N/A	N/A	3,564,760	N/A
2016	913,176	N/A	465,338	N/A	3,660,471	N/A
2017	932,067	N/A	971,350	N/A	3,846,098	N/A

\* Calculated based on number of records multiplied by 9 page average

\*\* Information not available

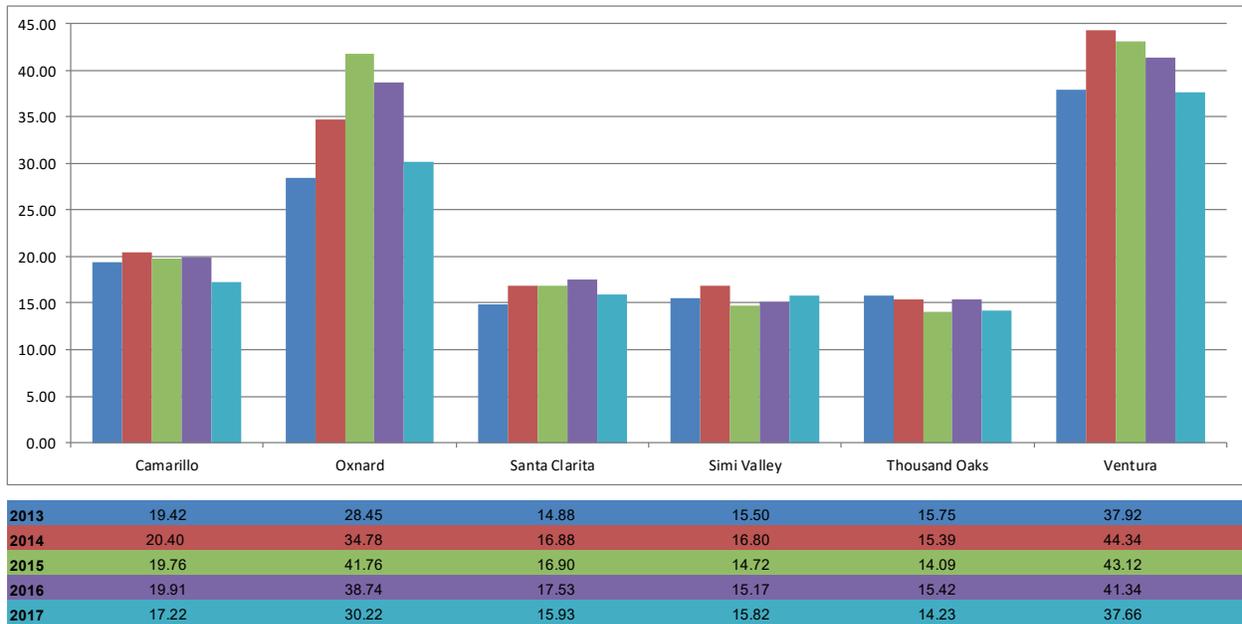
\*\*\* No imaging system for Simi Valley. Santa Clarita implemented an imaging system in FY 2013-14

Source: City Clerk's Office of each City.

POLICE SERVICES*	Camarillo	Oxnard	Santa Clarita	Simi Valley	Thousand Oaks	Ventura
Population as of Jan. 1, 2017	69,623	207,772	216,350	127,400	131,457	109,275
Part 1 crime**	17.22	30.22	15.93	15.82	14.23	37.66
Sworn police officers***	1.08	1.21	0.93	0.95	0.82	1.52
Police expenses	\$ 230,659	\$ 264,766	\$ 116,625	\$ 270,812	\$ 215,715	\$ 349,802

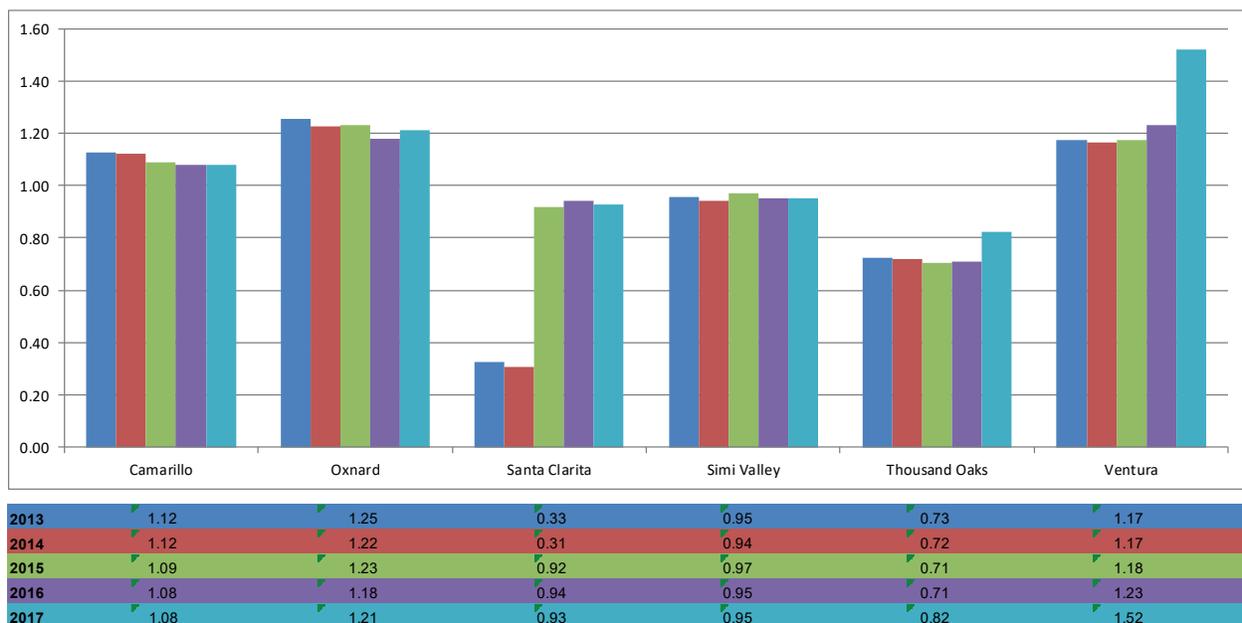
\*Information is per thousand residents for Part 1 Crime and Police Expenses  
 \*\*Calendar year 2017  
 \*\*\*Camarillo has City funded and County funded sworn police officers.  
 Data: CAFRs, FBI Uniform Crime Reports, Ventura County Sheriffs Department

**Part 1 Crime per Thousand Residents**



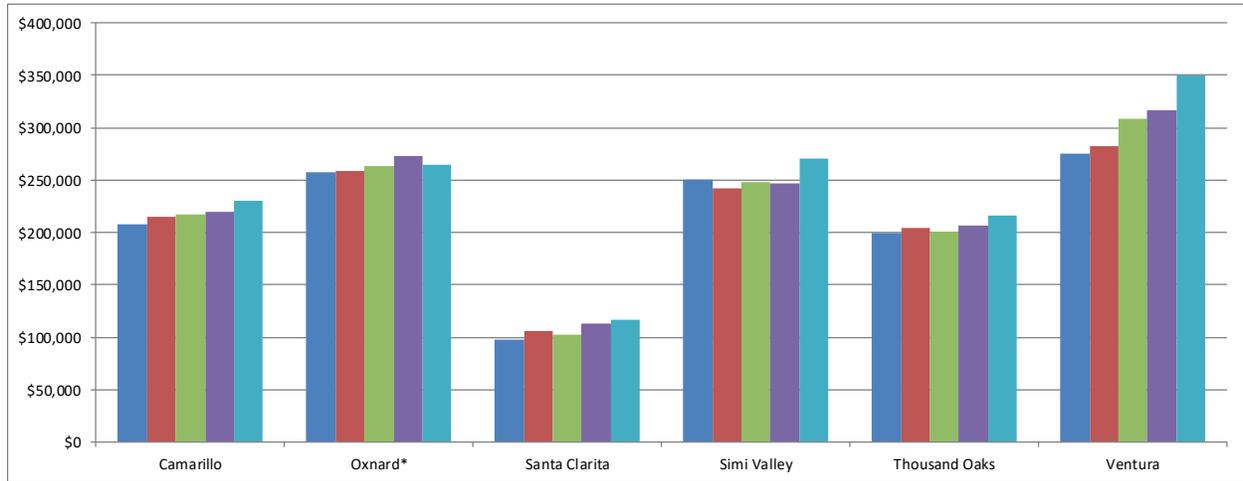
Note: Information presented on Calendar Year.  
 Source: FBI Uniform Crime Reports and Ventura County Sheriff Department.

**Sworn Police Officers per Thousand Residents**



Source: CAFRs, City of Camarillo, City of Santa Clarita, Ventura Police Department.

**Police Expenditures per Thousand Residents**



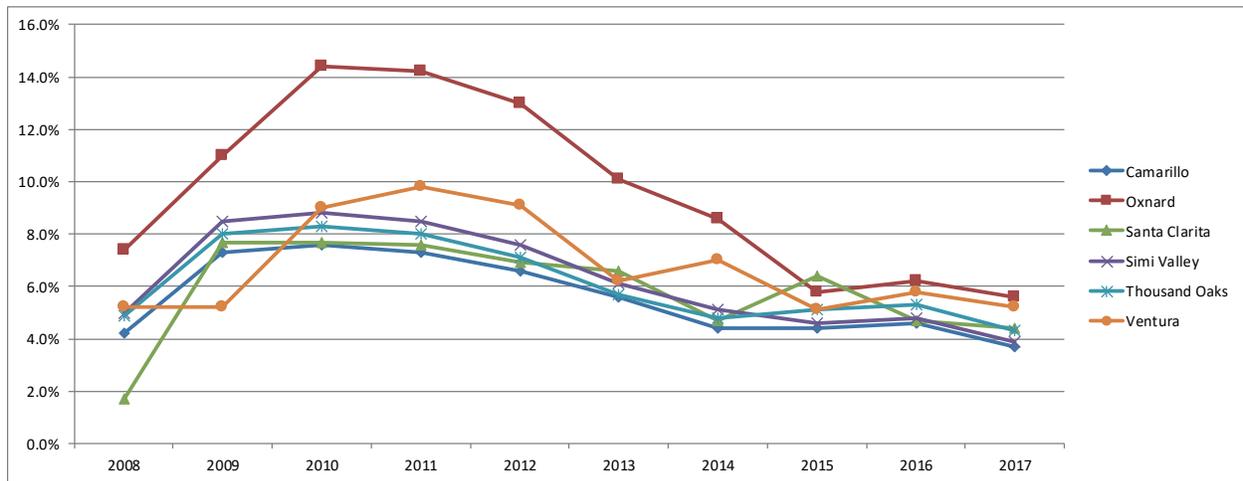
<b>2013</b>	\$207,359	\$257,204	\$97,233	\$250,347	\$199,846	\$275,514
<b>2014</b>	\$214,665	\$258,216	\$106,043	\$242,175	\$204,723	\$282,842
<b>2015</b>	\$217,497	\$263,103	\$102,994	\$247,909	\$200,354	\$308,630
<b>2016</b>	\$219,870	\$272,467	\$113,179	\$246,712	\$206,402	\$317,139
<b>2017</b>	\$230,659	\$264,766	\$116,625	\$270,812	\$215,715	\$349,802

Source: CAFRs, City of Camarillo

ECONOMIC INDICATORS	Camarillo	Oxnard	Santa Clarita	Simi Valley	Thousand Oaks	Ventura
Population as of Jan. 1, 2017	69,623	207,772	216,350	127,400	131,457	109,275
Unemployment rate	3.70%	5.60%	4.40%	3.90%	4.30%	5.20%
Personal income (in thousands)	\$ 2,933,008	\$ 4,149,665	\$ 11,626,634	\$ 5,100,332	\$ 6,510,014	\$ 3,863,011
School enrollment	12,187	41,338	50,933	16,905	19,008	16,981

Data: CAFRs, CA Economic Forecast, CA Dept of Education,

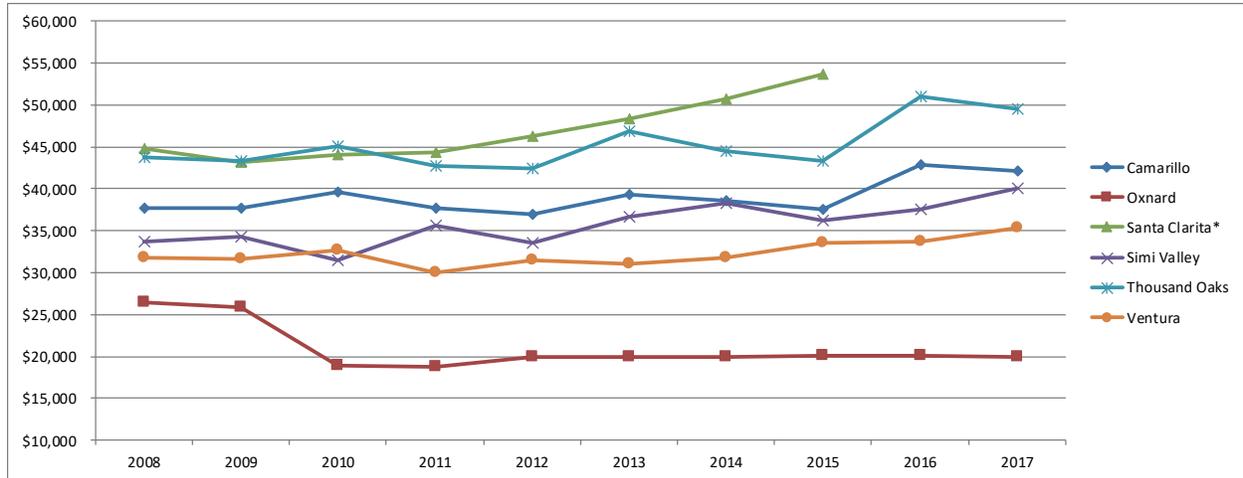
**Unemployment Rate**



<b>Camarillo</b>	4.2%	7.3%	7.6%	7.3%	6.6%	5.6%	4.4%	4.4%	4.6%	3.7%
<b>Oxnard</b>	7.4%	11.0%	14.4%	14.2%	13.0%	10.1%	8.6%	5.8%	6.2%	5.6%
<b>Santa Clarita</b>	1.7%	7.7%	7.7%	7.6%	6.9%	6.6%	4.7%	6.4%	4.7%	4.4%
<b>Simi Valley</b>	5.0%	8.5%	8.8%	8.5%	7.6%	6.1%	5.1%	4.6%	4.8%	3.9%
<b>Thousand Oaks</b>	4.9%	8.0%	8.3%	8.0%	7.1%	5.7%	4.8%	5.1%	5.3%	4.3%
<b>Ventura</b>	5.2%	5.2%	9.0%	9.8%	9.1%	6.2%	7.0%	5.1%	5.8%	5.2%

Source: CAFRs

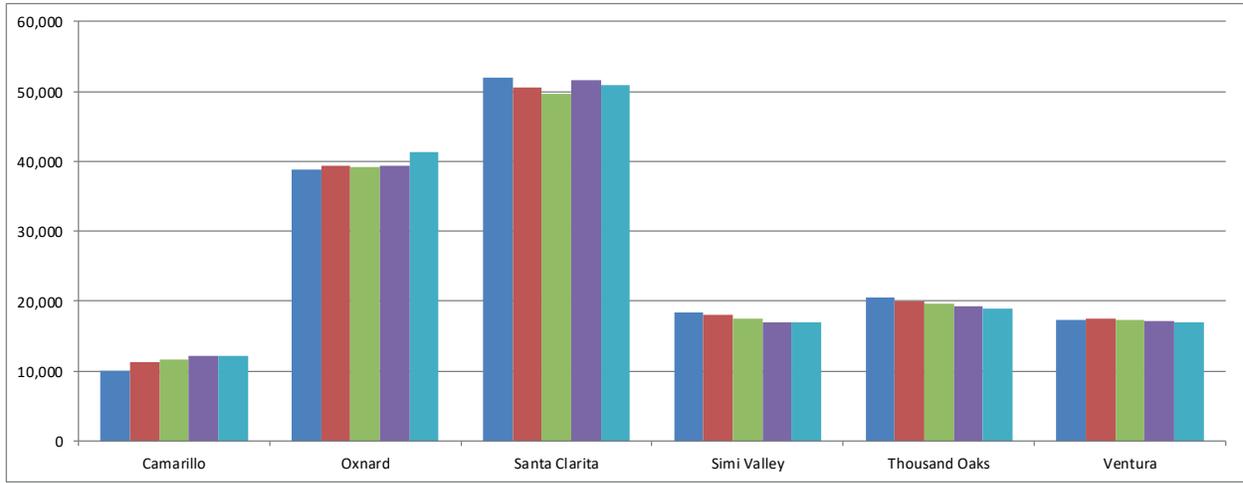
Per Capita Personal Income



Camarillo	\$37,721	\$37,708	\$39,681	\$37,642	\$36,908	\$39,306	\$38,555	\$37,563	\$42,809	\$42,127
Oxnard	\$26,510	\$25,821	\$18,829	\$18,766	\$19,896	\$19,990	\$19,970	\$20,060	\$20,151	\$19,972
Santa Clarita*	\$44,727	\$43,119	\$43,999	\$44,423	\$46,337	\$48,425	\$50,751	\$53,740	N/A	N/A
Simi Valley	\$33,668	\$34,347	\$31,491	\$35,564	\$33,604	\$36,607	\$38,285	\$36,157	\$37,562	\$40,034
Thousand Oaks	\$43,802	\$43,369	\$45,073	\$42,697	\$42,416	\$46,865	\$44,470	\$43,375	\$51,055	\$49,522
Ventura	\$31,830	\$31,599	\$32,625	\$30,048	\$31,429	\$31,018	\$31,750	\$33,498	\$33,654	\$35,351

\* Santa Clarita has a two-year lag for per capita personal income  
Source: CAFRs

Public School Enrollment



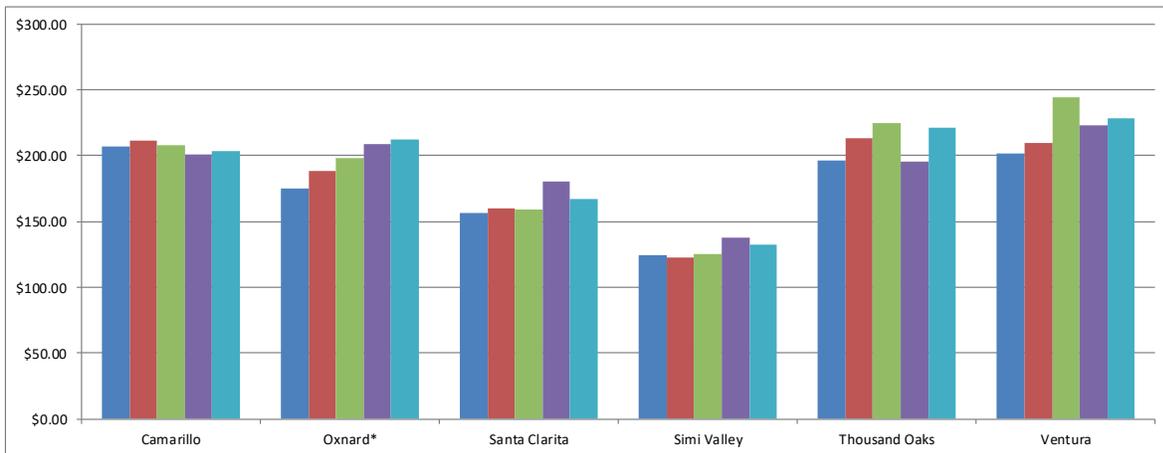
2013	10,106	38,813	51,915	18,360	20,533	17,402
2014	11,269	39,418	50,635	18,047	20,066	17,430
2015	11,720	39,266	49,609	17,431	19,706	17,366
2016	12,209	39,425	51,528	17,015	19,293	17,125
2017	12,187	41,338	50,933	16,905	19,008	16,981

Source: CAFRs, CA Economic Forecast, and CA Dept of Education

FINANCIAL INDICATORS*	Camarillo	Oxnard	Santa Clarita	Simi Valley	Thousand Oaks	Ventura
Population as of Jan. 1, 2017	69,623	207,772	216,350	127,400	131,457	109,275
Sales tax*	\$ 14,147,855	\$ 44,092,707	\$ 36,147,727	\$ 16,842,335	\$ 29,136,957	\$ 24,953,883
Transient occupancy tax (TOT)	\$ 2,418,114	\$ 5,174,427	\$ 3,639,264	\$ 1,809,016	\$ 4,538,143	\$ 5,649,948
Business licenses issued	6,069	13,336	N/A	8,366	11,772	13,740
Outstanding debt	23,750,000	402,863,288	30,407,443	30,184,317	28,444,075	138,937,910
Assessed valuation (in thousands)	12,174,236	18,475,986	30,722,769	17,322,826	27,818,083	14,693,887

\*City of Oxnard has an additional 0.50% Vital Services Transactions and Use Tax.  
Data: CAFRs, State Controllers, and correspondence from cities.

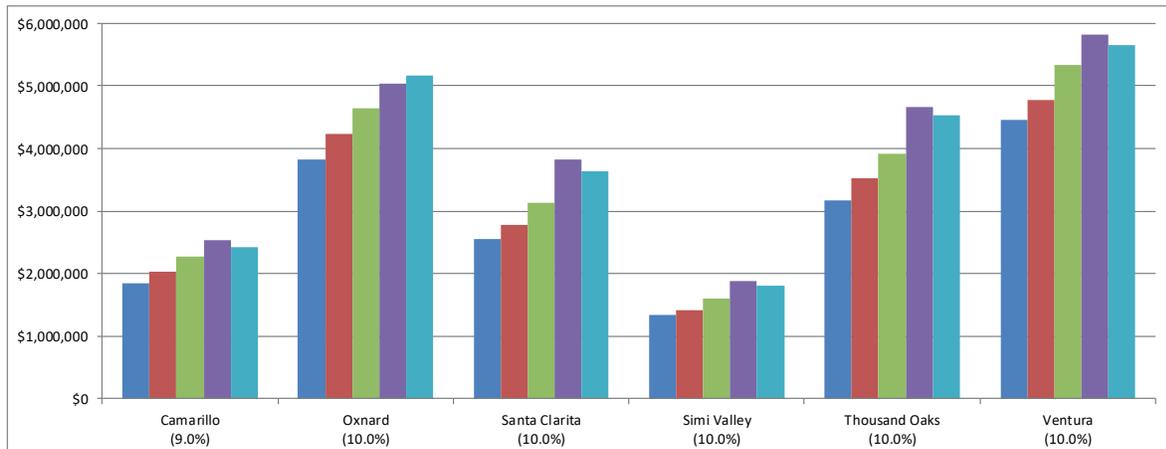
**Sales Tax per Capita**



2013	\$206.75	\$174.88	\$156.32	\$124.28	\$196.47	\$201.99
2014	\$211.02	\$188.38	\$160.02	\$122.34	\$213.26	\$209.51
2015	\$207.62	\$198.17	\$159.13	\$125.70	\$224.92	\$243.91
2016	\$200.60	\$208.77	\$179.95	\$137.47	\$195.91	\$223.14
2017	\$203.21	\$212.22	\$167.08	\$132.20	\$221.65	\$228.36

\*City of Oxnard has an additional 0.50% Vital Services Transactions and Use Tax  
Source: CAFRs

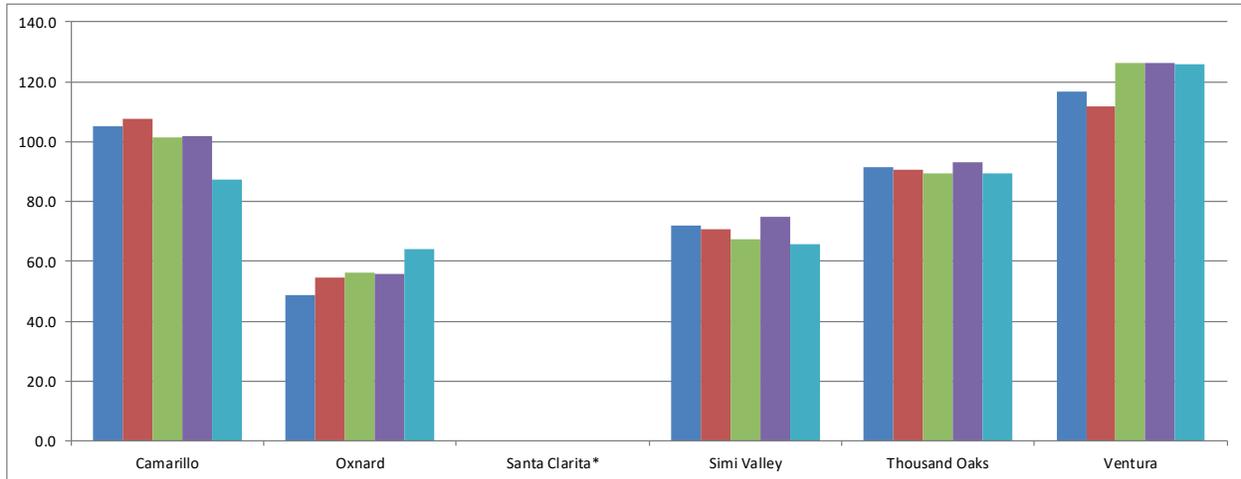
**Hotel Transient Occupancy Tax (TOT)**



2013	\$1,849,831	\$3,826,954	\$2,556,774	\$1,344,328	\$3,162,291	\$4,449,554
2014	\$2,034,121	\$4,239,111	\$2,781,527	\$1,407,927	\$3,528,776	\$4,779,537
2015	\$2,266,171	\$4,649,292	\$3,124,904	\$1,596,535	\$3,921,765	\$5,332,948
2016	\$2,542,335	\$5,044,231	\$3,813,437	\$1,874,956	\$4,671,343	\$5,809,752
2017	\$2,418,114	\$5,174,427	\$3,639,264	\$1,809,016	\$4,538,143	\$5,649,949

Source: CAFRs, Office of the State Controller

**Business Licenses Issued per Thousand Residents**



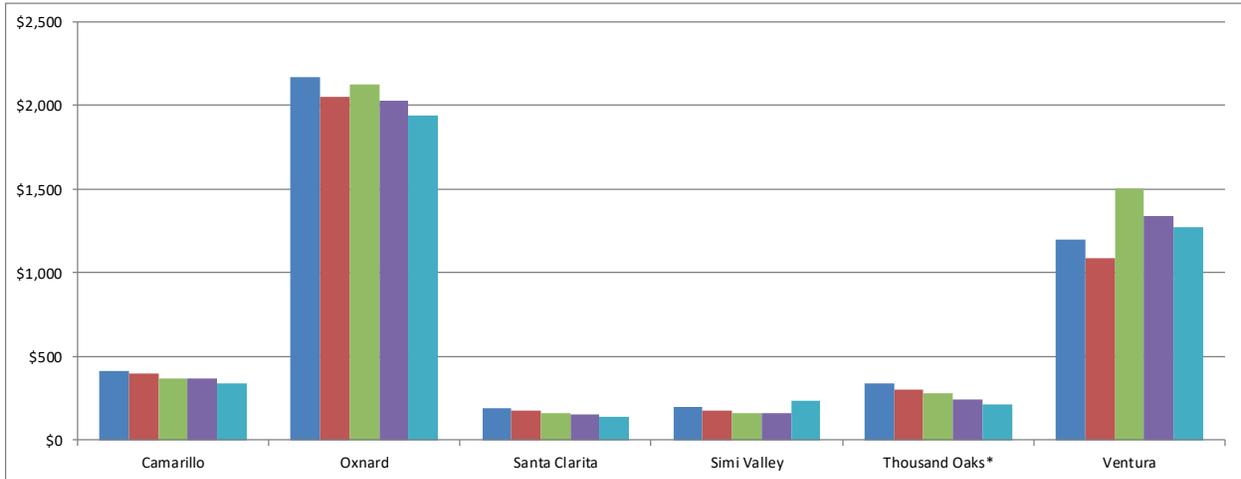
2013	105.06	48.88	N/A	72.10	91.59	116.65
2014	107.56	54.70	N/A	70.80	90.62	111.59
2015	101.31	56.38	N/A	67.51	89.35	126.17
2016	101.61	55.95	N/A	74.76	93.12	126.23
2017	87.17	64.19	N/A	65.67	89.55	125.74

\* Santa Clarita contracts out with the County of Los Angeles and does not charge a business license fee.

Note: Cities differ in their requirement for issuance of business licenses

Source: CAFRs and correspondence from cities

**Outstanding Debt per Capita**

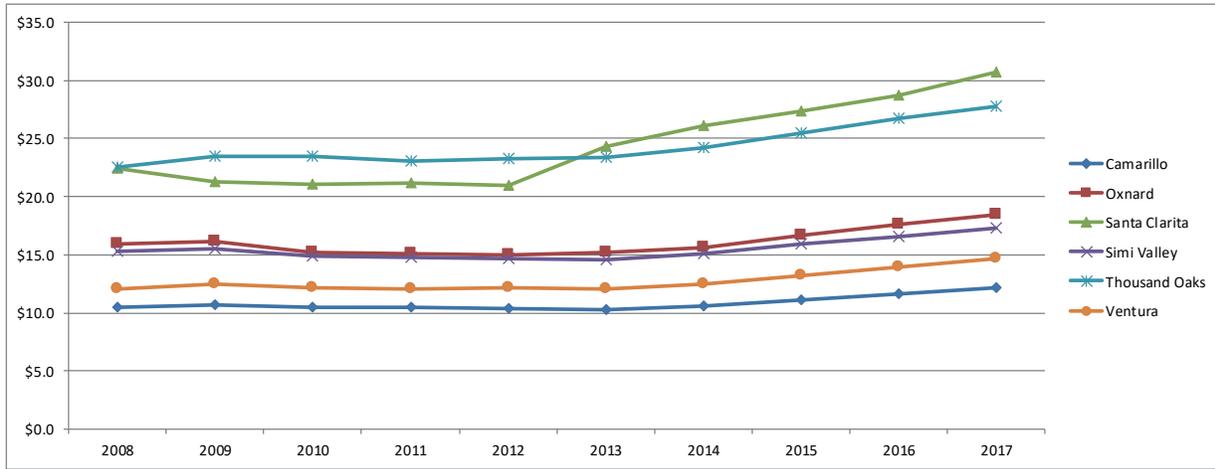


2013	\$410	\$2,164	\$191	\$198	\$331	\$1,197
2014	\$395	\$2,047	\$179	\$174	\$306	\$1,084
2015	\$371	\$2,123	\$164	\$161	\$272	\$1,499
2016	\$372	\$2,026	\$156	\$160	\$246	\$1,335
2017	\$341	\$1,939	\$141	\$237	\$216	\$1,271

\*revised slightly to agree to FY 2017 CAFR Table 11.

Source: CAFRs

Assessed Property Valuation (in Billions)

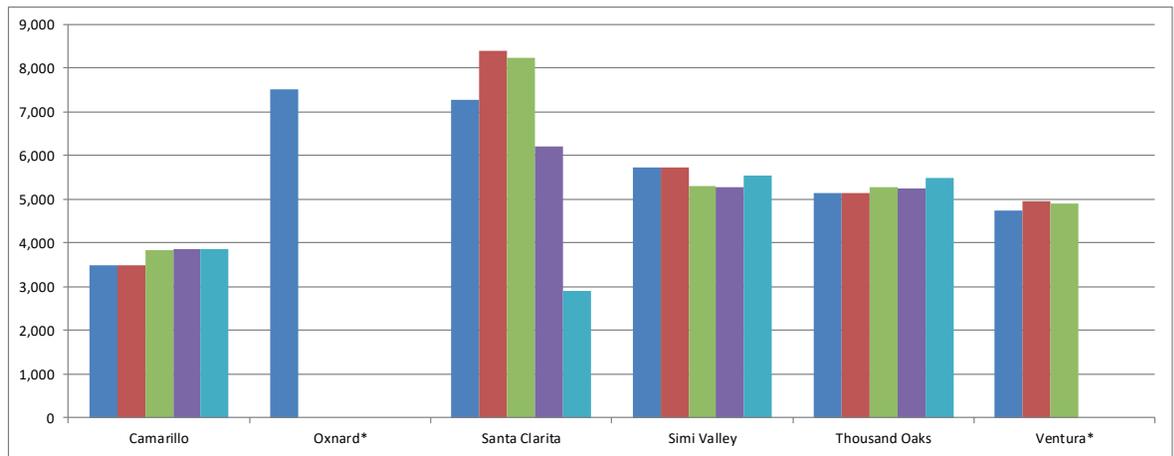


Camarillo	\$10.4	\$10.7	\$10.5	\$10.4	\$10.4	\$10.3	\$10.5	\$11.1	\$11.7	\$12.2
Oxnard	\$15.9	\$16.2	\$15.2	\$15.1	\$15.0	\$15.2	\$15.6	\$16.7	\$17.6	\$18.5
Santa Clarita	\$22.4	\$21.3	\$21.1	\$21.2	\$21.0	\$24.3	\$26.1	\$27.3	\$28.7	\$30.7
Simi Valley	\$15.3	\$15.5	\$14.9	\$14.8	\$14.7	\$14.6	\$15.1	\$15.9	\$16.6	\$17.3
Thousand Oaks	\$22.5	\$23.4	\$23.5	\$23.1	\$23.3	\$23.4	\$24.2	\$25.5	\$26.7	\$27.8
Ventura	\$12.1	\$12.5	\$12.1	\$12.1	\$12.1	\$12.0	\$12.4	\$13.2	\$13.9	\$14.7

FIRE SERVICES	Camarillo**	Oxnard	Santa Clarita*	Simi Valley**	Thousand Oaks**	Ventura***
Population as of Jan. 1, 2017	69,623	207,772	216,350	127,400	131,457	109,275
Fire Response Time (% in 8.5 minutes)****	91.00%	N/A	N/A	91.00%	91.00%	N/A
Residents per On Duty Firefighter	3,868	N/A	2,901	5,539	5,477	N/A
Square miles per station	5.0	3.4	13.3	7.1	9.3	5.4
Annual Calls for Service per 1,000 Residents	114	N/A	97	78	98	148

\* Santa Clarita is part of the County of LA Fire Dept and #'s presented are for the County as a whole. # of firefighters increased from 658 in 2016 to 1,409 in 2017.  
 \*\* Camarillo, Simi Valley and Thousand Oaks are part of the Ventura County Fire Protection District (VCFPD).  
 \*\*\* VCFPD provides dispatch service and maintains calls for service records for Ventura City Fire, but not Oxnard City Fire.  
 \*\*\*\* Fire Response Time is defined as the time the VCFPD Communication Center answers a telephone call to the time a fire unit arrives on scene. VCFPD has a goal for urban areas that Fire Response Time will be 8.5 minutes or less 90% of the time.

**Residents per On-Duty Firefighter**

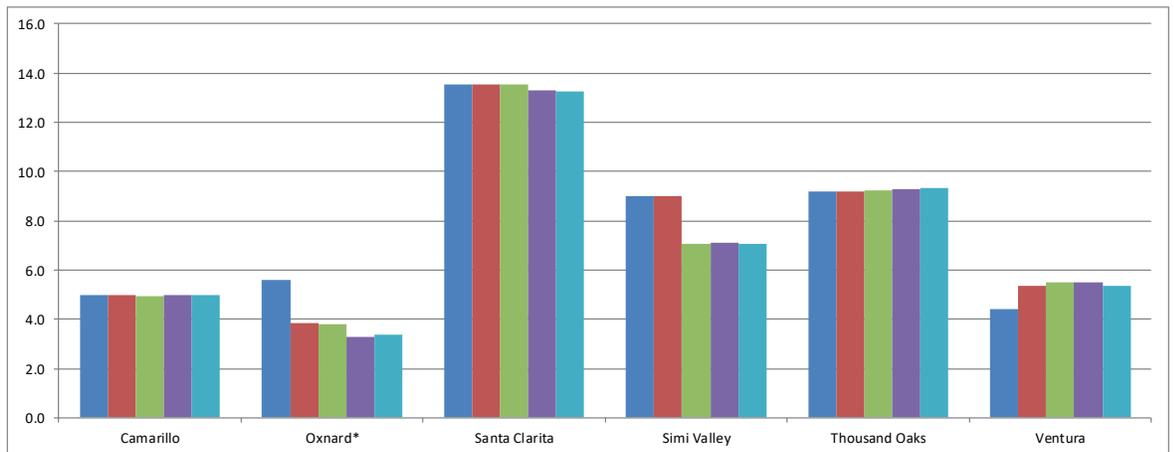


2013	3,478	7,519	7,270	5,736	5,149	4,731
2014	3,478	N/A	8,397	5,736	5,149	4,949
2015	3,826	N/A	8,239	5,285	5,275	4,911
2016	3,846	N/A	6,195	5,284	5,252	N/A
2017	3,868	N/A	2,901	5,539	5,477	N/A

\*Unable to provide information

Source: Websites: City of Camarillo, VCFD, County of LA Fire Dept, and City of Ventura

**Square Miles per Fire Station**

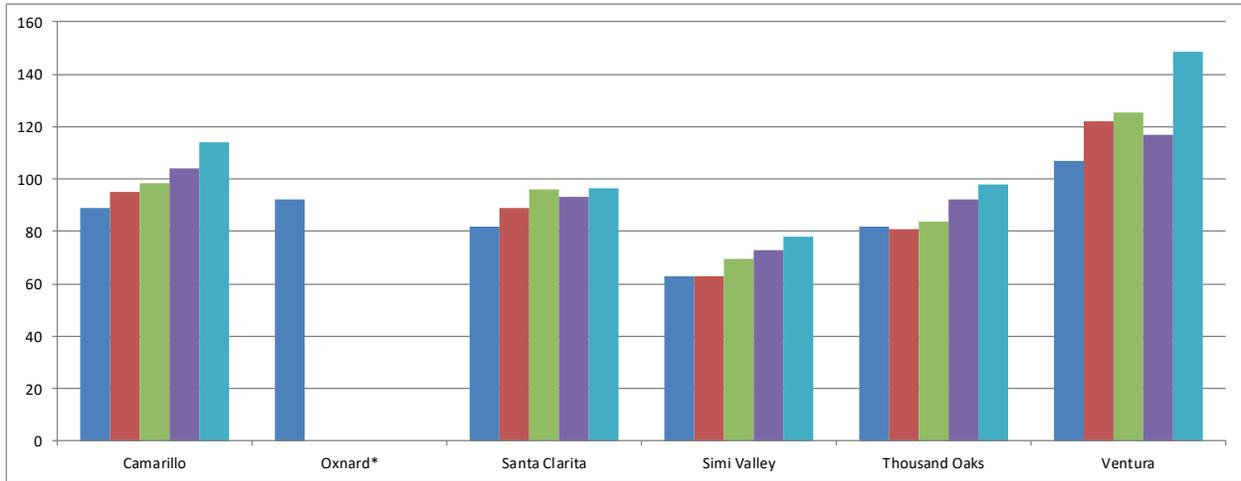


2013	5.0	5.6	13.6	8.5	9.2	5.4
2014	5.0	5.6	13.6	9.0	9.2	4.4
2015	4.9	N/A	13.6	9.0	9.2	5.3
2016	5.0	3.8	13.6	7.0	9.2	5.5
2017	4.9	3.3	13.3	7.1	9.3	5.5

\* Oxnard did not provide information for FY 2013-14. As such, data is derived from readily available information.

Source: Websites: City of Camarillo, VCFD, County of LA Fire Dept, and City of Ventura

**Annual Fire Calls for Service per Thousand Residents**



2013	89	92	82	63	82	107
2014	95	N/A	89	63	81	122
2015	98	N/A	96	69	84	125
2016	104	N/A	93	73	92	117
2017	114	N/A	97	78	98	148

\* Information not available

Source: Websites: City of Camarillo, VCFD, County of LA Fire Dept, and City of Ventura

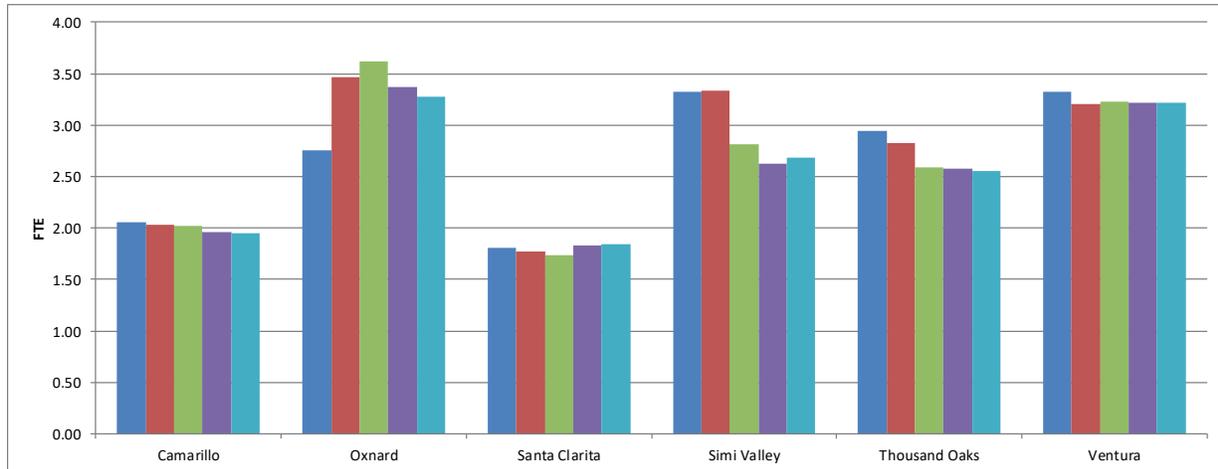
HUMAN RESOURCES SERVICES	Camarillo	Oxnard	Santa Clarita	Simi Valley	Thousand Oaks	Ventura
Population as of Jan. 1, 2017	69,623	207,772	216,350	127,400	131,457	109,275
Total FTE*	136	680	398	342	336	352
Turnover percentage**	N/A	15.7%	9.0%	9.9%	9.7%	11.0%
Average service time (in years)	N/A	10.06	10.62	13.35	13.26	11.94

\*FTE - Full Time Equivalent; excludes public safety personnel. Camarillo, Simi Valley, and Thousand Oaks are part of the Ventura County Fire Protection District. Camarillo and Thousand Oaks contract for police service from the Ventura County Sheriff's Department.

\*\*Santa Clarita tracks turnover percentage by calendar year

Data: CAFRs, Human Resources Department of each city

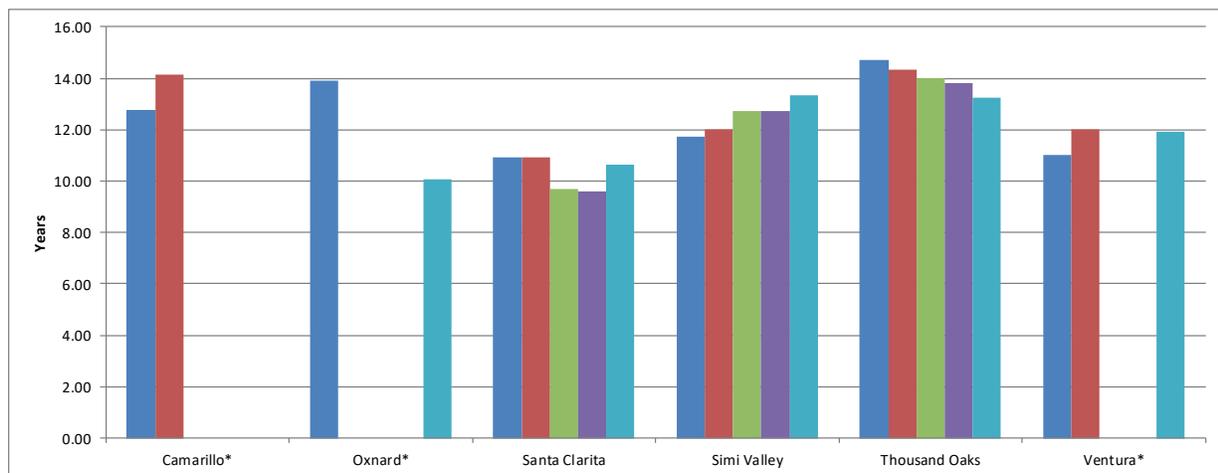
**Total Non-Safety Full-Time Employees (FTE) per Thousand Residents**



2013	2.05	2.75	1.81	3.32	2.94	3.32
2014	2.03	3.47	1.77	3.34	2.83	3.21
2015	2.02	3.61	1.74	2.81	2.59	3.23
2016	1.96	3.37	1.83	2.63	2.58	3.22
2017	1.95	5.63	1.84	2.68	2.56	3.22

Source: CAFRs

**Average Service Time of Employees (Years)**



2013	12.75	13.39	10.90	11.75	14.69	11.00
2014	14.14	N/A	10.90	12.00	14.33	12.00
2015	N/A	N/A	9.70	12.70	13.98	N/A
2016	N/A	N/A	9.60	12.70	13.79	N/A
2017	N/A	10.6	10.62	1.50	19.20	11.94

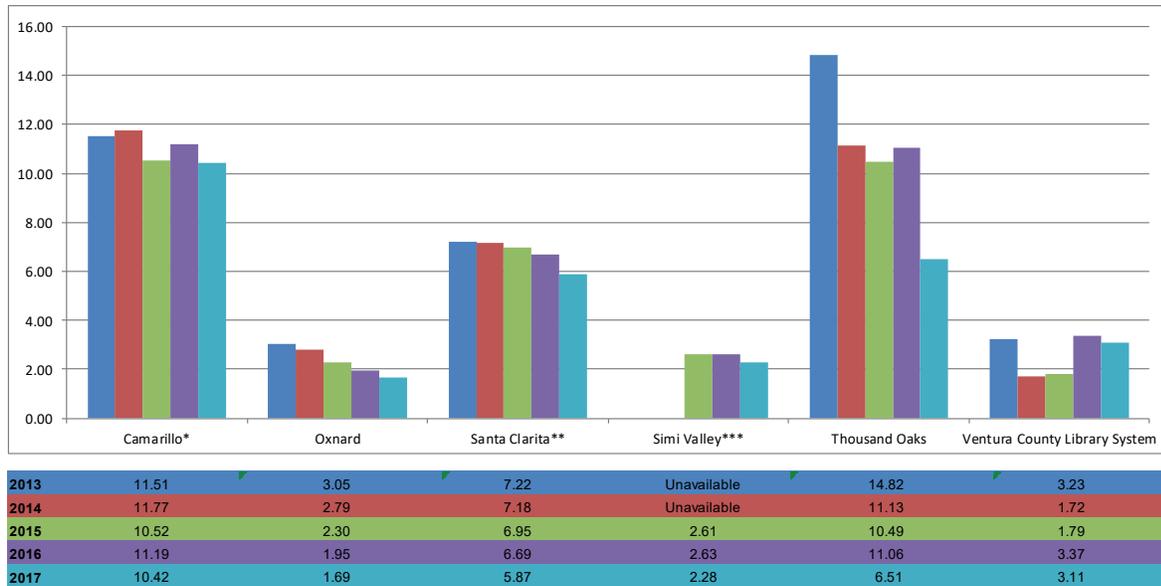
\* Information not available in some years.

Source: Human Resource Department of each City.

BUILDING SERVICES	Camarillo	Oxnard	Santa Clarita	Simi Valley	Thousand Oaks	Ventura County Library System*
Population as of Jan. 1, 2017	69,623	207,772	216,350	127,400	131,457	371,693
Total materials (print, ebooks, audio, video)	249,755	547,020	367,364	150,802	413,696	598,225
Circulation	725,129	350,375	1,270,216	290,551	855,929	1,154,355
Reference transactions	37,242	94,373	68,553	10,180	69,512	80,245
Total operating expenditures	\$ 4,263,089	\$ 3,881,986	\$ 6,264,681	\$ 2,145,889	\$ 6,313,192	\$ 8,238,681
Total FTE (Full time equivalent) staff	27.03	33.72	54.00	12.00	66.26	60.88

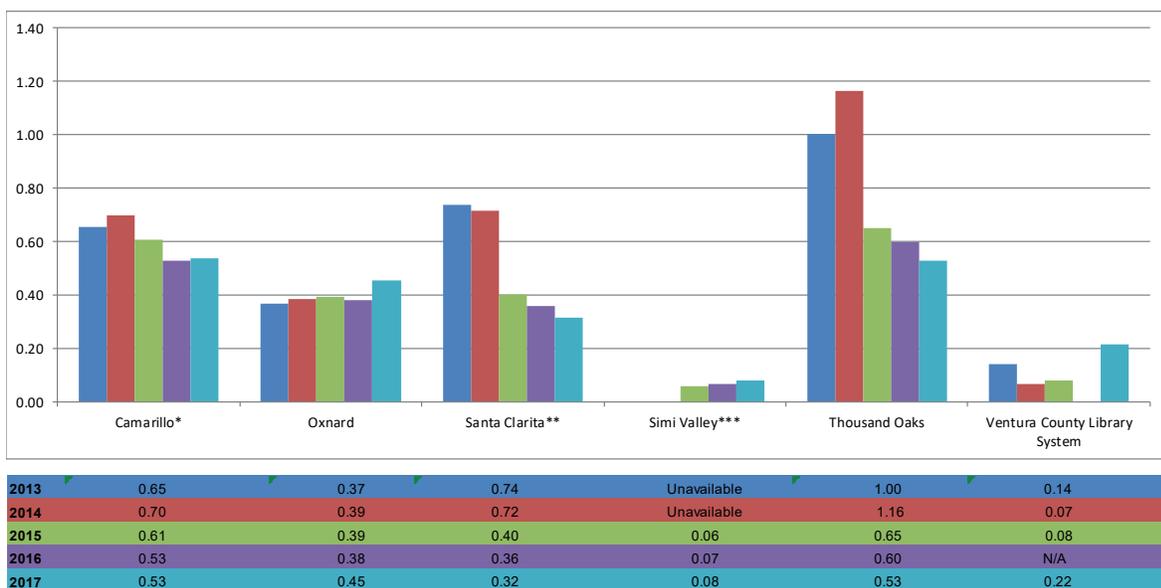
\*The libraries in the City of Ventura are part of the County Library System. Information presented is for the County Library System  
 Data: California State Library - Public Library Statistics Portal

**Circulation per Capita**



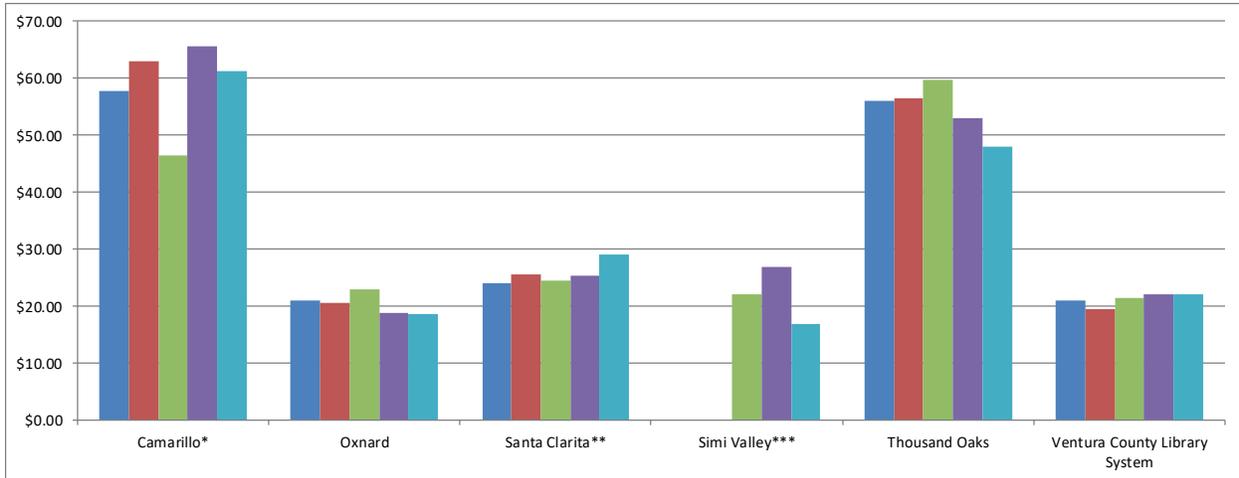
\* Camarillo separated from Ventura County Library System (VCLS) in FY 2010-11.  
 \*\* Santa Clarita separated from the Los Angeles County Library System (LACLS) in FY 2011-12.  
 \*\*\* Simi Valley separated from the Ventura County Library System (VCLS) in FY 2012-13. Information for FYs 2012-13 and 2013-14 is not available.  
 Source: California State Library, City of Camarillo, City of Oxnard, City of Thousand Oaks, City of Ventura.

**Library Reference Questions per Capita**



\* Camarillo separated from Ventura County Library System (VCLS) in FY 2010-11.  
 \*\* Santa Clarita separated from the Los Angeles County Library System (LACLS) in FY 2011-12.  
 \*\*\* Simi Valley separated from the Ventura County Library System (VCLS) in FY 2012-13. Information for FYs 2012-13 and 2013-14 is not available.  
 Source: California State Library, City of Camarillo, City of Oxnard, City of Thousand Oaks, City of Ventura.

**Library Operating Expenditures per Capita**



2013	\$57.66	\$21.05	\$24.02	Unavailable	\$55.95	\$20.87
2014	\$62.89	\$20.44	\$25.54	Unavailable	\$56.49	\$19.37
2015	\$46.52	\$22.96	\$24.50	\$22.03	\$59.72	\$21.45
2016	\$65.52	\$18.73	\$25.43	\$26.94	\$52.92	\$22.11
2017	\$61.23	\$18.68	\$28.96	\$16.84	\$48.02	\$22.17

\* Camarillo separated from Ventura County Library System (VCLS) in FY2010-11.

\*\* Santa Clarita separated from the Los Angeles County Library System (LACLS) in FY2011-12.

\*\*\* Simi Valley separated from the Ventura County Library System (VCLS) in FY2012-13. Information for FY's 2012-13 and 2013-14 is not available.

Source: California State Library, City of Camarillo, City of Oxnard, City of Thousand Oaks, City of Ventura.

**Population Served per Library Full-Time Employees (FTE)**



2013	2,528	3,981	3,506	Unavailable	1,826	5,773
2014	2,384	4,111	3,375	Unavailable	1,868	5,773
2015	2,419	4,456	3,482	12,684	1,911	5,548
2016	2,431	5,677	3,855	12,681	1,974	6,121
2017	2,576	6,162	4,006	10,617	1,984	6,105

\* Camarillo separated from Ventura County Library System (VCLS) in FY2010-11.

\*\* Santa Clarita separated from the Los Angeles County Library System (LACLS) in FY2011-12.

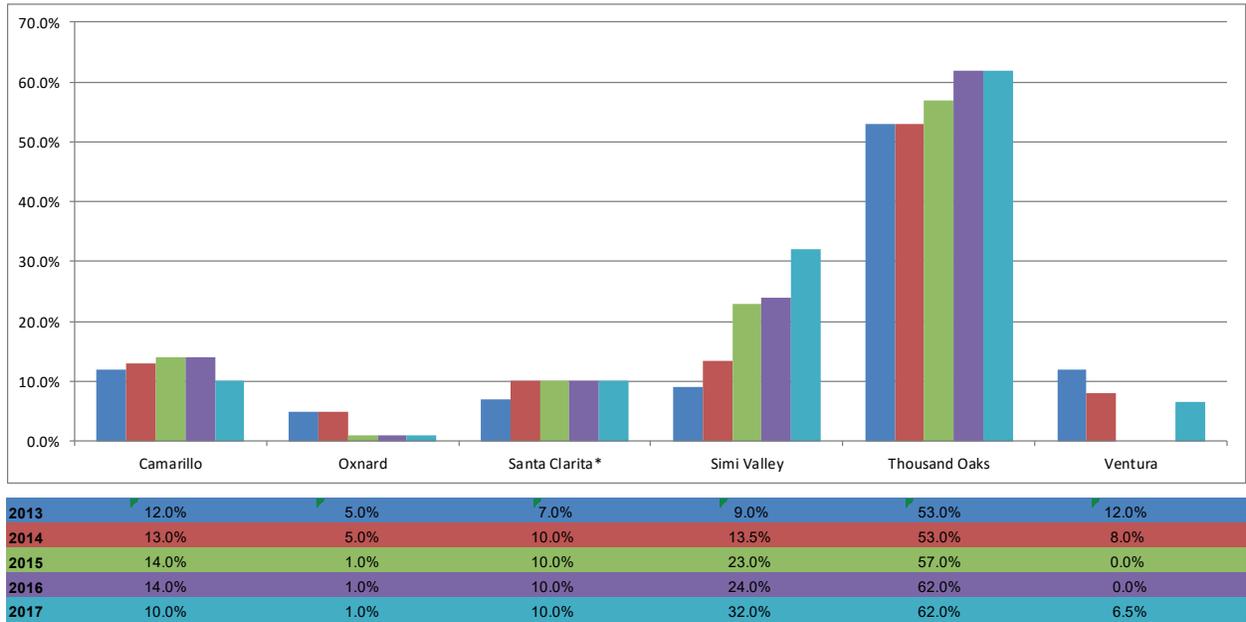
\*\*\* Simi Valley separated from the Ventura County Library System (VCLS) in FY2012-13. Information for FY's 2012-13 and 2013-14 is not available.

Source: California State Library, City of Camarillo, City of Oxnard, City of Thousand Oaks, City of Ventura.

PUBLIC WORKS SERVICES	Camarillo	Oxnard	Santa Clarita	Simi Valley	Thousand Oaks	Ventura
Population as of Jan. 1, 2017	69,623	207,772	216,350	127,400	131,457	109,275
Percentage of fleet using alternative fuels	10.00%	1.00%	10.00%	32.00%	62.00%	6.50%
Number of graffiti incidents addressed*	368	38,123	15,312	1,153	576	2,711
Number of years as Tree City USA	0	34	28	18	20	0

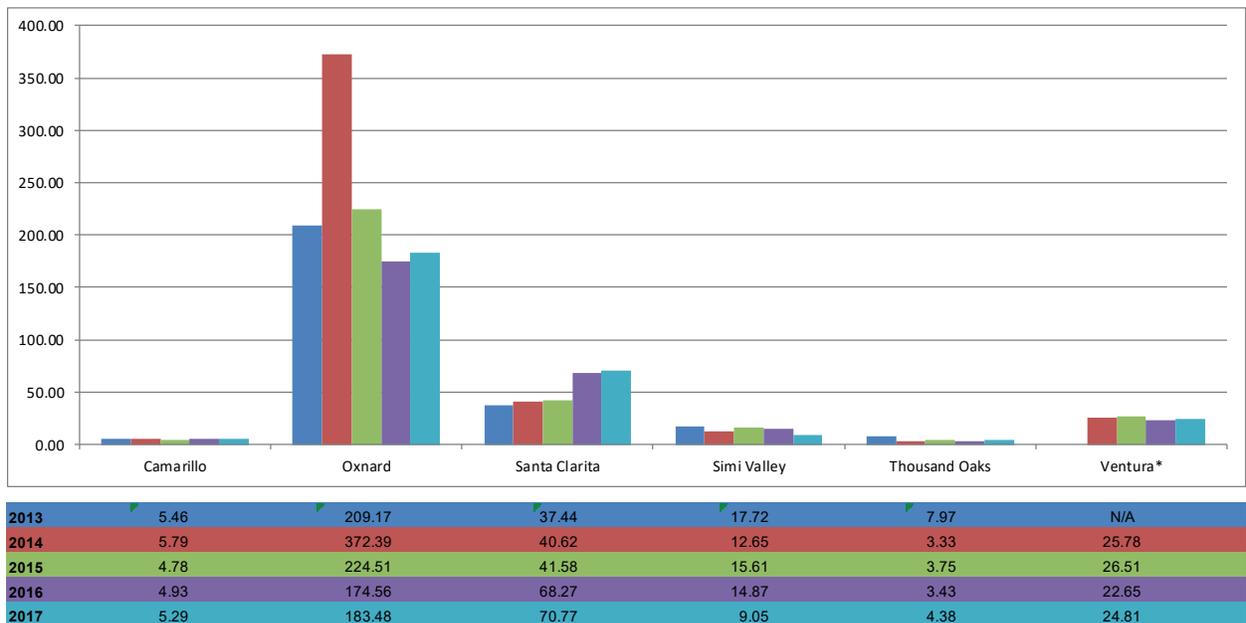
Data: Public Works Department of each city coordinated by Grahame Watts; Arbor Day Foundation website

**Percentage of Municipal Fleet Using Alternative Fuels**



Source: Public Works Department of Each City.

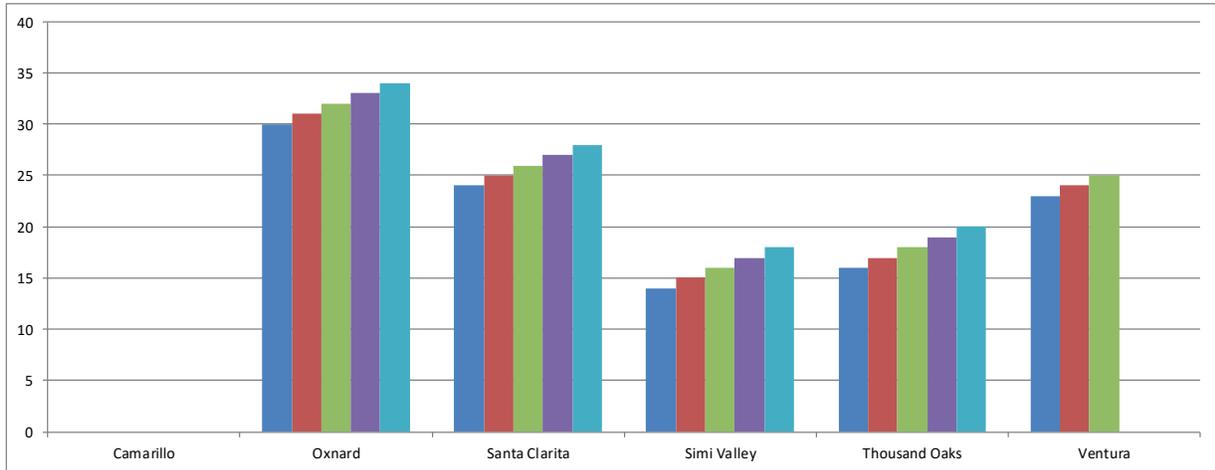
**Number of Graffiti Incidents Addressed per Thousand Residents**



\* Information unavailable for Ventura for 2012 and 2013.

Source: Public Works Department of Each City.

**Number of Years as Tree City USA**



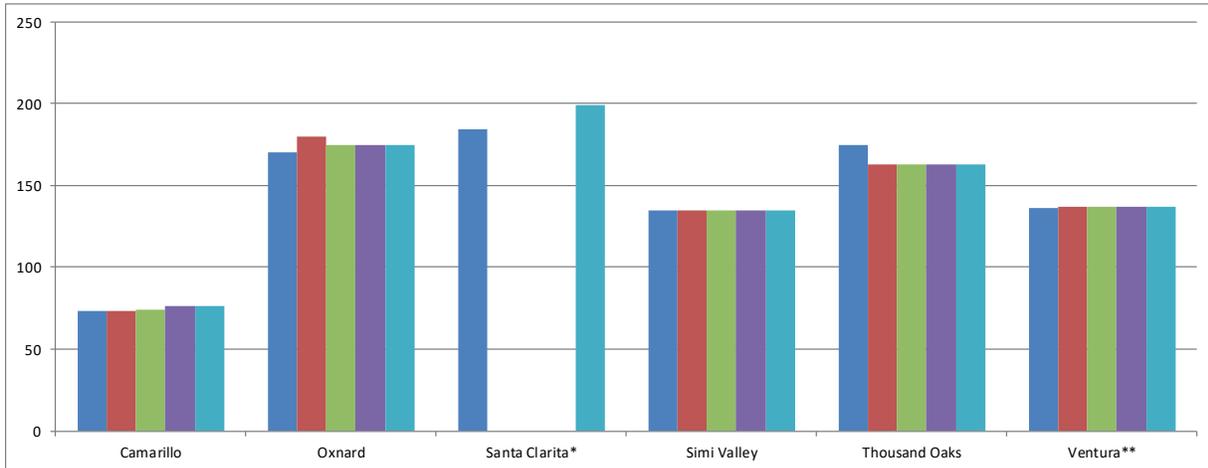
2013	0	30	24	14	16	23
2014	0	31	25	15	17	24
2015	0	32	26	1	18	25
2016	0	33	27	17	19	0
2017	0	34	28	18	20	0

Source: Arbor Day Foundation website.

TRAFFIC SERVICES	Camarillo	Oxnard	Santa Clarita	Simi Valley	Thousand Oaks	Ventura
Population as of Jan. 1, 2017	69,623	207,772	216,350	127,400	131,457	109,275
Number of signalized intersections*	76	175	199	135	163	137
Percentage operating at LOS** C or better	100%	60%	90%	100%	98%	90%
Number of street miles	201	432	537	338	377	710
Total square miles in city	20.00	26.89	66.00	42.40	56.00	32.25

\*Includes both city owned and Caltrans owned (does not include pedestrian signals)  
 \*\*LOS - Level of Service  
 Data: Public Works Department of Each City, CAFRs, Oxnard Chamber of Commerce, and City of Ventura Google Search

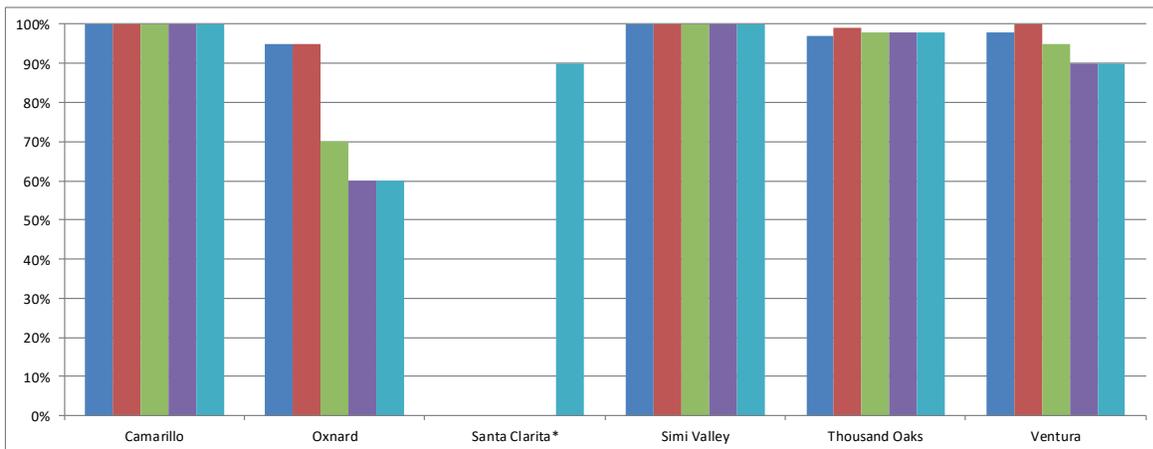
**Number of Signalized Traffic Intersections**



2013	73	170	184	135	175	136
2014	73	180	N/A	135	163	137
2015	74	175	N/A	135	163	137
2016	76	175	N/A	135	163	137
2017	76	175	199	135	163	137

\* Information unavailable for Santa Clarita for 2014, 2015, and 2016  
 \*\*Includes both city owned and Caltrans owned (does not include pedestrian signals)  
 Source: Public Works Department of each City.

**Percentage of Signalized Traffic Intersections Operating at Level of Service C or Better**



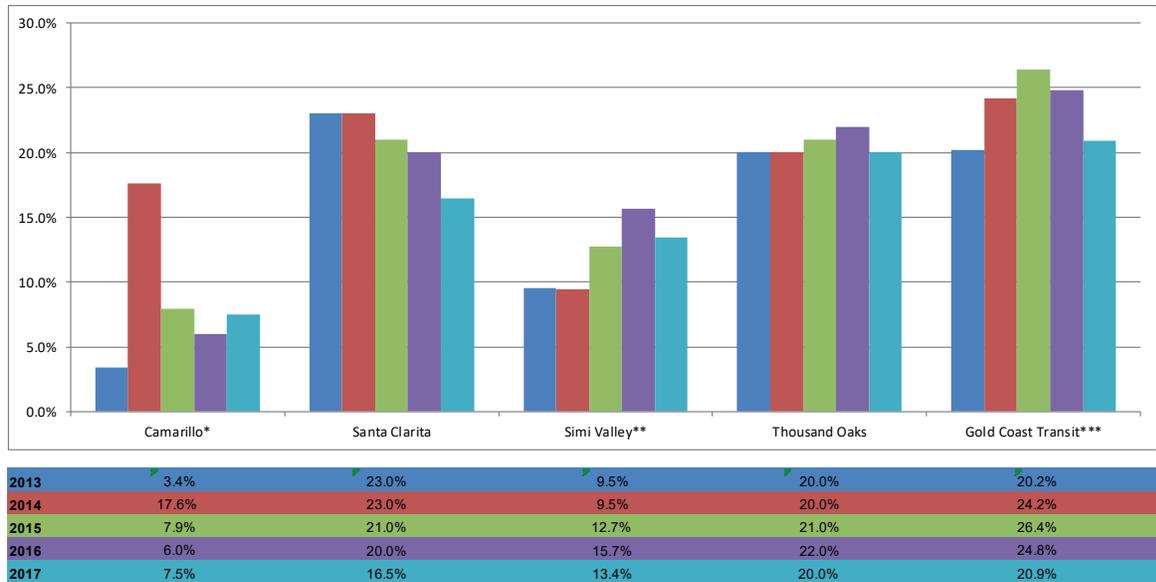
2013	100%	95%	N/A	100%	97%	98%
2014	100%	95%	N/A	100%	99%	100%
2015	100%	70%	N/A	100%	98%	95%
2016	100%	60%	N/A	100%	98%	90%
2017	100%	60%	90%	100%	98%	90%

\* Information unavailable for Santa Clarita  
 Source: Public Works Department of Each City.

TRANSIT SERVICES	Camarillo**	Santa Clarita	Simi Valley	Thousand Oaks	Gold Coast Transit*
Population as of Jan. 1, 2017	69,623	216,350	127,400	131,457	346,956
Number of riders on fixed route transit system	82,501	2,763,103	364,810	162,970	3,616,386
Fare box recovery	7.5%	16.5%	13.4%	20.0%	20.9%
Number of passengers per revenue hour	18.89	16.20	13.56	6.77	17.82

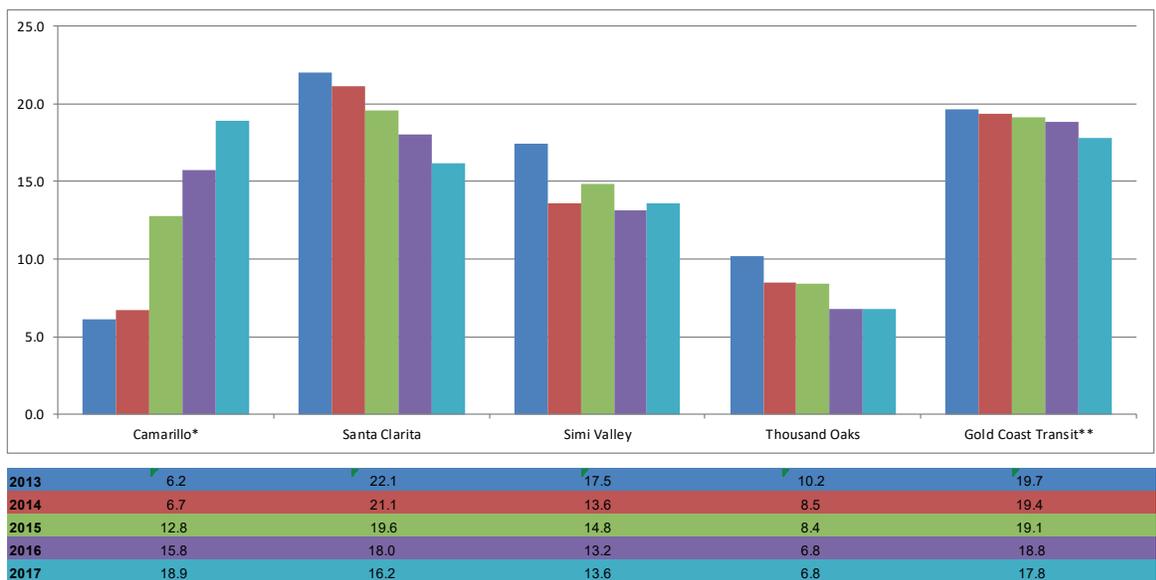
\*Gold Coast Transit is the operator for the cities of Oxnard, Ventura, Port Hueneme, and Ojai and numbers reported are for the system as a whole.  
 \*\*Camarillo does not operate a true fixed route system, but a hybrid combining bus and Dial-A-Ride.  
 Data: CAFRs and Public Works Dept of each City

**Transit Fare Box Recovery Percentage**



\* Camarillo does not operate a true fixed route system, but a hybrid combining bus and Dial-A-Ride.  
 \*\* Simi Valley started receiving TDA funding in FY 2014-15. Revised FY 2013 and FY 2016 based on Triennial Performance Audit done in FY2017.  
 \*\*\* 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.  
 Source: Public Works Department of Each City.

**Number of Transit Passengers per Revenue Hour**

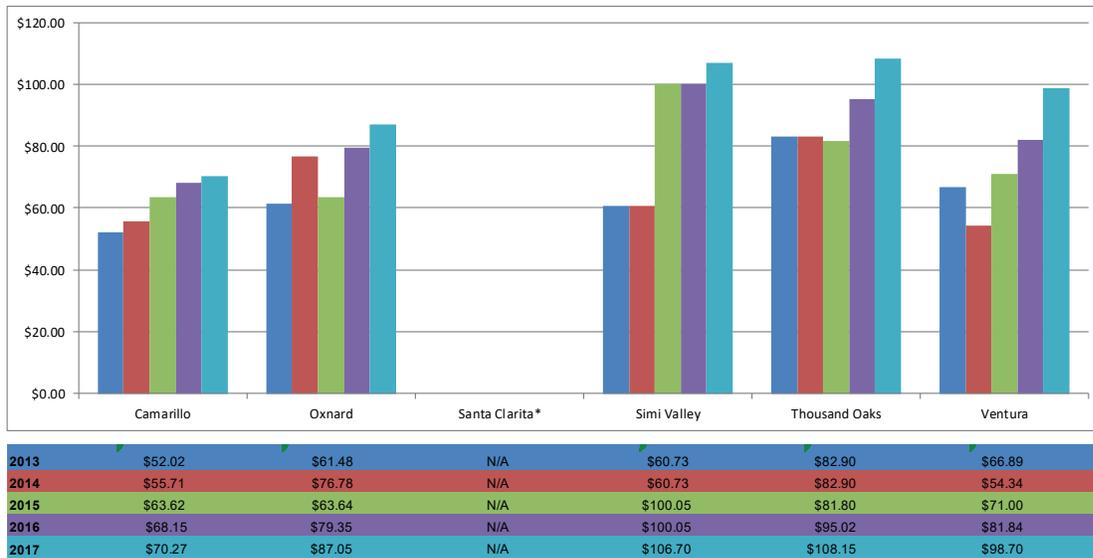


\* Camarillo does not operate a true fixed route system, but a hybrid combining bus and Dial-A-Ride.  
 \*\* Gold Coast Transit is the operator for the cities of Oxnard, Ventura, Port Hueneme, and Ojai. Numbers reported are for the system as a whole.  
 Source: CAFR and Public Works Department of each City.

WATER/WASTEWATER SERVICES	Camarillo	Oxnard	Santa Clarita	Simi Valley	Thousand Oaks	Ventura
Population as of Jan. 1, 2017	69,623	207,772	216,350	127,400	131,457	109,275
Number of violations of safe drinking water regulations*	0	0	N/A	0	0	1
Water rates for average household (18 HCF)	\$ 70.27	\$ 87.05	N/A	\$ 106.70	\$ 108.15	\$ 98.70
Per capita disposal per person per day (lbs)						
Actual rate	N/A	N/A	N/A	9.0	7.1	N/A
Target rate	N/A	N/A	N/A	14.5	11.5	N/A
Wastewater rates for single family residences**	\$ 51.04	\$ 67.03	N/A	\$ 31.08	\$ 28.78	\$ 94.28
Renewable energy generation	0.00%	0.00%	0.00%	0.00%	80.17%	0.00%
Number of discharge violations	0	0	N/A	4	0	0
Number of sewer pipeline overflows	0	1	1	1	1	0

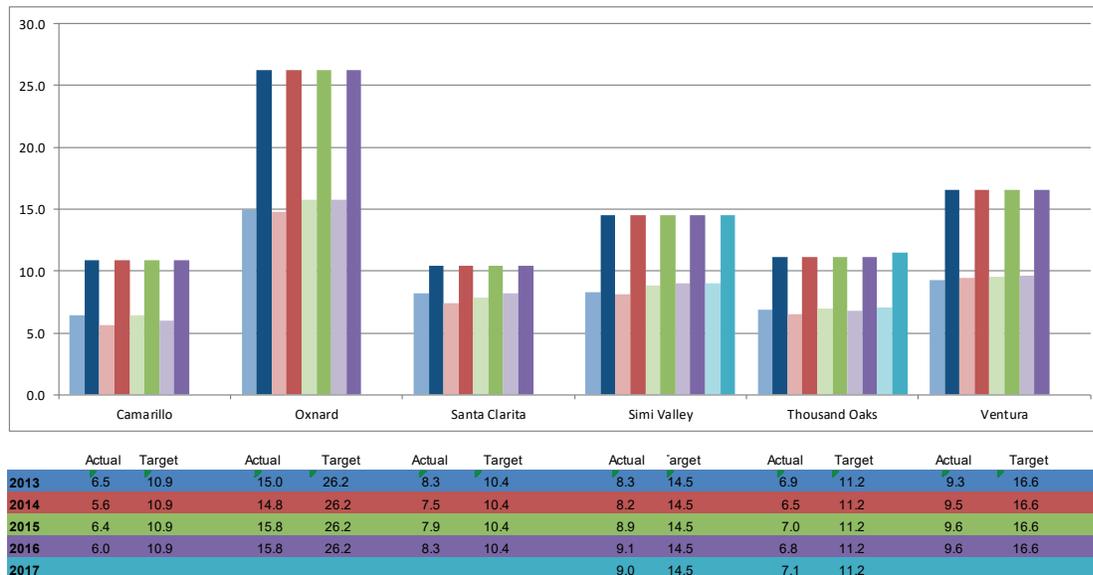
\*Santa Clarita does not provide water service  
 \*\*Ventura & Oxnard's rates are tied to water usage. Santa Clarita does not provide wastewater service  
 Data: City of Thousand Oaks' Public Works Department

**Municipal Water Rates for Average Households (18 HCF)**



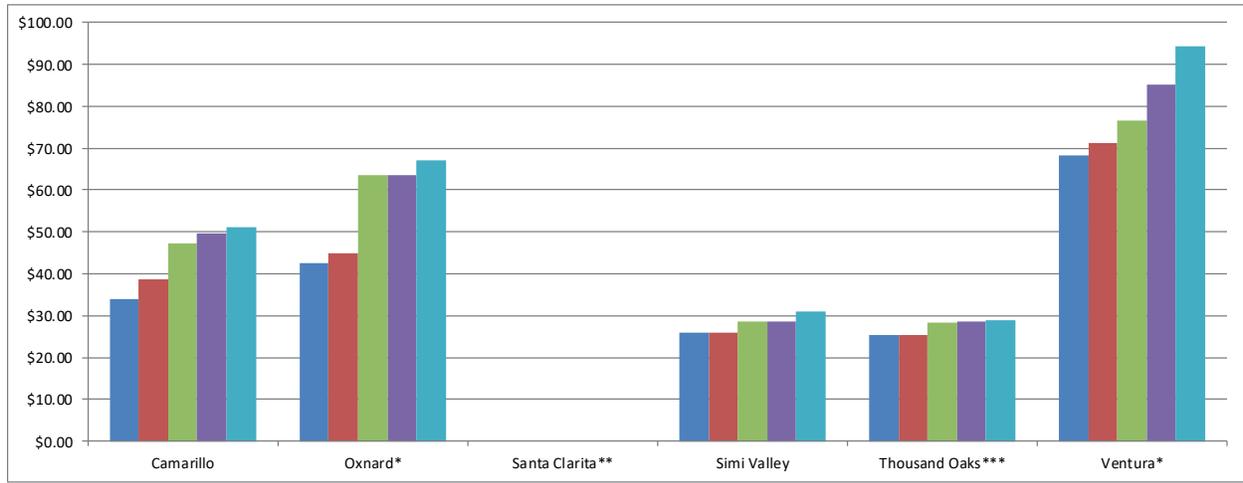
\* Santa Clarita does not provide water service.  
 Most Water agencies have tiered Water Rates. Figures reflect costs for an "average" household.  
 Note: Rates are for City provided water systems only, based on the average household. Private providers and Investor Owned Utility (IOU) systems charge more, on average.  
 Note: Several other public water systems are contemplating significant rate increases over the next ten years.  
 Source: Thousand Oaks Financial Plan, Public Works Department of Each City, excludes Tiered Rates & IOU Rates.

**Daily Per Capita Waste Disposal per Person (in pounds)**



Note: Information presented on Calendar Year.  
 Source: Public Works Department of each City.

### Municipal Wastewater Rates for Single Family Residences



2013	\$33.92	\$42.53	N/A	\$26.08	\$25.45	\$68.39
2014	\$38.68	\$44.92	N/A	\$26.08	\$25.45	\$71.13
2015	\$47.19	\$63.64	N/A	\$28.58	\$28.20	\$76.68
2016	\$49.55	\$63.64	N/A	\$28.50	\$28.49	\$85.07
2017	\$51.04	\$67.03	N/A	\$31.08	\$28.78	\$94.28

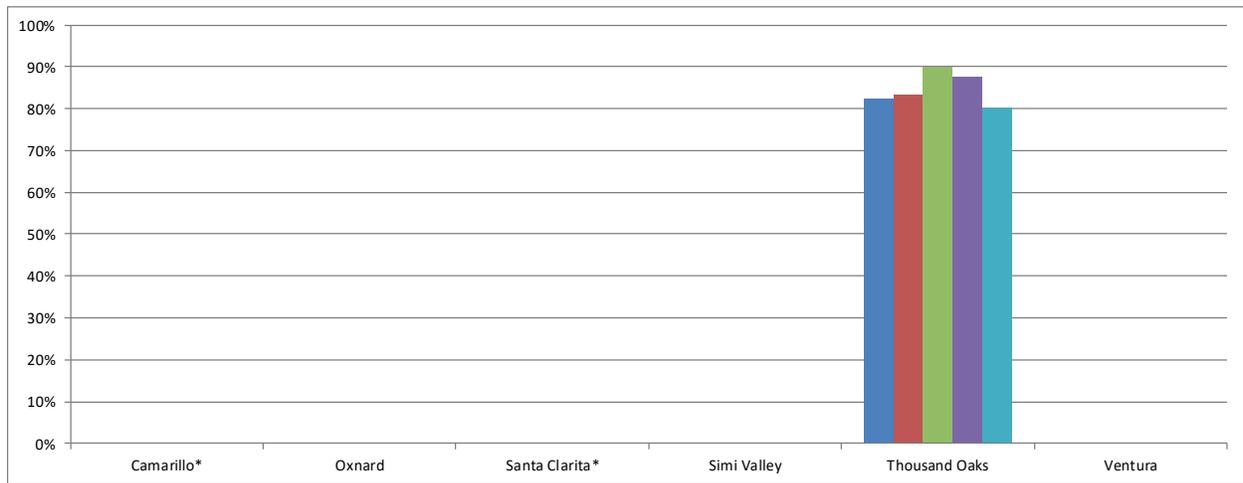
\* Ventura & Oxnard's rates are tied to water usage. Ventura data for 2014, 2015, and 2016 revised.

\*\* Santa Clarita does not provide wastewater service.

\*\*\* Figures are for Municipal provided services only. They do not include private rates (such as Triunfo and Las Virgenes), which on average are higher.

Source: Public Works Department of each City and Thousand Oaks Financial Plan

### Municipal Wastewater System Renewable Energy Generation



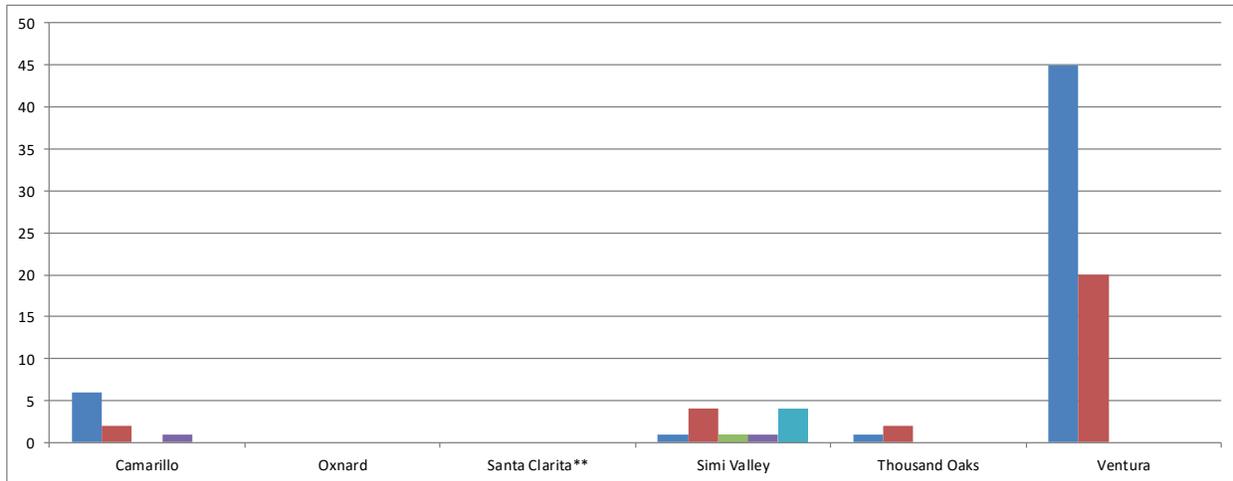
2013	0%	0%	0%	0%	82%	0%
2014	0%	0%	0%	0%	83%	0%
2015	0%	0%	0%	0%	90%	0%
2016	0%	0%	0%	0%	88%	0%
2017	0%	0%	0%	0%	80%	0%

\* Camarillo and Santa Clarita do not generate any renewable energy. Camarillo installed solar panels in FY 12-13.

Note: Renewable Energy Generation does not include private companies' data.

Source: Public Works Department of each City.

### Number of Municipal Wastewater System Discharge Violations



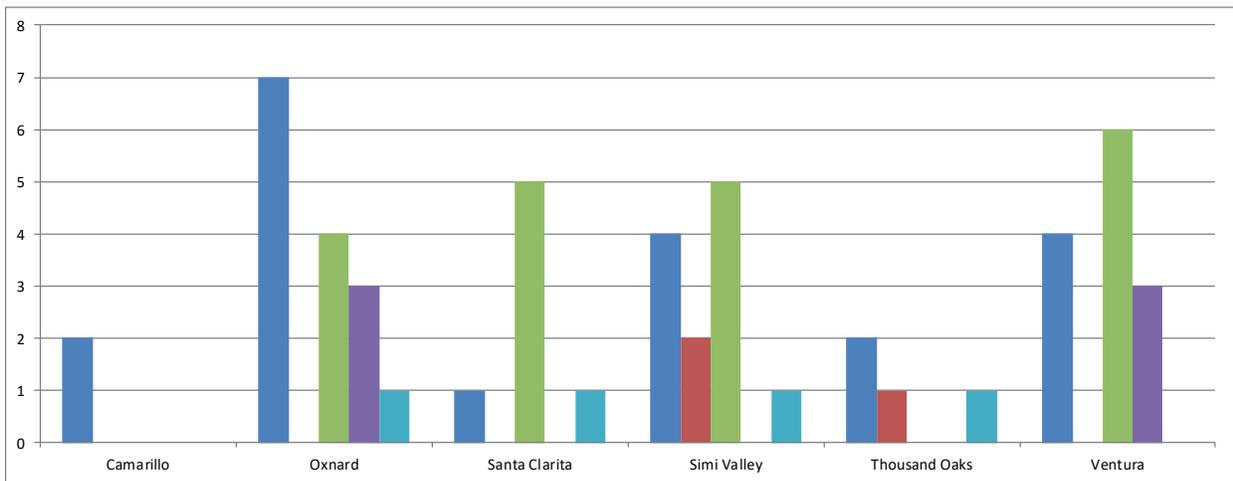
2013	6	0	N/A	1	1	45
2014	2	0	N/A	4	2	20
2015	0	0	N/A	1	0	0
2016	1	0	N/A	1	0	0
2017	0	0	N/A	4	0	0

\*\* Santa Clarita does not provide wastewater service.

Note: Discharge violations do not include private companies' data.

Source: Public Works Department of each City.

### Number of Municipal Wastewater Pipeline Overflows



2013	2	7	1	4	2	4
2014	0	0	0	2	1	0
2015	0	4	5	5	0	6
2016	0	3	0	0	0	3
2017	0	1	1	1	1	0

Note: Pipeline overflows do not include private companies' data.

Source: Public Works Department of each City.

# DEBT OBLIGATIONS

# DEBT OBLIGATIONS

## Governmental Activities – Lease Revenue Bonds

### **Thousand Oaks Public Financing Authority – 2010 Refunding Lease Revenue Bonds**

On June 29, 2010, the Authority issued \$16,405,000 of 2010 Refunding Lease Revenue Bonds. The purpose of the bonds is to redeem the Authority's 2002 Refunding Certificates of Participation and provide reserves for the 2010 bondholder payments. These bonds are payable solely from and secured by a pledge of revenues consisting primarily of lease payments to be made by the City pursuant to a lease agreement. The bonds mature annually in amounts ranging from \$555,000 on June 1, 2011, to \$1,105,000 in 2032. Interest on the bonds is payable on June 1 and December 1 of each year, with interest rates ranging from 2 percent to 5 percent. As of June 30, 2018, amounts outstanding with and without amortized premiums were \$12,004,805 and \$11,920,000, respectively.

### **Future Debt Payments – Refunding Lease Revenue Bonds**

As of June 30, 2018, the total future debt payments for the 2010 Refunding Lease Revenue Bonds, including interest thereon, are as follows:

Year Ending June 30,	2010 Refunding Lease Revenue Bonds		
	Principal	Interest	Total
2019	\$ 650,000	505,813	\$ 1,155,813
2020	675,000	483,063	1,158,063
2021	700,000	456,063	1,156,063
2022	725,000	428,063	1,153,063
2023	755,000	399,063	1,154,063
2024-2028	4,275,000	1,506,737	5,781,737
2029-2032	4,140,000	485,825	4,625,825
Total	\$ 11,920,000	\$ 4,264,627	\$ 16,184,627

## 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) to comply with waste discharge requirements and expand the capacity 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, 2018, \$145,046 was outstanding.

### **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 to comply with waste discharge requirements and expand the capacity of the HCTP. In fiscal year 2000-01, the City borrowed \$20,100,000 and in fiscal year 2001-02, the City borrowed an additional

# DEBT OBLIGATIONS

\$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 increasing the total loan amount to \$31,136,452. The loan is to be repaid in twenty annual installments (principal and interest) beginning 2003 through 2022. As of June 30, 2018, \$9,400,675 was outstanding.

## Future Debt Payments – 1999-2000 State Water Resources Control Board Loan Payable

As of June 30, 2018, 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		
	Principal	Interest	Total	Principal	Interest	Total
2019	\$ 145,046	\$ 3,481	\$ 148,527	\$ 1,781,312	\$ 253,818	\$ 2,035,130
2020	-	-	-	1,829,407	205,723	2,035,130
2021	-	-	-	1,878,801	156,329	2,035,130
2022	-	-	-	1,929,529	105,601	2,035,130
2023	-	-	-	1,981,626	53,504	2,035,130
Total	\$ 145,046	\$ 3,481	\$ 148,527	\$ 9,400,675	\$ 774,975	\$ 10,175,650

## Business-type Activities – Revenue Refunding Bonds

### 2010 Wastewater Revenue Refunding Bonds

On January 28, 2010, the City issued \$11,690,000 revenue refunding bonds. The purpose of the bonds is to redeem the City's 1998 Wastewater System Certificates of Participation and provide reserves for the 2010 Bondholder payments. These bonds are payable from and secured solely by net revenues derived from the operation of the City's wastewater system. The bonds mature annually in amounts ranging from \$1,020,000 on October 1, 2010, to \$1,370,000 in fiscal year 2019-20. Interest on the bonds is payable on April 1 and October 1 of each year, with interest rates ranging from 1.5 percent to 5 percent. As of June 30, 2018, amounts outstanding with and without amortized premiums were \$2,838,895 and \$2,705,000, respectively.

### Future Debt Payments – 2010 Wastewater Revenue Refunding Bonds

As of June 30, 2018, the total future debt payments for the 2010 Wastewater Revenue Refunding Bonds, including interest thereon, are as follows:

Year Ending June 30,	2010 Wastewater Revenue Refunding Bonds		
	Principal	Interest	Total
2019	\$ 1,335,000	\$ 62,794	\$ 1,397,794
2020	1,370,000	20,550	1,390,550
Total	\$ 2,705,000	\$ 83,344	\$ 2,788,344

# DEBT OBLIGATIONS

## Business-type Activities Capital Lease Payable

Effective January 1, 2007, the Golf Course Fund entered into a management agreement with Evergreen Alliance Golf LLP (EAGL), which included capital lease obligations for equipment. As of June 30, 2018, lease agreements covering LP Yamaha 95 YDRE carts, LP Yamaha YT2A beverage cart, Luber Bros Jacobsen equipment package, a Luber Bros Smithco 3180 Sprayer, Toro mowers, and Yamaha DR2E golf carts totaled \$914,152. These lease agreements qualify as capital leases for accounting purposes and, therefore, have been recorded at the present value of their future minimum lease payments as of the lease inception date.

The assets acquired through capital leases are as follows:

<u>Year Ending June 30, 2018</u>	<u>Golf Course</u>
Asset:	
LP Yamaha 95 YDRE carts	\$ 327,734
LP Yamaha YT2A beverage cart	9,660
Luber Bros Jacobsen equipment package	115,389
Luber Bros Smithco 3180 Sprayer	41,265
Toro mowers	111,999
Yamaha DR2E golf carts	308,105
Less: Accumulated depreciation	(555,465)
Total	<u>\$ 358,687</u>

The future minimum lease obligations and the net present value of these minimum lease payments as of June 30, 2018, are as follows:

<u>Year Ending June 30,</u>	<u>Golf Course</u>
2019	\$ 108,792
2020	108,792
2021	92,194
2022	62,922
Total minimum lease payments	<u>372,700</u>
Less: Interest	(27,138)
Present value of minimum lease payments	<u>\$ 345,562</u>

The \$13,125 difference between the \$358,687 net book value of the assets and the \$345,562 present value of the capital lease obligation is due to the timing difference between straight-line depreciation and scheduled lease payments. The depreciation schedule adopted matches the useful lives of the assets to the remaining term of the lease obligation.

## NON-OBLIGATORY DEBT

### (a) Assessment Debt

There are various special assessment districts in the City that have issued special assessment debt. Mello-Roos Bonds were issued for improvements in these special assessment districts. The bonds are liabilities of the property owners and are secured by

# DEBT OBLIGATIONS

liens against the assessed property. The City acts merely as the fiscal agent for the collection of principal and interest payments from the property owners, disbursement of such monies to the bondholders and, if appropriate, beginning foreclosures. As such, these bonds in the outstanding amount of \$20,331,000 at June 30, 2018, are not considered obligations of the City and are not reflected in the accompanying basic financial statements.

## **(b) Multifamily Housing Mortgage Revenue Bonds**

Multifamily Housing Mortgage Revenue Bonds provide financing for multifamily rental projects. The bonds are secured by payments made by the project owner and by the underlying property. The bonds are also secured by third-party guarantees for the unequivocal and timely payment of the principal and interest on the bonds.

Multifamily Housing Mortgage Revenue Bonds in the outstanding amount of \$4,743,030 at June 30, 2018, are not considered obligations of the City and are not reflected in the accompanying basic financial statements.

## **SUBSEQUENT EVENTS**

### **Call Option for the 2010 Wastewater Revenue Refunding Bonds**

On October 1, 2018, the City called the final maturity on the 2010 Wastewater Revenue Refunding Bonds originally issued on January 28, 2010 for \$11,690,000. The bonds had an original maturity date of October 1, 2019, however, the bond indenture provided for an optional prepayment of the 2019 bonds on or after October 1, 2018. Repaying the debt a year early provided savings of \$41,100 in interest payments.

### **Debt Limits**

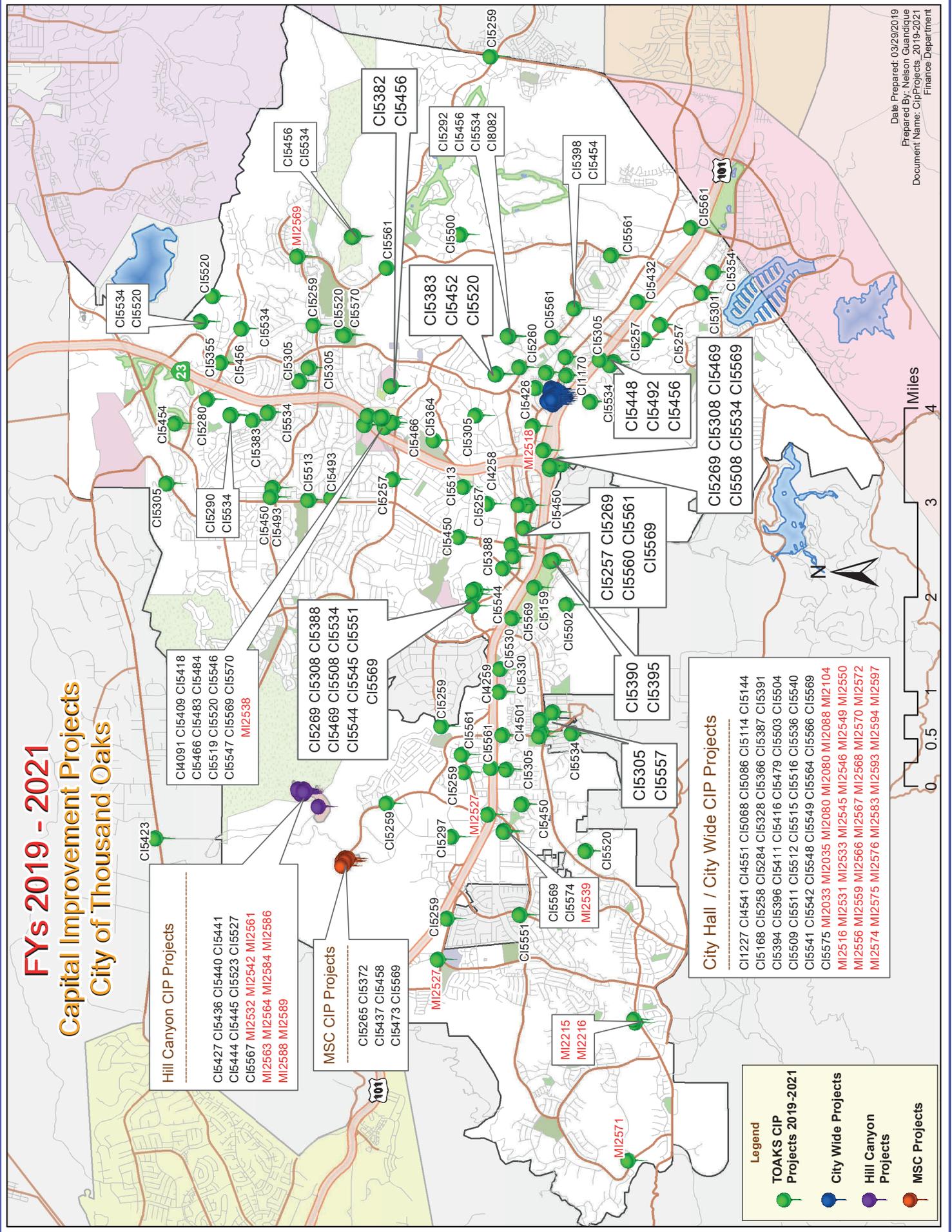
California Government Code Section 43605 states the City shall not incur bonded indebtedness payable from the proceeds of property tax which exceeds 15 percent of the assessed value of all real and personal property of the City. This provision, however, was enacted when assessed valuation was based upon 25 percent of market value. Effective with the 1981-82 fiscal year, each parcel is now assessed at 100 percent of market value (as of the most recent change in ownership for that parcel). In order to reflect the intent of the debt limit stipulation in Section 43605, the 15 percent has been adjusted to one-fourth of that level, or 3.75 percent, of the assessed value of all real and personal property of the City. The cumulative annual debt service of all bond issues supported by the General Fund is restricted to no more than five percent of annual General Fund Revenue.

Bond issues supported by Enterprise Funds should maintain a minimum ratio of net operating income to annual debt service that the Finance Director concludes is beneficial to the City. Typically, the higher the ratio the better the rating and the lower the interest rate paid by the City.

The City has the ability to meet its debt obligations during this two-year budget cycle.

# CAPITAL IMPROVEMENT PROGRAM (CIP) SUMMARY

# FYs 2019 - 2021 Capital Improvement Projects City of Thousand Oaks



**Hill Canyon CIP Projects**

CI4091 CI5409 CI5418  
 CI5466 CI5483 CI5484  
 CI5519 CI5520 CI5546  
 CI5547 CI5589 CI5570  
 MI2538

**MSC CIP Projects**

CI5265 CI5372  
 CI5437 CI5458  
 CI5473 CI5569

CI5269 CI5308 CI5388  
 CI5469 CI5508 CI5534  
 CI5544 CI5545 CI5551  
 CI5569

**City Hall / City Wide CIP Projects**

CI1227 CI4541 CI4551 CI5068 CI5086 CI5114 CI5144  
 CI5168 CI5258 CI5284 CI5328 CI5366 CI5387 CI5391  
 CI5394 CI5396 CI5411 CI5416 CI5479 CI5503 CI5504  
 CI5509 CI5511 CI5512 CI5515 CI5516 CI5536 CI5540  
 CI5541 CI5542 CI5548 CI5549 CI5564 CI5566 CI5569  
 CI5575 MI2033 MI2035 MI2080 MI2088 MI2104  
 MI2516 MI2531 MI2533 MI2545 MI2546 MI2549 MI2550  
 MI2556 MI2559 MI2566 MI2567 MI2568 MI2570 MI2572  
 MI2574 MI2575 MI2576 MI2583 MI2593 MI2594 MI2597

**Legend**

- TOAKS CIP Projects 2019-2021
- City Wide Projects
- Hill Canyon Projects
- MSC Projects



## City Manager

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### **Capital Improvement Program (CIP) Budget Summary**

The purpose of this transmittal section is to provide City Council and residents with an in-depth overview of the Adopted CIP Budget for all funds. The Adopted Capital Improvement Program (CIP) Budget for Fiscal Year (FY) 2019-20 and FY 2020-21 of the \$94.5 million spending plan for 125 capital improvement projects contained within the CIP Budget document.

There was no debt issued for any capital projects and there is no financial impact on either of the fiscal year's Adopted Operating budgets. CIP Project funding is coming from both annual fund revenues and one-time support from Fund Balance/Net Position.

### **Adhering to City Council Goals and Top Priorities**

City Council discussed and agreed upon their Top Ten Priorities (Priorities) for FY 2019-20 at their City Council Goal Setting Meeting held on March 19, 2019. The Goal Setting Meeting was held earlier this year so that staff could ensure that CIP projects are incorporated into the Adopted FY 2019-2021 CIP Budget, as applicable to set aside funding for various projects. It is important to note that this Adopted FY 2019-2021 CIP Budget includes a wide range of projects that encompass various Priorities related to completing the Campus Master Plan (CI5540), promoting environmental sustainability efforts, and investing in public infrastructure projects. Fiscal sustainability is central throughout the CIP planning and development process. The final City Council Goals and Top-Ten Priorities were approved on April 23, 2019. The Adopted CIP Budget contains sufficient resources to make progress towards the City Council's Goals and Top Priorities.

### **Community Engagement & Community Attitude Survey**

As a part of this Budget cycle, staff again launched the "Your City, Your Priorities" budget outreach and community engagement campaign using the knowledge and tools collected during the prior year's Community Engagement to obtain information from City residents. The goal of this year's Community Engagement was to have residents gain a better understanding of the City's budget process and show a connection between the budget and City actions. During this process there were over 20,000 social media engagements, 1,036 in-person talks, and over 900 budget webpage views.

## **Budget Management**

With leadership from City Council and management, and guidance from the Financial Strategic Plan (FSP), the City maintained fiscal stability in an era of financial challenge, while limiting impacts on core service levels. It is through this sound leadership, fiscal conservatism, and long-term financial planning the City resisted expanding or adding new programs during strong economic times. This enabled the City to continue providing its core services to residents and businesses.

Reliance on sound leadership and long-term financial planning continues to play a vital role in the future of the City. The Adopted Budget anticipates continued financial support from the General Fund to the Library Fund and Stormwater Fund. The General Fund support to the Library Fund is less than budgeted in the current Budget as the Library Fund is continuing to increase efficiencies and become more self-supporting for its operations. The Stormwater Fund continues to face challenges, which will be discussed further in the report.

With increases in major expenditures projected to outpace increases in major revenues, strategic decisions will be needed to ensure ongoing financial stability. The FSP will be updated in FY 2019-20 to determine the status of various funds and their ongoing fiscal sustainability, which will be used to guide the FY 2021-22 and FY 2022-23 Budget process and the long-term fiscal sustainability of the City.

## **Capital Budgets Study Session and Public Hearing Meetings**

Study sessions were conducted for both the adopted Operating and CIP Budgets during which staff provided in-depth presentations outlining each budget. Staff presented City Council with the adopted CIP Budget at the April 2, 2019 Study Session. Revisions since the Study Session are as follows: the number of projects went from 132 to 125 projects and the total FY 2019-20 and FY 2020-21 CIP Budget went from \$97,138,557 to a revised adopted total of \$94,475,602.

A public hearing for both the Adopted FY 2019-20 and FY 2020-21 Operating and CIP Budgets was conducted on June 11, 2019, with City Council adopting the budget resolution. The FY 2019-20 budget cycle was commenced on July 1, 2019.

## **Adopted FY 2019-20 and FY 2020-21 Capital Improvement Program Budget**

The adopted CIP Budget for FY 2019-20 and FY 2020-21 is \$46,794,257 and \$47,681,345, respectively. The chart on the following page illustrates the adopted CIP appropriations for FY 2019-20 and FY 2020-21:



### Adopted FY 2019-20 & FY 2020-21 CIP Budget

No.	Category	FY 2019/20	FY 2020/21	Total	Carryover
1	Water	\$ 10,795,000	\$ 18,115,000	\$ 28,910,000	\$ 10,653,000
2	Street	12,171,650	11,238,900	23,410,550	3,357,430
3	Wastewater	10,760,000	5,280,000	16,040,000	5,937,100
4	Landscape/Streetscape	3,415,000	6,100,000	9,515,000	2,975,000
5	Transportation/Traffic	2,645,000	3,106,495	5,751,495	7,167,132
6	Facility	4,640,950	2,490,950	7,131,900	13,714,096
7	Stormwater	1,091,657	450,000	1,541,657	0
8	Library	670,000	725,000	1,395,000	0
9	Open Space	445,000	95,000	540,000	2,851,000
10	Undergrounding	160,000	80,000	240,000	327,700
Total		\$ 46,794,257	\$ 47,681,345	\$ 94,475,602	\$ 46,982,458

The FY 2019-20 and FY 2020-21 CIP Budget process began in November 2018 at the staff level. Finance staff worked with all departments on the CIP Budget for several months to refine project requests, ensuring projects are financially feasible and adequately represent the most needed capital improvements over the next two fiscal years.

#### Historical CIP Budget Comparison

The Adopted FY 2019-20 and FY 2020-21 CIP Budget reflects an increase of \$37.3 million, or 62.4 percent, compared to FY 2017-18 and FY 2018-19 as shown in the chart below and the graph on the following page. Although this appears to be a large increase, the majority of the increase in the Water Category is due to the Los Robles Greens Golf Course Groundwater Utilization Project (CI5395, pg. 143) in the amount of \$15,800,000 of which staff is anticipating grant funding for a portion of the project. The majority of the increase in the Landscape/Streetscape Category is due to the addition of the Street Light Acquisition Project (CI5566, pg. 30) in the amount of \$6,650,000. The majority of the increase in the Facility Category is due to the Solar Canopies at Municipal Service Center Project (CI5265, pg. 12) in the amount of \$1,900,000 of which \$1,469,400 is funded by grants and the Civic Arts Plaza Campus Masterplan and Improvements Project (CI5540, pg. 19) in the amount of \$1,000,000 for the initial design costs related to the project.



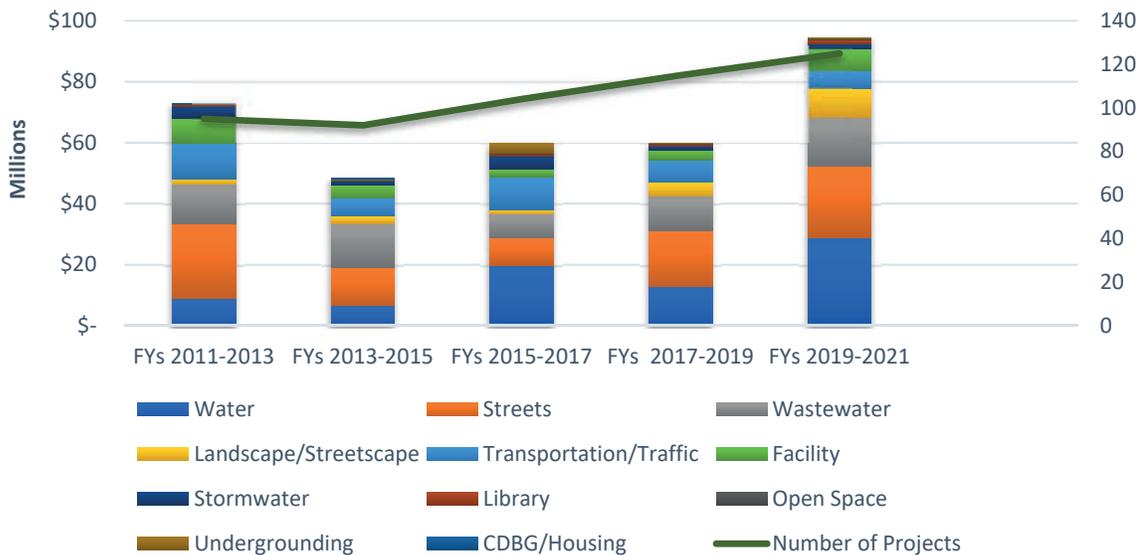
### Ten-Year CIP Budget History

Category	# Proj	FYs 2011-2013	# Proj	FYs 2013-2015	# Proj	FYs 2015-2017	# Proj	FYs 2017-2019	# Proj	FYs 2019-2021
1. Water	11	\$ 8,960,000	21	\$ 6,785,000	20	\$ 19,662,947	26	\$ 12,800,000	22	\$ 28,910,000
2. Streets	15	24,303,452	9	12,234,000	16	8,990,194	14	18,326,300	18	23,410,550
3. Wastewater	17	13,055,000	12	14,387,000	16	7,859,659	18	11,255,000	21	16,040,000
4. Landscape/Streetscape	2	1,866,000	3	2,600,000	2	1,600,000	5	4,570,000	7	9,515,000
5. Transportation/Traffic	22	11,678,000	23	5,698,088	23	10,692,500	23	7,418,000	25	5,751,495
6. Facility	17	8,200,000	14	4,512,000	15	2,495,000	18	3,270,000	15	7,131,900
7. Stormwater	6	3,925,000	3	1,156,842	6	4,220,000	5	1,250,000	7	1,541,657
8. Library	3	615,000	3	205,000	3	780,000	4	700,000	7	1,395,000
9. Open Space	1	120,000	1	140,000	1	140,000	1	140,000	2	540,000
10. Undergrounding	0	-	2	337,700	2	3,335,000	1	90,000	1	240,000
11. CDBG/Housing	1	275,000	1	212,168	0	-	0	-	0	-
<b>Total</b>	<b>95</b>	<b>\$ 72,997,452</b>	<b>92</b>	<b>\$ 48,267,798</b>	<b>104</b>	<b>\$ 59,775,300</b>	<b>115</b>	<b>\$ 59,819,300</b>	<b>125</b>	<b>\$ 94,475,602</b>

The CIP project costs from FYs 2017-2019 to FYs 2019-2021 increased \$34.7 million or 57.9 percent. Of the \$34.7 million, a majority of the increase is five projects that total \$27.8 million as follows: \$15.8 million for the Los Robles Greens Golf Course Groundwater Utilization project, \$ 4.6 million for the Willow Lane Improvements project, which includes a \$2.5 million grant, \$ 4.5 million for the Street Light Acquisition project, \$ 1.9 million for the Solar Canopies at the Municipal Service Center, which includes a \$1.5 million grant, and \$1.0 million for the Civic Arts Plaza Master Plan Improvements project.

Those five projects alone total over \$27.8 million. It should be noted that staff has done its due diligence in evaluating fund balances/net positions and potential revenue income in the future in ensuring that the adopted budget is financially feasible and a prudent spending investment in the City’s infrastructure.

### Ten-Year CIP Budget History



## CIP Themes

Major themes of the CIP Project Budget are as follows:

- Maintenance City – Aging Infrastructure
- Rising costs and funding for Infrastructure
- Civic Arts Plaza and Downtown Investments
- Lighting and Landscape Improvements

The incorporated in 1964 and thus is over 50 years old with aging infrastructure. The Civic Arts Plaza celebrates its 25<sup>th</sup> anniversary in October and is undergoing extensive renovation of the Kavli theatre and mechanical systems. Construction costs continue to rise, which directly impacts bids on construction projects. Staff continues to strategically focus on several areas, including lighting and landscaping improvements. Finally, after many years of strategy and planning, action is beginning on items from the downtown strategic plan, including the Campus Master Plan project.

## Capital Improvement Program Budget Process

The CIP Budget process began with the approval of the Budget Calendar by City Council on September 25, 2018. This document contained key deadlines related to both the Operating and CIP Budgets.

At the beginning of the budget process, departments submitted proposed capital improvement project worksheets, which were prioritized based on the Financial Strategic Plan and City Council priorities, identified work program goals, project scheduling, and availability of funds. Departments then forwarded the prioritized projects to the Finance Budget Team for review and to determine the effect on Fund Balances/Net Position to ensure availability of funds to complete each project. Available Fund Balance and capital revenue sources were calculated by Finance staff, with input from the respective departments. If there was limited funding, staff worked to reprioritize projects to future fiscal years or determine if there were alternative funding sources available. There was no debt issued to support any capital projects during this budget process.

Capital improvement appropriations are reviewed at the end of each fiscal year and if requested, available budget is carried forward to the subsequent fiscal year. The budgetary level of control for all project types is at the fund level. In compliance with the City's formal Financial and Budget Policies, 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. The Adopted CIP Budget was prepared in accordance with Generally Accepted Accounting Principles (GAAP).



### Capital Facilities Committee

Staff presented the Adopted FY 2019-20 and FY 2020-21 CIP Budget to the City Council Capital Facilities Committee on April 1, 2019 to receive input on projects. The Planning Commission reviewed the CIP Budget for General Plan Consistency at its April 1, 2019 meeting.

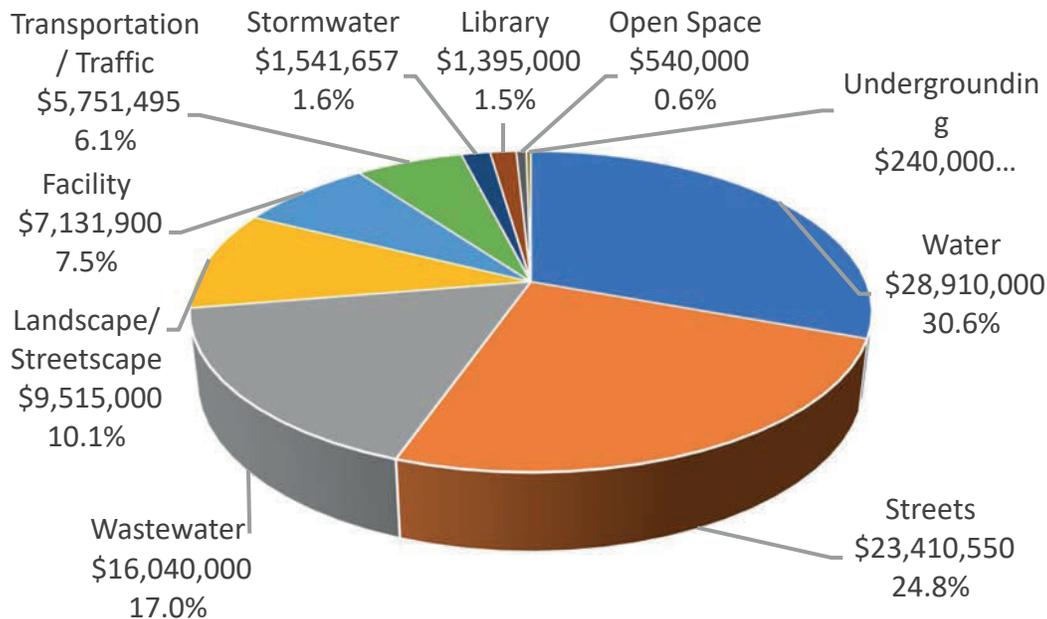
### Overview of Adopted FY 2019-20 and FY 2020-21 CIP Budget

The FY 2019-20 and FY 2020-21 CIP Budget is presented in the table and graph on the following page, with a total budget of \$94,475,602. Also, included in the table is the estimated amount of FY 2018-19 budgets that will be carried over to FY 2019-20 in the amount of \$46,982,458. For a listing of projects by number or name, refer to the CIP Budget book starting on pages 237 and 242, respectively.

#### Adopted FY 2019-20 & FY 2020-21 CIP Budget

No.	Category	Carryover	FY 2019/20	FY 2020/21	Total
1	Facility Projects	\$13,714,096	\$4,640,950	\$2,490,950	\$7,131,900
2	Landscape/Streetscape Projects	2,975,000	3,415,000	6,100,000	9,515,000
3	Library Projects	0	670,000	725,000	1,395,000
4	Open Space Projects	2,851,000	445,000	95,000	540,000
5	Stormwater Projects	0	1,091,657	450,000	1,541,657
6	Street Projects	3,357,430	12,171,650	11,238,900	23,410,550
7	Transportation/Traffic Projects	7,167,132	2,645,000	3,106,495	5,751,495
8	Undergrounding Projects	327,700	160,000	80,000	240,000
9	Wastewater Projects	5,937,100	10,760,000	5,280,000	16,040,000
10	Water Projects	10,653,000	10,795,000	18,115,000	28,910,000
<b>Grand Total</b>		<b>\$46,982,458</b>	<b>\$46,794,257</b>	<b>\$47,681,345</b>	<b>\$94,475,602</b>

#### Projects by Category FY 2019-20 & FY 2020-21, \$94.5 Million



The top ten highest total budgeted capital improvement projects are presented below. Individual projects will be discussed in greater detail further on in this report.

Project #	Project Name	Category	Carryover	FY 2019-2021		Total Budget
				Budget		
1.	CI5395 Los Robles Greens Golf Course Groundwater Utilization Project	Water	\$ 800,000	\$ 15,800,000	\$ 16,600,000	
2.	CI5503 Pavement Overlay Program FY 2019-21	Street	-	10,900,000	10,900,000	
3.	CI8082 La Granada Pump Station	Water	3,400,000	1,650,000	5,050,000	
4.	CI5492 Willow Lane Improvements	Street	55,850	4,575,000	4,630,850	
5.	CI5566 Street Light Acquisition	Landscape	-	4,450,000	4,450,000	
6.	CI5330 Improvements to Newbury Road Project Area	Transp/Traffic	4,098,000	-	4,098,000	
7.	CI5086 Civic Arts Plaza Mechanical Upgrade	Facility	4,040,000	-	4,040,000	
8.	CI5391 Thousand Oaks Boulevard (Phase I) Streetscape Improvements	Landscape	1,500,000	1,600,000	3,100,000	
9.	CI5328 Interceptor Capital Improvement Program Phase V - Unit Y2	Wastewater	2,400,000	600,000	3,000,000	
10.	CI4091 Teen Center & Goebel Adult Center Enhancements	Facility	3,000,000	-	3,000,000	

This list provides the top ten projects based on total FY 2019-2021 budget with any carryover so you can get an overall idea of where funds are proposed to be spent. These ten projects account for approximately 41.9 percent of the total adopted budget of \$94.5 million.

**Project Funding for FY 2019-20 and FY 2020-21 CIP Budget**

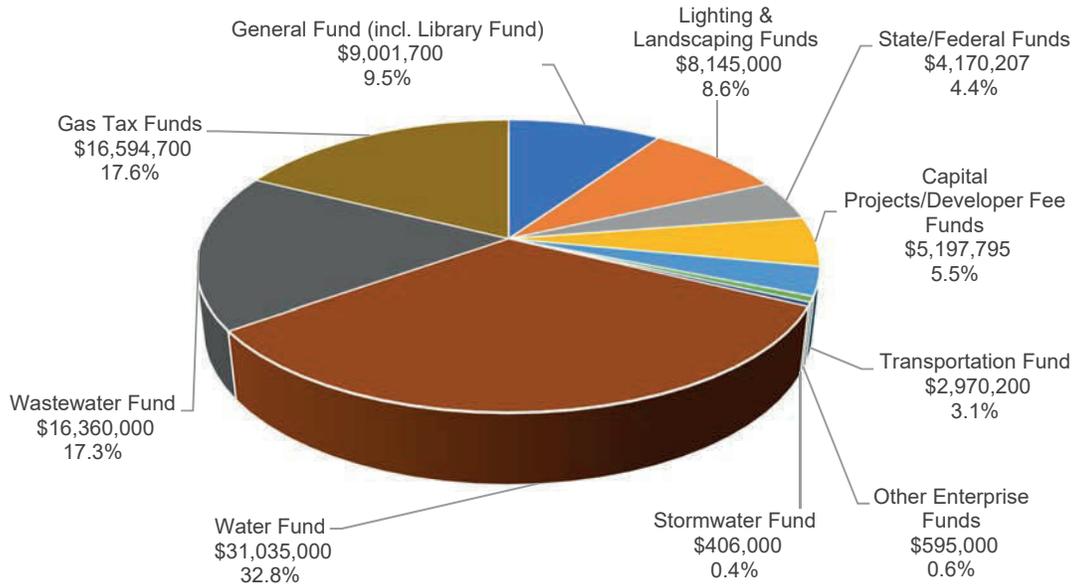
In development of the FY 2019-20 and FY 2020-21 CIP Budget, staff from various departments worked together to come up with a Citywide projects list based on various project master plans (refer to the CIP Fiscal Policy). Project costs were based on engineer’s estimates and/or consultant reports. Annual and on-going project costs were calculated with an engineer’s estimates, or a construction or Department of Labor consumer price index added for future years. Staff then prioritized every project in each of the categories (e.g. Facility, Water, etc.).

Staff then analyzed the available funding sources and potential grants to support each project request. For any one project, the City may use multiple funding sources. Funding sources have various constraints, for example water capital revenue can only be used for water system projects. The General Fund is the only discretionary fund in which the revenue can be used for any capital improvement project. This is illustrated in the “CIP Projects by Fund” section.



The appropriations by funding source for the FY 2019-20 and FY 2020-21 CIP Budget are as follows below:

**FY 2019-20 & FY 2020-21 CIP Funding Sources, 94.5 Million**



This graph highlights the funding sources for the FY’s 2019-2021 CIP Budget. The bulk of the funding is coming from the Water Fund, Gas Tax Funds, Wastewater Fund, General Fund, and Lighting/Landscaping Funds, which combined, are approximately 86.0 percent of the funding for the CIP Budget. The rest of the discussion will center around each of these funding sources and highlighting various projects.

Following are the highlights of significant projects by major funding source for the CIP Budget:

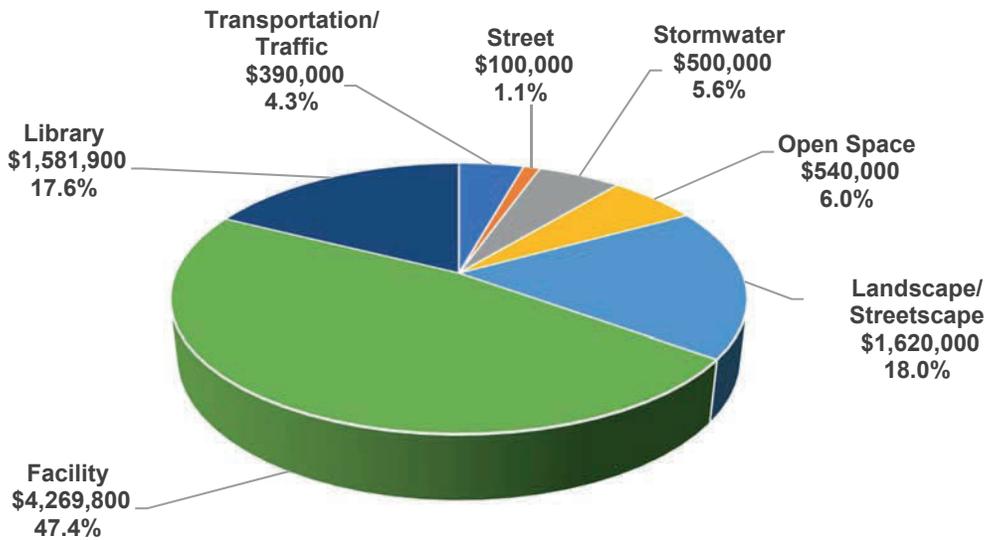
General Fund (including Library Fund): The General Fund is the City’s primary operating fund and provides City Council with the most discretion in allocating resources. Funding for the CIP program out of the General Fund is from capital reserves that have already been set aside for capital projects, not from ongoing general operating revenues and the majority of projects are related to the improvement and maintenance of City-owned facilities. Staff prepares a 15-year facility maintenance plan to strategically plan for future replacement and maintenance of aging City facilities. The City owns 18 facilities requiring ongoing improvement, maintenance, and major renovations and upgrades.



In addition to facility maintenance projects, the General Fund also funds various other significant projects, including those related to City Council Goals and Priorities that do not have identified funding sources, such as enterprise funding, such as the Thousand Oaks Boulevard Streetscape Improvements Project (CI5391). The General Fund will also support all capital and maintenance projects at the City’s Libraries.

The FY 2019-20 and FY 2020-21 CIP Budget in the General Fund and Library Fund is \$9,001,700, as shown in the graph below:

**FY 2019-20 & FY 2020-21 General Fund (Incl. Library), \$9.0 Million**



A highlight of some notable General Fund supported capital projects in the FY 2019-20 and FY 2020-21 CIP Budget, including Carryovers are:

- Civic Arts Plaza Campus Masterplan & Improvements (CI5540, pg. 19) - \$1,000,000, plus \$1,500,000 carryover, 5-Year CIP Plan total of \$6,500,000.

This project is one of City Council’s Top Priorities for FY 2019-20 and developed as a recommendation of the Downtown Master Plan. The scope of the project includes re-examining the uses and activities at the Civic Arts Plaza (CAP) to create a more cohesive visitor connection to the CAP and surrounding areas, developing options to create a new town square for public activities, and making modifications as needed to the building and existing site to encourage an active downtown area surrounding the Civic Arts Plaza. Final scope of the project will determine any operations impacts associated with the final plans.

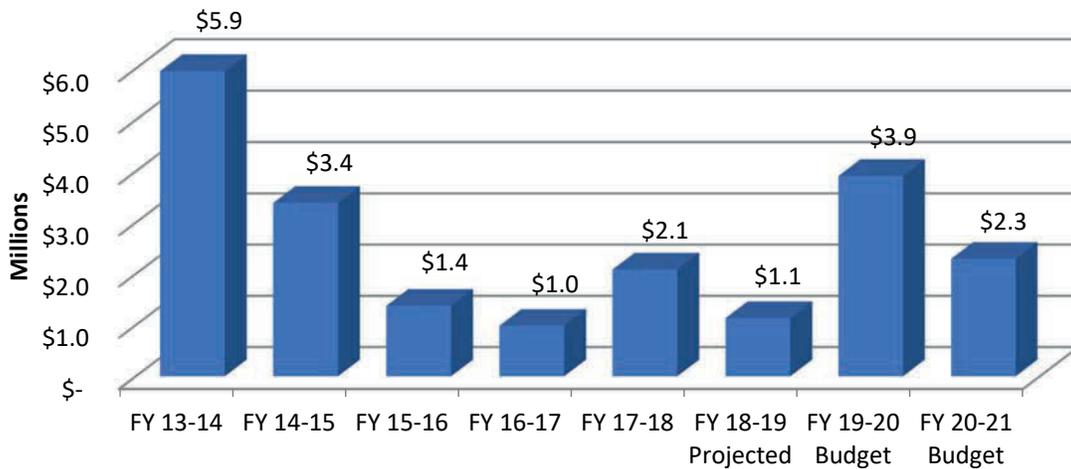


- Civic Arts Plaza Mechanical Upgrade (CI5086, pg. 9) - \$4,040,000 carryover. This project is estimated to begin construction soon and will upgrade and replace the 24-year old heating, ventilating, and air-conditioning equipment throughout the Civic Arts Plaza, utilizing energy efficient equipment. Reduced energy costs will result from a more efficient system design and equipment, as well as reduced repair costs by replacing equipment that has reached the end of its useful life.
- Teen Center/Goebel Center Enhancements (CI4091, pg. 8) - \$3,000,000 carryover. This project was redesigned from the original Teen Center gym expansion through extensive outreach with teen and adult community center users. The new design will allow for effective utilization of the outdoor space at the Teen Center, which is currently undeveloped. The project will also upgrade various interior spaces at both the Teen and Adult Community Centers and lead to better utilization of space. Costs associated with some of the upgrades will be offset by increased programming costs.
- Kavli Auditorium Upgrades (MI2088, pg. 26) - \$2,288,000 carryover and an additional \$300,000 carryover in the Theatres Fund. This project will occur during August and September and will renovate the 24-year old auditorium, including paint, energy efficient lighting, re-upholstery of the seating, and renovation of the backstage green rooms. LED technology will result in a decrease in lighting electricity costs.
- Thousand Oaks Blvd. (Ph 1) Streetscape (CI5391, pg. 28) - \$1,500,000, plus \$600,000 carryover. This project evolved from the adopted Thousand Oaks Boulevard Specific Plan and is one of City Council's Top Priorities for FY 2019-20. This project will enhance pedestrian nodes, improve sidewalk curb extensions and pedestrian crossings, and utilize landscaped features in the Downtown corridor. Potholing was just completed on Thousand Oaks Boulevard and design is in progress. This will result in increased landscape maintenance costs in future years.
- Sustainability Projects related to City Council's Top Priority – Various projects are included to achieve greater environmental sustainability, including Solar Canopies at the Municipal Service Center (CI5265, pg. 12) and Electric Vehicle Charging Stations (CI5569, page 25), which are both multi-funded projects and include some level of grant funding. Ongoing maintenance costs will be offset by reduced electric billings.



The table below shows the six-year history of General Fund and Library Fund capital expenditures. FY 2013-14 is primarily due to the Erbes Road Utility Undergrounding Improvements and Kavli Lobby Renovation projects and FY 2014-15 is primarily due to the Erbes Road Utility Undergrounding Improvements. With major projects such as the Campus Master Plan, CAP Mechanical Upgrades, and Kavli Auditorium Upgrades currently in design or construction phases, it is anticipated that General Fund capital expenditures will be greater than the historical average, which is \$2.5 million in expenditures over the past six years, as highlighted in the chart below. General Fund reserves are sufficient to support the adopted level of funding.

**Six-Year History of General Fund & Library Fund Capital Expenditures**



Street Improvement Funds: Historically, the City has relied on several funding sources for street infrastructure projects, including: Gas Tax, Transportation Development Act (TDA) funds, Federal and State grants, Redevelopment Agency (RDA) funds, and Verizon FTTP revenue sources. The State eliminated RDA funding in 2012 and Verizon’s FTTP project funding was fully expended. With the passage of SB 716, the City has been unable to use TDA funds toward street-related purposes since July 2014. The elimination of these revenue sources presents an ongoing challenge to fund citywide street infrastructure improvements. Per the City’s 2014 Pavement Management Program, which is currently in the process of being updated, in order to maintain existing pavement conditions, the City should be funding pavement rehabilitation at an annual amount of \$6.5 million.

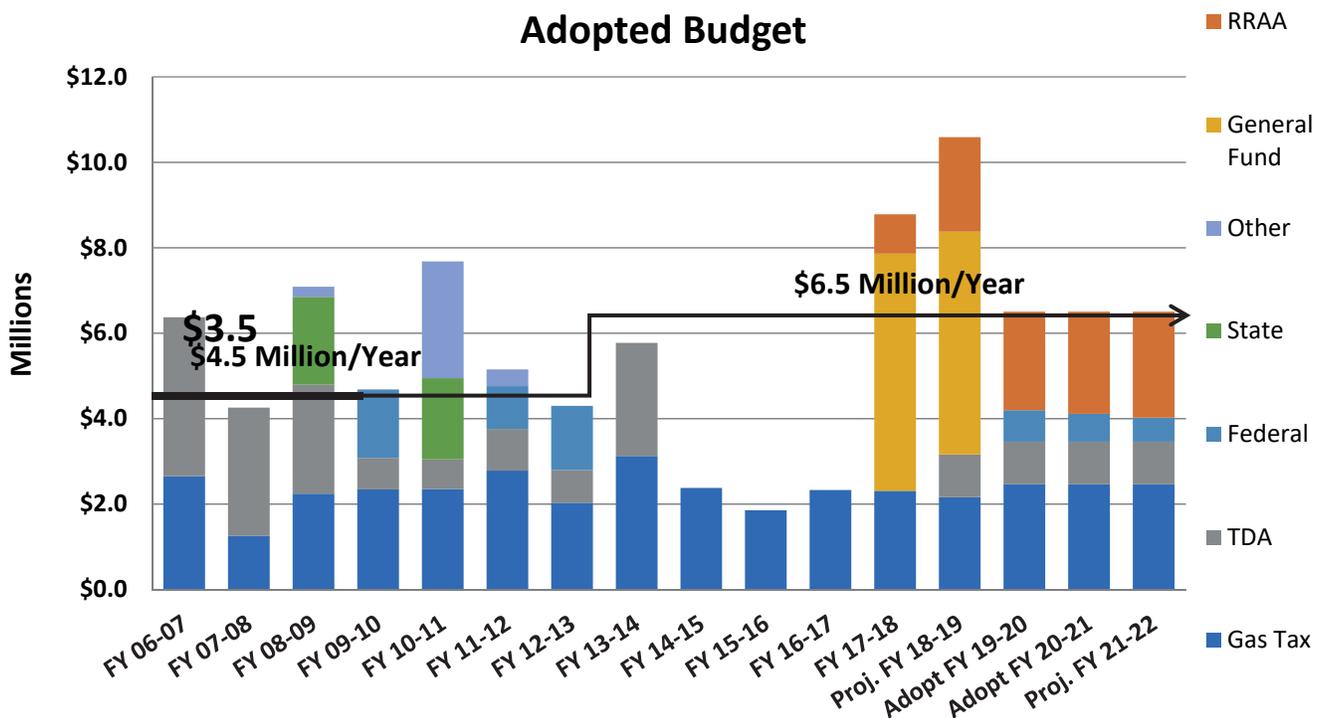
As of FY 2018-19, the deferred maintenance amount totals \$17.2 million. With the elimination of major revenue sources as mentioned previously, and in an effort to not defer any additional street maintenance, City Council approved a one-time General Fund Transfer of \$5.6 million in FY 2017-18 and \$5.2 million in FY 2018-



19 to cover the 2018 Pavement Program and to assist in completing the largest pavement overlay and slurry project to date, touching over 50 miles of City streets.

The graph below shows the ten-year gas tax/street-related revenue history, projections through FY 2020-21, and required street improvement funding needs to maintain streets and roads in the current condition. In FY 2016-17 the State passed SB 1, the Road Repair and Accountability Act (RRAA), an investment of \$54.0 billion over the next decade to repair streets, roads, freeways, and bridges through an increase of the gas tax and other various taxes/fees. This is projected to bring revenue of \$2.3 million to the City in FY 2019-20 and \$2.4 million in FY 2020-21. In addition, California State Assembly member Jacqui Irwin sponsored legislation last year to allow the City to utilize TDA funds for streets and roads after meeting transit needs. This amounted to \$1.0 million in FY 2018-19 and is estimated at approximately \$1.0 million annually over the next two fiscal years.

### 10-Year Gas Tax/Streets Revenue History & Adopted Budget



As you can see from the chart above, the addition of RRAA funding and the renewal of TDA funding for streets and roads, is projected to match the current required street maintenance needs of \$6.5 million. The 2014 Pavement Management Program is currently in the process of being updated and staff anticipates the amount will increase due to higher construction costs and inflation. Thus, it is anticipated for the next biennial budget process there will once again be a shortfall in street maintenance funding.



The FY 2019-20 and FY 2020-21 CIP Budget of \$16,594,700 for Street Improvement Funds includes adequate funding required to maintain street and sidewalk infrastructure per the 2014 Pavement Management Program of \$6.5 million annually. A highlight of the major projects are as follows:

- Pavement Overlay Program FY 2019-21 (CI5503; pg. 68) - \$10,900,000. Program will reduce street maintenance costs to Gas Tax funds.
- Pavement Slurry Program FY 2019-21 (MI2549; pg. 74) - \$2,100,000. Program will reduce street maintenance costs to Gas Tax funds.
- Willow Lane Improvements (CI5492, pg. 66) - \$1,061,700 in Street Improvement Funds, \$2,484,150 in grant funds, total project budget including carryover and other funds is \$4,630,850. This project will construct sidewalk, bike lanes, and other improvements along Willow Lane between Hampshire and Thousand Oaks Blvd and is a strategic project to provide a connection from that area to Downtown Thousand Oaks.
- Curb Ramps Citywide FY 2019-21 (CI5504, pg. 69) - \$800,000. The project will require ongoing street maintenance.

Capital Projects/Developer Fee Funds: The FY 2019-20 and FY 2020-21 CIP Budget is \$5,197,795 for Capital Projects/Developer Fee funds. A highlight of the major projects are as follows:

- Newbury Rd. Project Area Improvements (CI5330, pg. 88) - \$4,098,000 carryover. This project is funded from RDA bond proceeds and will fund improvements in the Newbury Project Area in conjunction with the development of the parcel on Kelley Road. On-going street maintenance cost will increase.
- Lawrence Dr./Teller Rd. Intersection Improvements (CI5297, pg. 87) - \$1,300,000, plus \$635,000 carryover and additional grant carryover of \$160,000. This project widens the northeast corner of Lawrence Drive and Teller Road. Electric and street maintenance costs will increase.
- Los Feliz Sidewalks Phase III (CI5426, pg. 65) - \$501,900 (Total of \$2,379,500 across all funding sources and carryover). This project will construct a sidewalk on Los Feliz Drive between Thousand Oaks Boulevard and Conejo School Road and will provide connectivity to "Downtown." This project will require ongoing sidewalk maintenance costs.



- Willow Lane Improvements (CI5492, pg. 66) - \$629,150, plus \$55,850 carryover and additional funding from other sources for a total project budget in the amount of \$4,630,850, as previously discussed. This project will require ongoing sidewalk and landscape maintenance costs.
- Thousand Oaks Boulevard Streetscape Improvements (CI5391, pg. 28) - \$500,000. This is in addition to the General Fund portion of the project as previously discussed. This project will increase ongoing streetscape maintenance costs.

Staff has worked on the Traffic Mitigation Impact Fees Nexus Study (Study) over the past two years and presented the Study and recommendations for consolidation of the various traffic impact fees into a single fee (Fund 544) to City Council at their April 23, 2019 meeting.

Since the City transitioned from growth to maintenance, it experienced a significant decline in developer fee revenue over the past ten years. This trend is expected to continue and will no longer be a major source of revenue for funding street and transportation/traffic infrastructure projects. Capital Projects/Developer Fee Funds' revenue has decreased from a high of \$3.1 million in FY 2006-07 to \$1.4 million projected in FY 2019-20, representing a 55 percent decrease. With the possibility of several new mixed-use projects along Thousand Oaks Boulevard, there is projected to be a slight increase compared to the past several years, however developer fee revenue is still not adequate to fully fund all projects included in the five-year CIP Plan.

Over the last ten years, Capital Projects/Developer Fee Funds' revenue has supported several major projects including: Erbes Road improvements, Lynn Road bike lanes, Wendy Drive/US 101 interchange, Moorpark Road and sidewalk improvements, Conejo Creek bike path, and Citywide undergrounding and traffic signal equipment improvements. With the loss of RDA funds and the limited revenue available from Capital Projects/Developer Fee Funds going forward, this will continue to strain the City's ability to fund street and road-related infrastructure projects.

Lighting and Landscaping Funds: The FY 2019-20 and FY 2020-21 CIP Budget is \$8,145,000 for Lighting and Landscaping funds. Major projects are as follows:

- Street Light Acquisition (CI5566; pg. 30) - \$4,450,000, total of \$6,650,000. The Street Light Acquisition project is to acquire Southern California Edison owned street lights. The City will benefit from the installation of energy efficient LED lighting, as well as the potential for revenue from lease opportunities to the Lighting Fund. The payback period for the purchase of the lights is estimated to be 15 years. Although the project is budgeted in

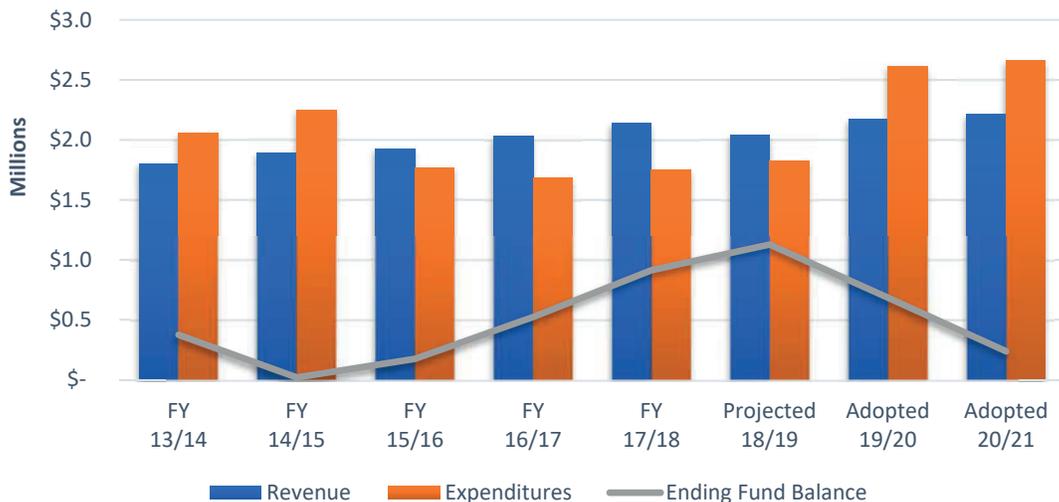


the Lighting Fund, the project will require financial support, potentially in the form of a loan from the General Fund. With the acquisition of street lights, there is the potential for lease revenues, as well as a reduction in repair costs.

- Landscaping Upgrades – Forestry Master Plan FY 2019-21 (MI2559; pg. 32) - \$1,700,000. This project will implement improvements to landscaped turf areas with drought tolerant landscaping per recommendations in the 2017 Forestry Master Plan. This project will reduce water usage and long-term maintenance.
- Forestry Master Plan Demo Sites (MI2545, pg. 31) - \$925,000 in Landscape Funding carryover with an additional \$550,000 General Fund carryover. This project is a citywide demonstration project that will upgrade five City medians with drought tolerant landscaping and energy efficient irrigation practices. Project will increase landscape M&O cost for plant establishment.

As part of the 2016 Fiscal Sustainability Study, the Lighting Fund was projected to require General Fund support beginning in FY 2015-16. In an effort to proactively address this challenge, several changes were made to the street lighting operations that successfully corrected the ongoing deficit in the Lighting Fund as shown in the chart below. Beginning in the FY 2019-2021 CIP Budget, traffic signal capital projects were budgeted in the Lighting Fund again based on the availability of fund balance. If the street light acquisition project is successful, this is anticipated to bring in an additional revenue source to the Lighting Fund, which potentially could offset the cost of CIP projects in the Lighting Fund, and lead to fiscal sustainability in the near future.

**Lighting Fund 6-Year History & Two-Year Adopted Budget  
(includes Adopted CIP Budget, less Street Light Acquisition)**



Stormwater Fund: The FY 2019-20 and FY 2020-21 CIP Budget is \$406,000 for Stormwater Fund. Major projects are as follows:

- Watershed Management Plan (MI2583; pg. 56) - \$200,000 with Five-Year plan total of \$300,000.
- Trash Full Capture Device Installation (MI2597, pg. 57) - \$100,000 with Five-Year plan total of \$550,000. Maintenance costs will increase due to cleaning out of catch basins and inlets.

Reissuance of the Ventura County Wide MS4 Permit in 2019 from the Regional Water Quality Control Board will be based on current L.A. County's MS4 Permit requiring Watershed Management Plans (WMP). The Stormwater Fund has depleted its reserves and is currently supported by the General Fund for operational expenditures. These projects, as well as future projects included in the five-year CIP plan, require funding through grants or General Fund support. Funding of stormwater programs to maintain permit compliance is a statewide challenge and staff is staying abreast of the latest developments. There are a variety of legislative efforts, legal cases, and ballot measures that have formed the foundation of these financial constraints.

Water and Wastewater Funds: City Council adopted the 2017 Water and Wastewater Financial Plans in 2017. The Plans established a framework for future planning of Water and Wastewater system capital needs and established rates that integrated capital requirements. The Plans reviewed and updated the current rate structures and ensured financial sufficiency, improved financial health of the funds, and ensured reserve fund targets will be met. Work is currently in progress on the 2019 Water and Wastewater Financial Plans.

The Adopted FY 2019-20 and FY 2020-21 CIP Budget is \$31,035,000 for the Water Fund and \$16,360,000 for the Wastewater Fund. The Water and Wastewater utilities are a major focus of staff over the next two years with 22 Water Fund projects and 21 Wastewater Fund projects. The City's utilities are a billion-dollar investment that should be maintained on a regular schedule. With the City's infrastructure over 50 years old in some areas, the cost of maintaining the infrastructure is increasing.

Some of the major projects to highlight are:

Water:

- Los Robles Greens Golf Course Groundwater Utilization (CI5395, pg. 143) - \$15,800,000, total of \$16,600,000. This project is a City Council Priority related to environmental sustainability. The pilot program is underway and grant funding is anticipated for a portion of the project.



This will supply potable water to the City's water customers, lessening reliance on imported water. There will be an increase in operating costs, offset from the sale of water.

- Pump Station Improvements at La Granada Pump Station (CI8082; pg. 158) \$1,650,000; total of \$5,050,000 and Erbes Road Pump Station (CI5570, pg. 157) \$750,000 total budget. La Granada Pump Station is construction of a new pump station at La Granada Reservoir, which is necessary to ensure reliable and consistent water to Wilder Zone customers. This project will increase M&O costs by \$1,000/year.
- SCADA Master Plan and PLCs (CI5284; pg.138) - \$1,200,000; total of \$2,650,000. This project is to update the SCADA system with the installation of new programmable logic controllers and communication systems.
- Reservoir Improvements at Tara Reservoir (CI5290, pg. 139) \$2,150,000 carryover and La Granada Reservoir (CI5292, pg. 140) \$1,900,000 carryover.

Wastewater:

- Digesters Rehabilitation (#1 – MI2564, pg.130), (#2 – MI2563, pg.129), & (#3 – MI2533, pg.126) - \$2,300,000, total of \$3,290,500. These projects will increase energy production, revenue generation, and cost savings.
- Interceptor CIP Phase V – Unit Y2 (CI5328; pg.112) - \$600,000 with a \$2,400,000 carryover for a total budget of \$3,000,000. This project constructs four maintenance hold structures within the siphon reach of Unit Y2 Interceptor and relines 4,500 feet of the interceptor. This project will reduce wastewater M&O costs.
- Hill Canyon Treatment Plant Solar System Purchase (CI5523; pg.122) - \$1,500,000. The existing solar system includes a buyout option. It is estimated that exercising the buyout option would result in cumulative savings of \$450,000 over the next ten years.

The programmed CIP projects for Water and Wastewater in this budget are focused on the necessary critical upkeep and maintenance of the City's existing water distribution and wastewater collection facilities, based on the findings and recommendations of the Water Master Plan and the Water and Wastewater Asset Management Plans. In addition, there are a limited number of new facilities, including a new pump station at La Granada, a higher focus on re-use and groundwater development, and SCADA upgrades for the water network.



Transportation Fund: The Adopted FY 2019-20 and FY 2020-21 CIP Budget for the Transportation Fund is \$2,970,200. The majority of projects in the Transportation Fund are funded by Federal grants and if a project in the CIP Budget does not receive the anticipated grant funding, the project will not commence until alternative funding is secured. Some of the major projects are:

- Transportation Center Bus Parking & Pedestrian Improvements (CI5269, pg. 86) - \$825,000, with a carryover of \$1,975,000, for a total budget of \$2,800,000. This project will reconfigure the Transportation Center bus loading area to accommodate additional buses, improve transit service efficiencies, and improve safety.
- Solar Canopies at MSC (CI5265, pg. 12) - \$1,000,000, with a carryover of \$869,440, for a total budget of \$1,869,440. This project includes other funding sources as previously discussed under the General Fund section for a total project budget of \$2,769,440. Routine maintenance costs will be offset by a reduction in electric billings.

The Transportation Fund projects include several projects anticipated to receive grant funding. If grant funds are not received, projects will be put on hold until alternative funding sources are identified.

Other Enterprise Funds: Funding included in the Adopted FY 2019-20 and FY 2020-21 CIP Budget for the Golf Course Fund is \$550,000, Solid Waste Fund \$45,000, and for the Theatres Fund is a carryover totaling \$300,000. Projects to highlight are:

- Los Robles Greens Miscellaneous Projects (CI5390; pg. 16) - \$500,000, with a Five-Year CIP Plan of \$1,250,000. This project will include; tee box leveling, cart path refurbishment, clubhouse interior remodeling, restroom rehabilitation, office remodel, netting repairs, pump house upgrades, on-going irrigation system, and general building repairs throughout the coming five years.
- Kavli Auditorium Upgrades (MI2088; pg. 26) - total of \$300,000. The project was initially approved for \$400,000 budget from the Theatres Fund. Approximately \$100,000 has been spent to date. \$300,000 will be carried over in the Theatres Fund and an additional \$2.3 million will be carried over from the General Fund, as previously discussed.

It should again be noted that there was no debt issued for any capital projects and there is no financial impact on either of the fiscal year's Adopted Operating budgets. Staff made sure that CIP Project funding for FY 2019-20 and FY 2020-21 is coming from both annual fund revenues and one-time support from Fund Balance/Net Position.



## Timeline Related to the CIP Budget

November 2018	FYs 2019-2021 CIP Budget process began
April 1, 2019	Capital Facilities Committee Meeting
April 1, 2019	Planning Commission (General Plan Consistency)
April 2, 2019	City Council CIP Budget Study Session
June 11, 2019	Operating and CIP Budgets Public Hearing

## Summary

The Adopted FY 2019-20 and FY 2020-21 CIP Budget for the next two fiscal years includes 125 projects for a total budget of \$94,475,602, in which there was no new debt issued to cover any of the cost of any projects listed. The Adopted FY 2019-20 and FY 2020-21 CIP Budget contains several significant capital improvement projects, such as the Los Robles Greens Golf Course Groundwater Utilization project and the Pavement Overlay and Slurry projects, projects that implement City Council's Top Priorities, such as the Campus Master Plan, as well as many other projects that are essential to the day-to-day operations of a quality city.

With the City's transition to a maintenance-oriented community, combined with declining and eliminated revenue sources, the City is continuously faced with the question of how to maintain the existing quality of its infrastructure to the satisfaction of residents. Staff plans on updating the Ten-Year Financial Strategic Plan in FY 2019-20 to identify key focus areas in order to continue to be proactive and prudent in its fiscal management.

Staff believes the Adopted FY 2019-20 and FY 2020-21 CIP Budget represents a responsible fiscal plan that addresses the City's infrastructure needs for the next two fiscal years and also addresses the sustainability and conservation efforts that are so critical today, while planning for long-term continued management of the City's \$2.0 billion in total assets.



# Capital Improvement Program

## Five Year Summary

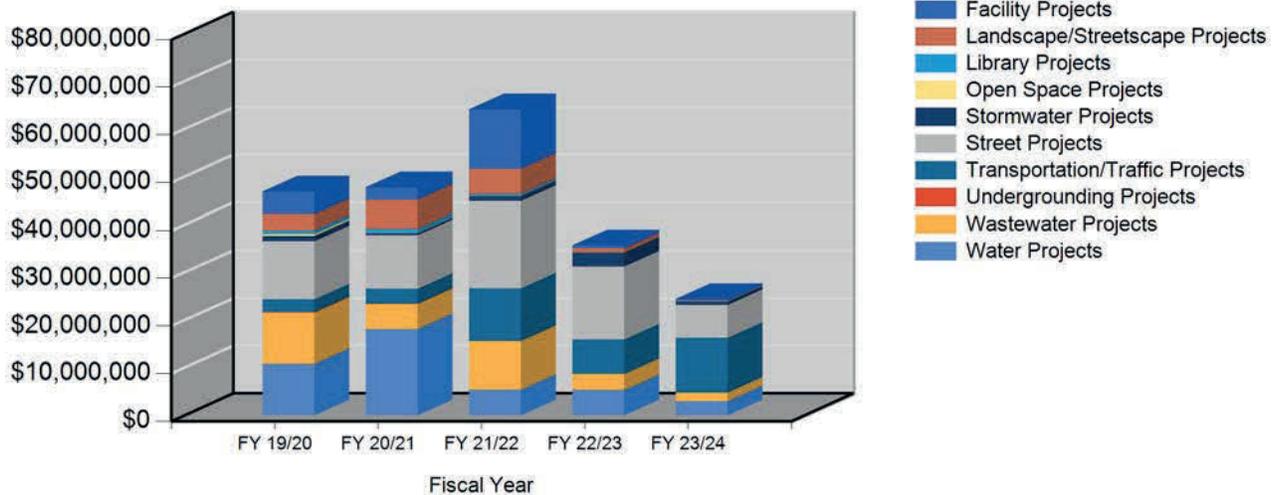
### by Category

No.	Category	Page	# Projects	Carryover	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
1	Facility Projects	7	15 / 28	\$13,714,096	\$4,640,950	\$2,490,950	\$12,373,000	\$525,000	\$250,000	\$33,993,996
2	Landscape/Streetscape Projects	27	7 / 13	2,975,000	3,415,000	6,100,000	5,300,000	800,000	100,000	18,690,000
3	Library Projects	36	7 / 8	0	670,000	725,000	350,000	0	0	1,745,000
4	Open Space Projects	44	2 / 5	2,851,000	445,000	95,000	70,000	70,000	70,000	3,601,000
5	Stormwater Projects	50	7 / 14	0	1,091,657	450,000	1,030,000	2,949,000	750,000	6,270,657
6	Street Projects	58	18 / 37	3,357,430	12,171,650	11,238,900	18,267,500	15,320,000	6,900,000	67,255,480
7	Transportation/Traffic Projects	80	25 / 48	7,167,132	2,645,000	3,106,495	11,025,000	7,240,000	11,472,500	42,656,127
8	Undergrounding Projects	108	1 / 2	327,700	160,000	80,000	0	0	0	567,700
9	Wastewater Projects	111	21 / 34	5,937,100	10,760,000	5,280,000	10,280,000	3,400,000	1,850,000	37,507,100
10	Water Projects	136	22 / 37	10,653,000	10,795,000	18,115,000	5,350,000	5,300,000	2,950,000	53,163,000
Grand Total			125 / 226	\$46,982,458	\$46,794,257	\$47,681,345	\$64,045,500	\$35,604,000	\$24,342,500	\$265,450,060

Note: "Carryover" refers to budget appropriations approved by City Council prior to June 30, 2019. 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 "Carryover" column.

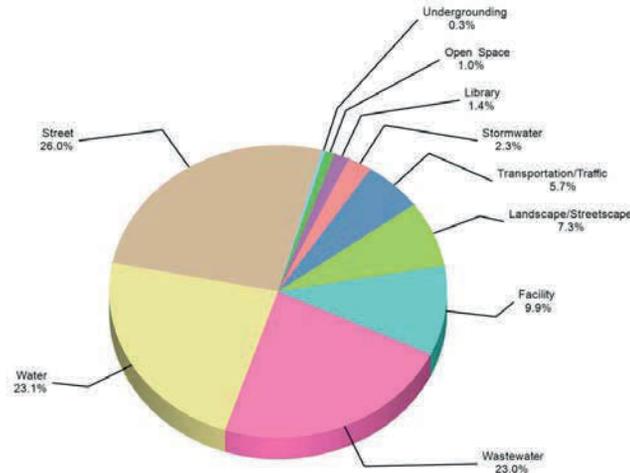
"# Projects" column shows the number of projects for proposed Fiscal Years 2019-2020 & 2020-2021 as well as the total number of projects listed within each category.

**CIP Project Summary**  
FY 2019/20 through 2023/24



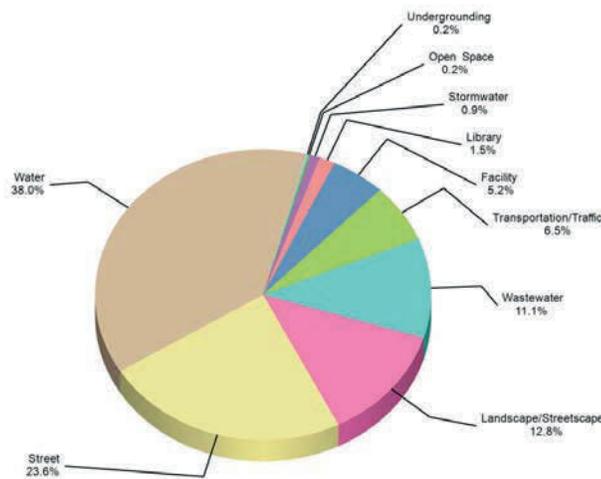
# Capital Improvement Program

## Overview of Projects by Category FY 2019 - 2020



\$46,794,257

## Overview of Projects by Category FY 2020 - 2021



\$47,681,345

# Capital Improvement Program

## Five Year Summary

### by Fund

No.	Fund	Page	Carryover	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
1	AD 79-2 LANDSCAPE (142)	172	\$925,000	\$610,000	\$1,625,000	\$2,740,000	\$695,000	\$75,000	\$6,670,000
2	BICYCLE & PED FAC SB821 (136)	168	55,000	0	0	0	0	0	55,000
3	CITY LIGHTING (141)	171	0	730,000	5,180,000	2,905,000	505,000	505,000	9,825,000
4	CNTY FLOOD CONTR ZONE 3 (177)	173	0	206,000	200,000	400,000	750,000	750,000	2,306,000
5	COMM REC FAC OPEN SPACE FUND (512)	175	2,027,000	0	0	0	0	0	2,027,000
6	DEVELOPER FEES-OTHER /542 (542)	182	110,000	0	0	0	0	0	110,000
7	DEVFEE CITYWIDE IMPACT FEE DF0923 (544)	184	199,132	379,000	1,087,395	5,550,410	10,747,000	7,222,500	25,185,437
8	DEVFEE RD IMPRV CW DF0921 (531)	177	0	0	0	60,000	0	0	60,000
9	DEVFEE RD IMPV NP DF0918 (532)	178	0	475,000	925,000	1,250,000	0	0	2,650,000
10	DEVFEE SIGNL CONST DF0082 (552)	186	400,000	76,000	0	0	0	0	476,000
11	DEVFEE TELLER RD DF0914 (538)	179	80,000	0	50,000	0	0	0	130,000
12	DEVFEE TO RD IMPR DF0922 (543)	183	553,350	1,490,400	65,000	0	0	0	2,108,750
13	DEVFEE TRAF SAFETY DF0079 (551)	185	145,000	100,000	310,000	64,300	0	0	619,300
14	DEVFEE UG UTL REST DF0919 (540)	180	96,500	80,000	80,000	0	0	0	256,500
15	DEVFEE UNGD UTL CW DF0920 (541)	181	231,200	80,000	0	0	0	0	311,200
16	DOS VIENTOS DF2009 (561)	187	1,151,630	0	0	0	0	0	1,151,630
17	GAS TAX SB 325,SEC 99400A (135)	167	0	1,991,700	1,000,000	1,000,000	1,000,000	1,000,000	5,991,700
18	GASOLINE TAX 2103 (137)	169	0	775,000	1,874,200	775,000	775,000	775,000	4,974,200
19	GASOLINE TAX 2105 (132)	165	100,000	1,888,000	3,025,800	2,036,250	1,170,000	1,170,000	9,390,050
20	GASOLINE TAX 2106 (133)	166	0	775,000	510,000	1,220,000	1,130,000	1,030,000	4,665,000
21	GENERAL FUND (001)	163	15,033,656	5,104,900	2,314,900	8,657,500	2,137,500	95,000	33,343,456
22	KAVLI CTR & SCHERR THEATR (681)	196	300,000	0	0	250,000	0	0	550,000
23	LIBRARY (110)	164	0	763,450	818,450	2,898,000	0	0	4,479,900
24	LOS ROBLES GOLF COURSE (671)	195	0	250,000	300,000	1,350,000	250,000	250,000	2,400,000
25	ROAD MAINT & REHAB ACCT (RMRA) SEC 2030 (138)	170	0	2,155,000	2,600,000	2,480,000	2,570,000	2,670,000	12,475,000
26	SA BOND PROCEEDS (521)	176	4,098,000	0	0	0	0	0	4,098,000
27	SOLID WASTE - GENERAL (631)	193	0	45,000	0	0	0	0	45,000
28	STREETS TRANSPORTATION PR (183)	174	1,523,350	3,172,207	998,000	10,901,540	4,452,000	4,000,000	25,047,097
29	TRANSPORTATION - GENERAL (651)	194	2,844,440	2,397,600	572,600	3,575,000	425,000	0	9,814,640
30	WASTEWATER - CAP. PROGRAM (624)	192	6,224,600	11,030,000	5,330,000	10,431,250	3,548,750	1,850,000	38,414,600
31	WATER - CAPITAL PROGRAMS (612)	188	2,800,000	2,850,000	995,000	646,250	2,743,750	160,000	10,195,000
32	WATER-CAPTL FACIL REPLACE (613)	190	8,084,600	9,370,000	17,820,000	4,855,000	2,705,000	2,790,000	45,624,600
Grand Total			\$46,982,458	\$46,794,257	\$47,681,345	\$64,045,500	\$35,604,000	\$24,342,500	\$265,450,060

Note: "Carryover" refers to budget appropriations approved by City Council prior to June 30, 2019. 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 "Carryover" column.

# Capital Improvement Program

## Five Year Project Revenue Summary

### by Fund

No.	Fund	Page	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total	Revenue Source
1	AD 79-2 LANDSCAPE (142)	172	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000	(f)
2	BICYCLE & PED FAC SB821 (136)	168	59,000	59,000	59,000	59,000	59,000	295,000	(c)
3	CITY LIGHTING (141)	171	270,000	4,720,000	2,470,000	270,000	270,000	8,000,000	(f)
4	CNTY FLOOD CONTR ZONE 3 (177)	173	206,000	200,000	400,000	750,000	750,000	2,306,000	(a)
5	COMM REC FAC OPEN SPACE FUND (512)	175	150,000	150,000	150,000	150,000	150,000	750,000	(e)
6	DEVELOPER FEES-OTHER /542 (542)	182	0	0	0	0	0	0	(f)
7	DEVFEE CITYWIDE IMPACT FEE DF0923 (544)	184	1,380,000	980,000	780,000	780,000	780,000	4,700,000	(f)
8	DEVFEE RD IMPRV CW DF0921 (531)	177	5,000	5,000	5,000	0	0	15,000	(f)
9	DEVFEE RD IMPV NP DF0918 (532)	178	0	0	0	0	0	0	(f)
10	DEVFEE SIGNL CONST DF0082 (552)	186	0	0	0	0	0	0	(f)
11	DEVFEE TELLER RD DF0914 (538)	179	0	0	0	0	0	0	(f)
12	DEVFEE TO RD IMPR DF0922 (543)	183	0	0	0	0	0	0	(f)
13	DEVFEE TRAF SAFETY DF0079 (551)	185	0	0	0	0	0	0	(f)
14	DEVFEE UG UTL REST DF0919 (540)	180	4,000	4,000	4,000	4,000	4,000	20,000	(f)
15	DEVFEE UNGD UTL CW DF0920 (541)	181	6,000	6,000	6,000	6,000	6,000	30,000	(f)
16	DOS VIENTOS DF2009 (561)	187	30,000	30,000	30,000	30,000	30,000	150,000	(f)
17	GAS TAX SB 325,SEC 99400A (135)	167	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000	(c)
18	GASOLINE TAX 2103 (137)	169	1,110,000	1,110,000	1,110,000	1,110,000	1,110,000	5,550,000	(c)
19	GASOLINE TAX 2105 (132)	165	2,780,800	870,000	870,000	870,000	870,000	6,260,800	(c)
20	GASOLINE TAX 2106 (133)	166	480,000	480,000	480,000	480,000	480,000	2,400,000	(c)
21	GENERAL FUND (001)	163	1,645,000	25,000	0	0	0	1,670,000	(a)
22	KAVLI CTR & SCHERR THEATR (681)	196	0	0	250,000	0	0	250,000	(g)
23	LIBRARY (110)	164	713,450	868,450	2,898,000	0	0	4,479,900	(a)
24	LOS ROBLES GOLF COURSE (671)	195	250,000	250,000	250,000	250,000	250,000	1,250,000	(g)
25	ROAD MAINT & REHAB ACCT (RMRA) SEC 2030 (138)	170	2,305,000	2,390,000	2,480,000	2,570,000	2,670,000	12,415,000	(c)
26	SA BOND PROCEEDS (521)	176	0	0	0	0	0	0	(f)
27	SOLID WASTE - GENERAL (631)	193	600,000	600,000	600,000	600,000	600,000	3,000,000	(g)
28	STREETS TRANSPORTATION PR (183)	174	3,172,207	998,000	10,901,540	4,452,000	4,000,000	23,523,747	(b)
29	TRANSPORTATION - GENERAL (651)	194	2,397,600	902,600	3,925,000	425,000	0	7,650,200	(a)
30	WASTEWATER - CAP. PROGRAM (624)	192	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,000	(g)
31	WATER - CAPITAL PROGRAMS (612)	188	400,000	400,000	400,000	400,000	400,000	2,000,000	(g)
32	WATER-CAPTL FACIL REPLACE (613)	190	4,750,000	8,650,000	3,700,000	3,700,000	3,700,000	24,500,000	(g)
<b>Grand Total</b>			<b>\$29,214,057</b>	<b>\$30,198,050</b>	<b>\$38,268,540</b>	<b>\$23,406,000</b>	<b>\$22,629,000</b>	<b>\$143,715,647</b>	

**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
- (h) Federal Grant

## Capital Improvement Program

### Revenue Source by Fund

#### Governmental Funds

Fund (Fund No.)		Revenue Source/Restrictions
General Fund (001) Library Fund (110)	Reserves	Use of reserves to fund one-time capital improvements of \$5.9 million and \$3.1 million for FY 2019-20 and FY 2020-215 respectively. This also includes Library projects since it is subsidized by the General Fund.
CDBG (120)	Grants	Federal grants restricted for community projects and social services.
Gas Tax (132) Gas Tax (133) Gas Tax (135) SB 821 (136) Street & Hwy Code Sect. 2103 (137) Road Maint & Rehab Acct (138) Federal TEA-21 (183)	Street Improvement	Section 2105, 2106 and 2107 gas tax from \$0.18/gallon tax on fuel, including the \$0.09 rate imposed by Prop. 111, SB325 gas tax from 1/4 cent sales tax, traffic safety fines for moving violations, and Federal Highway Administrative Grant.
City Lighting Districts (141) City Landscape Districts (142)	Lighting and Landscaping Districts	Property tax levied specifically to maintain lighting and landscaping maintenance in various districts.
County Flood Contr Zone 3 (177)	County Flood Zone	County Flood Control Zone 3 projects are subsidized by the General Fund.
Comm. Recreation Facilities Open Space (512) Citywide Road Improv (530) Teller Road (538) Underground Utility (540/541) T.O. Road Improvements (543) Citywide Impact Fees (544) Traffic Safety (551) Signal Construction (552) Dos Vientos Developers Agreement (561)	Capital Projects	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, Los Robles Golf Course transfers and bedroom tax) restricted for acquisition of open space.
Successor Agency (Former RDA) (521)	Capital Projects	Bond proceeds restricted for selected (former RDA) City purposes.

#### Enterprise Funds

Fund (Fund No.)		Revenue Source/Restrictions
Water Capital Program (612) Water Capital Facilities (613)		Water fees collected to support water operations and capital outlay.
Wastewater Capital Service Charge (624)		Wastewater fees collected to support wastewater operations and capital outlay.
Solid Waste (631)		Recycling fees, landfill facility fee, temporary drop box fee, grants, and interest income used to support solid waste operations and capital outlay.
Transportation (651)		Transportation fees and Article 8C money from Ventura County Transportation Commission for the Transportation Development Act (TDA) allocation from the Local Transportation Fund of Ventura County to support transportation operations and capital outlay.
Golf Course (671)		Golf Course fees collected to support golf course operations and capital outlay.
Theatres (681)		Theatre fees and donations support Theatre operations and capital outlay.

# Capital Improvement Program

## Five Year Summary

### 001 - GENERAL FUND

Facility Projects										
Proj. #	Project Title	Priority	Page	Carryover	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
CI4091	Teen Center & Goebel Adult Center Enhancements	Three	8	\$3,000,000	\$0	\$0	\$0	\$0	\$0	\$3,000,000
CI5086	Civic Arts Plaza Mechanical Upgrade	Two	9	4,040,000	0	0	0	0	0	4,040,000
CI5144	Civic Arts Plaza Security Upgrades Phase II	One	10	258,656	200,000	0	0	0	0	458,656
CI5265	Solar Canopies at Municipal Service Center	Three	12	0	270,000	0	0	0	0	270,000
CI5372	Municipal Service Center Fueling Station Upgrade	One	13	200,000	0	0	0	0	0	200,000
CI5387	Civic Arts Plaza Exposed Roof Replacement	Two	14	81,500	1,000,000	0	0	0	0	1,081,500
CI5388	Hillcrest Fire Alarm System Upgrade	One	15	0	0	200,000	0	0	0	200,000
CI5416	Civic Arts Plaza Flooring Replacement	Two		0	0	0	0	275,000	0	275,000
CI5417	403 West Hillcrest Flooring Replacement	Two		0	0	0	175,000	0	0	175,000
CI5418	Teen Center/Goebel Adult Center Roof Replacements	One	17	476,500	550,000	0	0	0	0	1,026,500
CI5458	Municipal Service Center Flat Roofs	Two	18	225,000	0	0	0	0	0	225,000
CI5459	Municipal Service Center Parking Lot Repaving	Three		0	0	0	150,000	0	0	150,000
CI5499	City Hall Smart Lighting Upgrade	Three		0	0	0	200,000	0	0	200,000
CI5540	Civic Arts Plaza Campus Masterplan and Improvements	One	19	1,500,000	0	1,000,000	4,000,000	0	0	6,500,000
CI5541	Civic Arts Plaza Emergency Generator	Two	20	0	200,000	0	0	0	0	200,000
CI5542	Civic Arts Plaza Parking Structure Security Improvements	Two	21	0	50,000	250,000	0	0	0	300,000
CI5543	Goebel Center Main Hall Floor Conversion	Two		0	0	0	150,000	0	0	150,000
CI5544	Hillcrest Fiber Connection	Three	22	0	0	150,000	0	0	0	150,000
CI5545	Hillcrest Mechanical Upgrade	Two	23	0	0	100,000	900,000	0	0	1,000,000
CI5549	Radio Communications System	Two	24	0	0	50,000	0	0	0	50,000
CI5550	Mobile EOC	Three		0	0	0	50,000	0	0	50,000
CI5562	Prefabricated Solar System at Various City Facilities	Three		0	0	0	1,600,000	0	0	1,600,000
CI5569	Citywide Electric Vehicle Charging Station	Three	25	0	124,900	124,900	0	0	0	249,800
MI2088	Kavli Auditorium Upgrades	Two	26	2,288,000	0	0	0	0	0	2,288,000
MI2521	Civic Arts Plaza Exterior Painting	Two		0	0	0	250,000	0	0	250,000
Facility Projects Total				\$12,069,656	\$2,394,900	\$1,874,900	\$7,475,000	\$275,000	\$0	\$24,089,456

Landscape/Streetscape Projects										
Proj. #	Project Title	Priority	Page	Carryover	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
CI4048	101 Freeway/Rancho Road Interchange Landscape Improvements	Three		\$0	\$0	\$0	\$200,000	\$700,000	\$0	\$900,000
CI5391	Thousand Oaks Boulevard (Phase I) Streetscape Improvements	One	28	1,500,000	600,000	0	0	0	0	2,100,000
CI5433	Zuniga Ridge Easement Improvement	Three		0	0	0	50,000	0	0	50,000
MI2545	Forestry Master Plan Demo Sites	One	31	550,000	0	0	0	0	0	550,000
MI2546	Geographical Informational System Based Tree Inventory	Two		0	0	0	125,000	0	0	125,000
MI2567	Digitize Irrigation Plans	Three	33	0	25,000	25,000	25,000	25,000	25,000	125,000
MI2593	Woolsey Fire Landscape Restoration	Two	35	0	970,000	0	0	0	0	970,000
Landscape/Streetscape Projects Total				\$2,050,000	\$1,595,000	\$25,000	\$400,000	\$725,000	\$25,000	\$4,820,000

Open Space Projects										
Proj. #	Project Title	Priority	Page	Carryover	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
CI1170	Conejo Open Space Conservation Agency Improvements and Renovations -	Two	45	\$0	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000	\$350,000
CI5527	Conejo Canyons Bridge at Hill Canyon Treatment Plant	Two	48	824,000	0	0	0	0	0	824,000
MI2571	Grading and Drainage Improvements for Dos Vientos (Lot 618)	One	49	0	375,000	25,000	0	0	0	400,000
Open Space Projects Total				\$824,000	\$445,000	\$95,000	\$70,000	\$70,000	\$70,000	\$1,574,000

Stormwater Projects										
Proj. #	Project Title	Priority	Page	Carryover	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
CI5152	Lynn Road at Janss Road Channel Rehabilitation	Two		\$0	\$0	\$0	\$150,000	\$900,000	\$0	\$1,050,000
CI5366	Replace Corrugated Metal Pipes FY 2019-21	Two	51	0	200,000	0	0	0	0	200,000
CI5535	Replace Corrugated Metal Pipes 2022-23	Two		0	0	0	200,000	0	0	200,000
MI2527	South Branch Arroyo Conejo Improvements	One	54	0	300,000	0	0	0	0	300,000
Stormwater Projects Total				\$0	\$500,000	\$0	\$350,000	\$900,000	\$0	\$1,750,000

# Capital Improvement Program

## Five Year Summary

### 001 - GENERAL FUND

Street Projects										
Proj. #	Project Title	Priority	Page	Carryover	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
CI5308	Rancho Road Sidewalk and Bike Lanes	Two	62	\$90,000	\$0	\$0	\$0	\$0	\$0	\$90,000
MI2548	Geographic Information System Based Sign Inventory	Three	73	0	0	100,000	0	0	0	100,000
Street Projects Total				\$90,000	\$0	\$100,000	\$0	\$0	\$0	\$190,000

Transportation/Traffic Projects										
Proj. #	Project Title	Priority	Page	Carryover	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
CI5468	Bus Wash	Two		\$0	\$0	\$0	\$22,500	\$127,500	\$0	\$150,000
CI5548	Radar Feedback Signs - Citywide FY 2019-21	One	95	0	80,000	80,000	0	0	0	160,000
MI2033	Intersection Safety Improvements	One	101	0	50,000	50,000	50,000	0	0	150,000
MI2035	Geographic Information System Based Benchmark Circuit Update	Three	102	0	0	50,000	250,000	0	0	300,000
MI2570	GIS - Fiber and Signal Conduit Location	Two	105	0	40,000	40,000	40,000	40,000	0	160,000
Transportation/Traffic Projects Total				\$0	\$170,000	\$220,000	\$362,500	\$167,500	\$0	\$920,000

001 - GENERAL FUND Total				\$15,033,656	\$5,104,900	\$2,314,900	\$8,657,500	\$2,137,500	\$95,000	\$33,343,456
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	Budget to Date	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Beginning Funds Available for Capital Improvements	\$25,000,000	\$9,966,344	\$6,506,444	\$4,216,544	(\$4,440,956)	(\$6,578,456)
Operating Reserves	0	0	0	0	0	0
Project Appropriations	(15,033,656)	(5,104,900)	(2,314,900)	(8,657,500)	(2,137,500)	(95,000)
Capital Revenues	0	1,645,000	25,000	0	0	0
Ending Funds Available for Capital Improvements	\$9,966,344	\$6,506,444	\$4,216,544	(\$4,440,956)	(\$6,578,456)	(\$6,673,456)

# Capital Improvement Program

## Five Year Summary

### 110 - LIBRARY

Facility Projects										
Proj. #	Project Title	Priority	Page	Carryover	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
CI5562	Prefabricated Solar System at Various City Facilities	Three		\$0	\$0	\$0	\$2,548,000	\$0	\$0	\$2,548,000
CI5569	Citywide Electric Vehicle Charging Station	Three	25	0	93,450	93,450	0	0	0	186,900
Facility Projects Total				\$0	\$93,450	\$93,450	\$2,548,000	\$0	\$0	\$2,734,900

Library Projects										
Proj. #	Project Title	Priority	Page	Carryover	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
CI5415	Grant R. Brimhall Thousand Oaks Library Carpet Replacement	Three		\$0	\$0	\$0	\$350,000	\$0	\$0	\$350,000
CI5483	Grant R. Brimhall Thousand Oaks Library Fire Alarm Upgrade	One	37	0	150,000	0	0	0	0	150,000
CI5484	Grant R. Brimhall Thousand Oaks Library Public Address System Upgrade	Two	38	0	70,000	0	0	0	0	70,000
CI5546	Grant R. Brimhall Thousand Oaks Library LED Conversion	Two	39	0	50,000	100,000	0	0	0	150,000
CI5547	Grant R. Brimhall Thousand Oaks Library Generator	Two	40	0	100,000	75,000	0	0	0	175,000
CI5574	Newbury Park Library Fire Alarm Upgrade	One	41	0	100,000	0	0	0	0	100,000
MI2538	Grant R. Brimhall Thousand Oaks Library Interior Remodel	Two	42	0	150,000	300,000	0	0	0	450,000
MI2539	Newbury Park Library Interior Remodel	Three	43	0	50,000	250,000	0	0	0	300,000
Library Projects Total				\$0	\$670,000	\$725,000	\$350,000	\$0	\$0	\$1,745,000

110 - LIBRARY Total				\$0	\$763,450	\$818,450	\$2,898,000	\$0	\$0	\$4,479,900
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	Budget to Date	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Beginning Funds Available for Capital Improvements	\$0	\$0	(\$50,000)	\$0	\$0	\$0
Operating Reserves	0	0	0	0	0	0
Project Appropriations	0	(763,450)	(818,450)	(2,898,000)	0	0
Capital Revenues	0	713,450	868,450	2,898,000	0	0
Ending Funds Available for Capital Improvements	\$0	(\$50,000)	\$0	\$0	\$0	\$0

# Capital Improvement Program

## Five Year Summary

### 132 - GASOLINE TAX 2105

Street Projects										
Proj. #	Project Title	Priority	Page	Carryover	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
CI4541	Citywide Roadside Safety Enhancements	One	60	\$0	\$50,000	\$50,000	\$50,000	\$0	\$0	\$150,000
CI5301	Agoura Road/Westlake Boulevard	Two	61	0	0	0	366,250	0	0	366,250
CI5364	Janss Road Sidewalks and Curb Ramps	Two	63	0	70,000	0	0	0	0	70,000
CI5492	Willow Lane Improvements	Two	66	0	500,000	0	0	0	0	500,000
CI5500	Palomino Circle Reconstruction	Two	67	0	15,000	125,000	0	0	0	140,000
CI5503	Pavement Overlay Program FY 2019-21	Two	68	0	700,000	2,105,800	0	0	0	2,805,800
CI5538	Pavement Overlay FY 2021-24	Two		0	0	0	750,000	750,000	750,000	2,250,000
MI2549	Pavement Slurry Program FY 2019-21	Two	74	0	300,000	375,000	0	0	0	675,000
MI2556	City Pavement Management Program FY 2019-21	Two	76	100,000	0	0	0	0	0	100,000
MI2558	Pavement Slurry Program FY 2021-24	Two		0	0	0	375,000	375,000	375,000	1,125,000
MI2568	Asphalt Berm and Curb Improvements	Two	77	0	100,000	100,000	100,000	0	0	300,000
MI2574	Guard Rail Repairs	Two	78	0	100,000	75,000	0	0	0	175,000
MI2598	Local Roadway Safety Plan	One	79	0	8,000	0	0	0	0	8,000
<b>Street Projects Total</b>					\$100,000	\$1,843,000	\$2,830,800	\$1,641,250	\$1,125,000	\$8,665,050

Transportation/Traffic Projects										
Proj. #	Project Title	Priority	Page	Carryover	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
CI5156	Moorpark Road Bike Staging Area	Three		\$0	\$0	\$0	\$200,000	\$0	\$0	\$200,000
CI5168	Street Name and Traffic Sign Upgrade	Two	82	0	45,000	45,000	45,000	45,000	45,000	225,000
MI2572	Stamped Crosswalks	Three	106	0	0	150,000	150,000	0	0	300,000
<b>Transportation/Traffic Projects Total</b>					\$0	\$45,000	\$195,000	\$395,000	\$45,000	\$725,000

<b>132 - GASOLINE TAX 2105 Total</b>					\$100,000	\$1,888,000	\$3,025,800	\$2,036,250	\$1,170,000	\$1,170,000	\$9,390,050
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	Budget to Date	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Beginning Funds Available for Capital Improvements	\$1,535,000	\$1,435,000	\$2,327,800	\$172,000	(\$994,250)	(\$1,294,250)
Operating Reserves	0	0	0	0	0	0
Project Appropriations	(100,000)	(1,888,000)	(3,025,800)	(2,036,250)	(1,170,000)	(1,170,000)
Capital Revenues	0	2,780,800	870,000	870,000	870,000	870,000
Ending Funds Available for Capital Improvements	\$1,435,000	\$2,327,800	\$172,000	(\$994,250)	(\$1,294,250)	(\$1,594,250)

# Capital Improvement Program

## Five Year Summary

### 133 - GASOLINE TAX 2106

Street Projects										
Proj. #	Project Title	Priority	Page	Carryover	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
CI5538	Pavement Overlay FY 2021-24	Two		\$0	\$0	\$0	\$820,000	\$730,000	\$630,000	\$2,180,000
MI2549	Pavement Slurry Program FY 2019-21	Two	74	0	375,000	300,000	0	0	0	675,000
MI2550	Citywide Concrete Replacement and Sidewalk Repair FY 2019-21	Two	75	0	400,000	210,000	0	0	0	610,000
MI2557	Citywide Concrete Replacement and Sidewalk Repair FY 2021-24	Two		0	0	0	400,000	400,000	400,000	1,200,000
Street Projects Total					\$0	\$775,000	\$510,000	\$1,220,000	\$1,130,000	\$4,665,000

133 - GASOLINE TAX 2106 Total		\$0	\$775,000	\$510,000	\$1,220,000	\$1,130,000	\$1,030,000	\$4,665,000
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	Budget to Date	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Beginning Funds Available for Capital Improvements	\$1,150,000	\$1,150,000	\$855,000	\$825,000	\$85,000	(\$565,000)
Operating Reserves	0	0	0	0	0	0
Project Appropriations	0	(775,000)	(510,000)	(1,220,000)	(1,130,000)	(1,030,000)
Capital Revenues	0	480,000	480,000	480,000	480,000	480,000
Ending Funds Available for Capital Improvements	\$1,150,000	\$855,000	\$825,000	\$85,000	(\$565,000)	(\$1,115,000)

# Capital Improvement Program

## Five Year Summary

### 135 - GAS TAX SB 325, SEC 99400A

Street Projects										
Proj. #	Project Title	Priority	Page	Carryover	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
CI5492	Willow Lane Improvements	Two	66	\$0	\$561,700	\$0	\$0	\$0	\$0	\$561,700
CI5503	Pavement Overlay Program FY 2019-21	Two	68	0	1,430,000	1,000,000	0	0	0	2,430,000
CI5538	Pavement Overlay FY 2021-24	Two		0	0	0	1,000,000	1,000,000	1,000,000	3,000,000
<b>Street Projects Total</b>					\$0	\$1,991,700	\$1,000,000	\$1,000,000	\$1,000,000	\$5,991,700

135 - GAS TAX SB 325, SEC 99400A Total		\$0	\$1,991,700	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,991,700
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	Budget to Date	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Beginning Funds Available for Capital Improvements	\$991,700	\$991,700	\$0	\$0	\$0	\$0
Operating Reserves	0	0	0	0	0	0
Project Appropriations	0	(1,991,700)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
Capital Revenues	0	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Ending Funds Available for Capital Improvements	\$991,700	\$0	\$0	\$0	\$0	\$0

# Capital Improvement Program

## Five Year Summary

### 136 - BICYCLE & PED FAC SB821

Street Projects										
Proj. #	Project Title	Priority	Page	Carryover	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
CI5364	Janss Road Sidewalks and Curb Ramps	Two	63	\$55,000	\$0	\$0	\$0	\$0	\$0	\$55,000
CI5492	Willow Lane Improvements	Two	66	0	0	0	0	0	0	0
Street Projects Total				\$55,000	\$0	\$0	\$0	\$0	\$0	\$55,000
136 - BICYCLE & PED FAC SB821 Total				\$55,000	\$0	\$0	\$0	\$0	\$0	\$55,000

	Budget to Date	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Beginning Funds Available for Capital Improvements	\$252,000	\$197,000	\$256,000	\$315,000	\$374,000	\$433,000
Operating Reserves	0	0	0	0	0	0
Project Appropriations	(55,000)	0	0	0	0	0
Capital Revenues	0	59,000	59,000	59,000	59,000	59,000
Ending Funds Available for Capital Improvements	\$197,000	\$256,000	\$315,000	\$374,000	\$433,000	\$492,000

# Capital Improvement Program

## Five Year Summary

### 137 - GASOLINE TAX 2103

Street Projects											
Proj. #	Project Title	Priority	Page	Carryover	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total	
CI5503	Pavement Overlay Program FY 2019-21	Two	68	\$0	\$0	\$909,200	\$0	\$0	\$0	\$909,200	
CI5504	Curb Ramps Citywide FY 2019-21	Two	69	0	400,000	400,000	0	0	0	800,000	
CI5568	Curb Ramps Citywide FY 2021-24	Two		0	0	0	400,000	400,000	400,000	1,200,000	
MI2549	Pavement Slurry Program FY 2019-21	Two	74	0	375,000	375,000	0	0	0	750,000	
MI2550	Citywide Concrete Replacement and Sidewalk Repair FY 2019-21	Two	75	0	0	190,000	0	0	0	190,000	
MI2558	Pavement Slurry Program FY 2021-24	Two		0	0	0	375,000	375,000	375,000	1,125,000	
<b>Street Projects Total</b>					<b>\$0</b>	<b>\$775,000</b>	<b>\$1,874,200</b>	<b>\$775,000</b>	<b>\$775,000</b>	<b>\$775,000</b>	<b>\$4,974,200</b>

137 - GASOLINE TAX 2103 Total	\$0	\$775,000	\$1,874,200	\$775,000	\$775,000	\$775,000	\$4,974,200
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	Budget to Date	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Beginning Funds Available for Capital Improvements	\$430,000	\$430,000	\$765,000	\$800	\$335,800	\$670,800
Operating Reserves	0	0	0	0	0	0
Project Appropriations	0	(775,000)	(1,874,200)	(775,000)	(775,000)	(775,000)
Capital Revenues	0	1,110,000	1,110,000	1,110,000	1,110,000	1,110,000
Ending Funds Available for Capital Improvements	\$430,000	\$765,000	\$800	\$335,800	\$670,800	\$1,005,800

# Capital Improvement Program

## Five Year Summary

### 138 - ROAD MAINT & REHAB ACCT (RMRA) SEC 2030

Street Projects										
Proj. #	Project Title	Priority	Page	Carryover	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
CI5503	Pavement Overlay Program FY 2019-21	Two	68	\$0	\$2,155,000	\$2,600,000	\$0	\$0	\$0	\$4,755,000
CI5538	Pavement Overlay FY 2021-24	Two		0	0	0	2,480,000	2,570,000	2,670,000	7,720,000
Street Projects Total				\$0	\$2,155,000	\$2,600,000	\$2,480,000	\$2,570,000	\$2,670,000	\$12,475,000

138 - ROAD MAINT & REHAB ACCT (RMRA) SEC 2030 Total	\$0	\$2,155,000	\$2,600,000	\$2,480,000	\$2,570,000	\$2,670,000	\$12,475,000
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	Budget to Date	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Beginning Funds Available for Capital Improvements	\$60,000	\$60,000	\$210,000	\$0	\$0	\$0
Operating Reserves	0	0	0	0	0	0
Project Appropriations	0	(2,155,000)	(2,600,000)	(2,480,000)	(2,570,000)	(2,670,000)
Capital Revenues	0	2,305,000	2,390,000	2,480,000	2,570,000	2,670,000
Ending Funds Available for Capital Improvements	\$60,000	\$210,000	\$0	\$0	\$0	\$0

# Capital Improvement Program

## Five Year Summary

### 141 - CITY LIGHTING

Landscape/Streetscape Projects										
Proj. #	Project Title	Priority	Page	Carryover	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
CI5566	Street Light Acquisition	Two	30	\$0	\$0	\$4,450,000	\$2,200,000	\$0	\$0	\$6,650,000
Landscape/Streetscape Projects Total				\$0	\$0	\$4,450,000	\$2,200,000	\$0	\$0	\$6,650,000

Transportation/Traffic Projects										
Proj. #	Project Title	Priority	Page	Carryover	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
CI5114	Street Lights at Intersections	Three		\$0	\$0	\$0	\$100,000	\$100,000	\$100,000	\$300,000
CI5257	Traffic Signal Cabinet Replacements FY 2019-21	One	83	0	60,000	60,000	0	0	0	120,000
CI5258	Traffic Signal Communications Installation FY 2019-21	Three	84	0	75,000	75,000	0	0	0	150,000
CI5259	Traffic Signal Modifications and Upgrades FY 2019-21	One	85	0	100,000	100,000	0	0	0	200,000
CI5505	Traffic Signal Cabinet Replacements FY 2021-24	One		0	0	0	60,000	60,000	60,000	180,000
CI5506	Traffic Signal Fiber Optics and Wireless Communications Installation FY 2021	Two		0	0	0	75,000	75,000	75,000	225,000
CI5507	Traffic Signal Modifications and Upgrades FY 2021-24	One		0	0	0	100,000	100,000	100,000	300,000
CI5516	Traffic Signal Operations Center FY 2019-21	Three	94	0	20,000	20,000	0	0	0	40,000
CI5517	Traffic Signal Operations Center FY 2021-24	Two		0	0	0	20,000	20,000	20,000	60,000
CI5551	Traffic Signal Conduit Replacement FY 2019-21	One	96	0	75,000	75,000	0	0	0	150,000
CI5561	Traffic Signal Poles and Wireless Communications FY 2019-21	One	99	0	50,000	50,000	0	0	0	100,000
MI2080	Signal Equipment Upgrades/Maintenance	One	103	0	200,000	200,000	200,000	0	0	600,000
MI2575	Traffic Signal Painting and Restoration	Two	107	0	150,000	150,000	150,000	150,000	150,000	750,000
Transportation/Traffic Projects Total				\$0	\$730,000	\$730,000	\$705,000	\$505,000	\$505,000	\$3,175,000

141 - CITY LIGHTING Total				\$0	\$730,000	\$5,180,000	\$2,905,000	\$505,000	\$505,000	\$9,825,000
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	Budget to Date	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Beginning Funds Available for Capital Improvements	\$1,215,000	\$965,000	\$505,000	\$45,000	(\$390,000)	(\$625,000)
Operating Reserves	(250,000)	0	0	0	0	0
Project Appropriations	0	(730,000)	(5,180,000)	(2,905,000)	(505,000)	(505,000)
Capital Revenues	0	270,000	4,720,000	2,470,000	270,000	270,000
Ending Funds Available for Capital Improvements	\$965,000	\$505,000	\$45,000	(\$390,000)	(\$625,000)	(\$860,000)

# Capital Improvement Program

## Five Year Summary

### 142 - AD 79-2 LANDSCAPE

Landscape/Streetscape Projects											
Proj. #	Project Title	Priority	Page	Carryover	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total	
CI5432	Auto Mall Landscaping Improvements	Three	29	\$0	\$145,000	\$0	\$0	\$0	\$0	\$145,000	
CI5435	Woodcrete Fence Replacement	Three		0	0	0	800,000	0	0	800,000	
MI2545	Forestry Master Plan Demo Sites	One	31	925,000	0	0	0	0	0	925,000	
MI2546	Geographical Informational System Based Tree Inventory	Two		0	0	0	125,000	0	0	125,000	
MI2559	Landscaping Upgrades - Forestry Master Plan Implementation FY 2019-21	One	32	0	150,000	1,550,000	0	0	0	1,700,000	
MI2560	Landscaping Upgrades - Forestry Master Plan Implementation FY 2021-24	One		0	0	0	1,700,000	0	0	1,700,000	
MI2567	Digitize Irrigation Plans	Three	33	0	75,000	75,000	75,000	75,000	75,000	375,000	
MI2569	Decomposed Granite Path Repairs and Stabilization	Three	34	0	100,000	0	0	0	0	100,000	
MI2593	Woolsey Fire Landscape Restoration	Two	35	0	140,000	0	0	0	0	140,000	
<b>Landscape/Streetscape Projects Total</b>					\$925,000	\$610,000	\$1,625,000	\$2,700,000	\$75,000	\$75,000	\$6,010,000

Street Projects										
Proj. #	Project Title	Priority	Page	Carryover	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
CI5307	Thousand Oaks Boulevard at Rancho Road Widening	Three		\$0	\$0	\$0	\$40,000	\$620,000	\$0	\$660,000
<b>Street Projects Total</b>					\$0	\$0	\$40,000	\$620,000	\$0	\$660,000

<b>142 - AD 79-2 LANDSCAPE Total</b>	\$925,000	\$610,000	\$1,625,000	\$2,740,000	\$695,000	\$75,000	\$6,670,000
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	Budget to Date	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Beginning Funds Available for Capital Improvements	\$6,900,000	\$3,975,000	\$3,865,000	\$2,740,000	\$500,000	\$305,000
Operating Reserves	(2,000,000)	0	0	0	0	0
Project Appropriations	(925,000)	(610,000)	(1,625,000)	(2,740,000)	(695,000)	(75,000)
Capital Revenues	0	500,000	500,000	500,000	500,000	500,000
Ending Funds Available for Capital Improvements	\$3,975,000	\$3,865,000	\$2,740,000	\$500,000	\$305,000	\$730,000

# Capital Improvement Program

## Five Year Summary

### 177 - CNTY FLOOD CONTR ZONE 3

Stormwater Projects										
Proj. #	Project Title	Priority	Page	Carryover	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
CI5474	Malibu Creek Bacteria TMDL Best Management Practices	One		\$0	\$0	\$0	\$150,000	\$600,000	\$600,000	\$1,350,000
MI2516	National Pollutant Discharge Elimination System Hydromodification Study	One	53	0	70,000	0	0	0	0	70,000
MI2566	Catch Basin CPS and Inlet Screen	Two	55	0	36,000	0	0	0	0	36,000
MI2583	Watershed Management Plan	One	56	0	100,000	100,000	100,000	0	0	300,000
MI2597	Trash Full Capture Device Installation	One	57	0	0	100,000	150,000	150,000	150,000	550,000
Stormwater Projects Total					\$0	\$206,000	\$200,000	\$400,000	\$750,000	\$2,306,000
177 - CNTY FLOOD CONTR ZONE 3 Total					\$0	\$206,000	\$200,000	\$400,000	\$750,000	\$2,306,000

	Budget to Date	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Beginning Funds Available for Capital Improvements	\$0	\$0	\$0	\$0	\$0	\$0
Operating Reserves	0	0	0	0	0	0
Project Appropriations	0	(206,000)	(200,000)	(400,000)	(750,000)	(750,000)
Capital Revenues	0	206,000	200,000	400,000	750,000	750,000
Ending Funds Available for Capital Improvements	\$0	\$0	\$0	\$0	\$0	\$0

# Capital Improvement Program

## Five Year Summary

### 183 - STREETS TRANSPORTATION PR

Stormwater Projects										
Proj. #	Project Title	Priority	Page	Carryover	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
MI2527	South Branch Arroyo Conejo Improvements	One	54	\$0	\$300,000	\$0	\$0	\$0	\$0	\$300,000
MI2566	Catch Basin CPS and Inlet Screen	Two	55	0	35,657	0	0	0	0	35,657
<b>Stormwater Projects Total</b>				<b>\$0</b>	<b>\$335,657</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$335,657</b>

Street Projects										
Proj. #	Project Title	Priority	Page	Carryover	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
CI4231	101 Freeway/Lynn Road Intersection Improvements	Three		\$0	\$0	\$0	\$7,055,000	\$0	\$0	\$7,055,000
CI4233	Gainsborough Road Improvements	Three		0	0	0	120,000	400,000	0	520,000
CI5308	Rancho Road Sidewalk and Bike Lanes	Two	62	1,273,350	280,400	0	0	0	0	1,553,750
CI5398	Thousand Oaks Boulevard (Phase II) Curbs and Pedestrian Crossings	One	64	90,000	0	0	414,540	0	0	504,540
CI5426	Los Feliz Sidewalks, Phase II	Two	65	0	0	898,000	0	0	0	898,000
CI5492	Willow Lane Improvements	Two	66	0	2,484,150	0	0	0	0	2,484,150
MI2598	Local Roadway Safety Plan	One	79	0	72,000	0	0	0	0	72,000
<b>Street Projects Total</b>				<b>\$1,363,350</b>	<b>\$2,836,550</b>	<b>\$898,000</b>	<b>\$7,589,540</b>	<b>\$400,000</b>	<b>\$0</b>	<b>\$13,087,440</b>

Transportation/Traffic Projects										
Proj. #	Project Title	Priority	Page	Carryover	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
CI4240	Reino Road Bike Lanes, Sidewalks, and Landscaping	Two		\$0	\$0	\$0	\$0	\$752,000	\$0	\$752,000
CI5156	Moorpark Road Bike Staging Area	Three		0	0	0	30,000	0	0	30,000
CI5297	Lawrence Drive/Teller Road Intersection Improvements	Two	87	160,000	0	0	0	0	0	160,000
CI5501	Hampshire Road/101 Freeway Offramps	Three		0	0	0	0	0	4,000,000	4,000,000
CI5557	Safety Fencing on Freeway Bridges	Two	97	0	0	100,000	218,000	0	0	318,000
MI2551	101 Freeway Soundwall at Lynn Road	Three		0	0	0	968,000	0	0	968,000
MI2552	101 Freeway Soundwall at Ventu Park Road	Three		0	0	0	1,496,000	0	0	1,496,000
MI2553	State Route 23 Soundwall at Whitecliff Road	Three		0	0	0	600,000	3,300,000	0	3,900,000
<b>Transportation/Traffic Projects Total</b>				<b>\$160,000</b>	<b>\$0</b>	<b>\$100,000</b>	<b>\$3,312,000</b>	<b>\$4,052,000</b>	<b>\$4,000,000</b>	<b>\$11,624,000</b>

<b>183 - STREETS TRANSPORTATION PR Total</b>				<b>\$1,523,350</b>	<b>\$3,172,207</b>	<b>\$998,000</b>	<b>\$10,901,540</b>	<b>\$4,452,000</b>	<b>\$4,000,000</b>	<b>\$25,047,097</b>
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	Budget to Date	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Beginning Funds Available for Capital Improvements	\$1,523,350	\$0	\$0	\$0	\$0	\$0
Operating Reserves	0	0	0	0	0	0
Project Appropriations	(1,523,350)	(3,172,207)	(998,000)	(10,901,540)	(4,452,000)	(4,000,000)
Capital Revenues	0	3,172,207	998,000	10,901,540	4,452,000	4,000,000
Ending Funds Available for Capital Improvements	\$0	\$0	\$0	\$0	\$0	\$0

# Capital Improvement Program

## Five Year Summary

### 512 - COMM REC FAC OPEN SPACE FUND

Open Space Projects										
Proj. #	Project Title	Priority	Page	Carryover	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
C11227	Open Space Acquisition - Citywide	Three	46	\$1,600,000	\$0	\$0	\$0	\$0	\$0	\$1,600,000
C15502	Open Space - Rasnow Improvements	One	47	427,000	0	0	0	0	0	427,000
Open Space Projects Total					\$2,027,000	\$0	\$0	\$0	\$0	\$2,027,000
512 - COMM REC FAC OPEN SPACE FUND Total					\$2,027,000	\$0	\$0	\$0	\$0	\$2,027,000

	Budget to Date	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Beginning Funds Available for Capital Improvements	\$2,027,000	\$0	\$150,000	\$300,000	\$450,000	\$600,000
Operating Reserves	0	0	0	0	0	0
Project Appropriations	(2,027,000)	0	0	0	0	0
Capital Revenues	0	150,000	150,000	150,000	150,000	150,000
Ending Funds Available for Capital Improvements	\$0	\$150,000	\$300,000	\$450,000	\$600,000	\$750,000

# Capital Improvement Program

## Five Year Summary

### 521 - SA BOND PROCEEDS

Transportation/Traffic Projects										
Proj. #	Project Title	Priority	Page	Carryover	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
CI5330	Improvements to Newbury Road Project Area	One	88	\$4,098,000	\$0	\$0	\$0	\$0	\$0	\$4,098,000
Transportation/Traffic Projects Total				\$4,098,000	\$0	\$0	\$0	\$0	\$0	\$4,098,000
521 - SA BOND PROCEEDS Total				\$4,098,000	\$0	\$0	\$0	\$0	\$0	\$4,098,000

	Budget to Date	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Beginning Funds Available for Capital Improvements	\$4,098,000	\$0	\$0	\$0	\$0	\$0
Operating Reserves	0	0	0	0	0	0
Project Appropriations	(4,098,000)	0	0	0	0	0
Capital Revenues	0	0	0	0	0	0
Ending Funds Available for Capital Improvements	\$0	\$0	\$0	\$0	\$0	\$0

# Capital Improvement Program

## Five Year Summary

### 531 - DEVFEE RD IMPRV CW DF0921

Street Projects										
Proj. #	Project Title	Priority	Page	Carryover	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
CI5307	Thousand Oaks Boulevard at Rancho Road Widening	Three		\$0	\$0	\$0	\$60,000	\$0	\$0	\$60,000
Street Projects Total				\$0	\$0	\$0	\$60,000	\$0	\$0	\$60,000
531 - DEVFEE RD IMPRV CW DF0921 Total				\$0	\$0	\$0	\$60,000	\$0	\$0	\$60,000

	Budget to Date	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Beginning Funds Available for Capital Improvements	\$45,000	\$45,000	\$50,000	\$55,000	\$0	\$0
Operating Reserves	0	0	0	0	0	0
Project Appropriations	0	0	0	(60,000)	0	0
Capital Revenues	0	5,000	5,000	5,000	0	0
Ending Funds Available for Capital Improvements	\$45,000	\$50,000	\$55,000	\$0	\$0	\$0

# Capital Improvement Program

## Five Year Summary

### 532 - DEVFEE RD IMPV NP DF0918

Stormwater Projects										
Proj. #	Project Title	Priority	Page	Carryover	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
CI5536	High-Maintenance Relief Drainage Improvements FY 2019-21	Two	52	\$0	\$25,000	\$125,000	\$0	\$0	\$0	\$150,000
<b>Stormwater Projects Total</b>				<b>\$0</b>	<b>\$25,000</b>	<b>\$125,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$150,000</b>

Street Projects										
Proj. #	Project Title	Priority	Page	Carryover	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
CI4231	101 Freeway/Lynn Road Interesection Improvements	Three		\$0	\$0	\$0	\$1,245,000	\$0	\$0	\$1,245,000
CI4501	Newbury Road East of Ventu Park Road Widening and Improvements	Three	59	0	200,000	0	0	0	0	200,000
CI5309	Old Conejo Road from Ruth Drive to Reino Road Widening	Three		0	0	0	5,000	0	0	5,000
<b>Street Projects Total</b>				<b>\$0</b>	<b>\$200,000</b>	<b>\$0</b>	<b>\$1,250,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,450,000</b>

Transportation/Traffic Projects										
Proj. #	Project Title	Priority	Page	Carryover	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
CI5297	Lawrence Drive/Teller Road Intersection Improvements	Two	87	\$0	\$150,000	\$800,000	\$0	\$0	\$0	\$950,000
MI2531	Bridge Rehabilitation	Two	104	0	100,000	0	0	0	0	100,000
<b>Transportation/Traffic Projects Total</b>				<b>\$0</b>	<b>\$250,000</b>	<b>\$800,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,050,000</b>

<b>532 - DEVFEE RD IMPV NP DF0918 Total</b>				<b>\$0</b>	<b>\$475,000</b>	<b>\$925,000</b>	<b>\$1,250,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,650,000</b>
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	Budget to Date	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Beginning Funds Available for Capital Improvements	\$2,650,000	\$2,650,000	\$2,175,000	\$1,250,000	\$0	\$0
Operating Reserves	0	0	0	0	0	0
Project Appropriations	0	(475,000)	(925,000)	(1,250,000)	0	0
Capital Revenues	0	0	0	0	0	0
Ending Funds Available for Capital Improvements	\$2,650,000	\$2,175,000	\$1,250,000	\$0	\$0	\$0

# Capital Improvement Program

## Five Year Summary

### 538 - DEVFEE TELLER RD DF0914

Transportation/Traffic Projects										
Proj. #	Project Title	Priority	Page	Carryover	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
CI5297	Lawrence Drive/Teller Road Intersection Improvements	Two	87	\$80,000	\$0	\$50,000	\$0	\$0	\$0	\$130,000
Transportation/Traffic Projects Total				\$80,000	\$0	\$50,000	\$0	\$0	\$0	\$130,000
538 - DEVFEE TELLER RD DF0914 Total				\$80,000	\$0	\$50,000	\$0	\$0	\$0	\$130,000

	Budget to Date	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Beginning Funds Available for Capital Improvements	\$130,000	\$50,000	\$50,000	\$0	\$0	\$0
Operating Reserves	0	0	0	0	0	0
Project Appropriations	(80,000)	0	(50,000)	0	0	0
Capital Revenues	0	0	0	0	0	0
Ending Funds Available for Capital Improvements	\$50,000	\$50,000	\$0	\$0	\$0	\$0

# Capital Improvement Program

## Five Year Summary

### 540 - DEVFEE UG UTL REST DF0919

Undergrounding Projects										
Proj. #	Project Title	Priority	Page	Carryover	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
CI5260	Hillcrest Drive Undergrounding - West	Three	109	\$96,500	\$0	\$0	\$0	\$0	\$0	\$96,500
CI5411	Undergrounding Citywide with Private Development FY 2019-21	Three	110	0	80,000	80,000	0	0	0	160,000
Undergrounding Projects Total				\$96,500	\$80,000	\$80,000	\$0	\$0	\$0	\$256,500
540 - DEVFEE UG UTL REST DF0919 Total				\$96,500	\$80,000	\$80,000	\$0	\$0	\$0	\$256,500

	Budget to Date	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Beginning Funds Available for Capital Improvements	\$433,800	\$337,300	\$261,300	\$185,300	\$189,300	\$193,300
Operating Reserves	0	0	0	0	0	0
Project Appropriations	(96,500)	(80,000)	(80,000)	0	0	0
Capital Revenues	0	4,000	4,000	4,000	4,000	4,000
Ending Funds Available for Capital Improvements	\$337,300	\$261,300	\$185,300	\$189,300	\$193,300	\$197,300

# Capital Improvement Program

## Five Year Summary

### 541 - DEVFEE UNGD UTL CW DF0920

Undergrounding Projects										
Proj. #	Project Title	Priority	Page	Carryover	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
CI5260	Hillcrest Drive Undergrounding - West	Three	109	\$231,200	\$0	\$0	\$0	\$0	\$0	\$231,200
CI5411	Undergrounding Citywide with Private Development FY 2019-21	Three	110	0	80,000	0	0	0	0	80,000
Undergrounding Projects Total				\$231,200	\$80,000	\$0	\$0	\$0	\$0	\$311,200
541 - DEVFEE UNGD UTL CW DF0920 Total				\$231,200	\$80,000	\$0	\$0	\$0	\$0	\$311,200

	Budget to Date	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Beginning Funds Available for Capital Improvements	\$889,000	\$657,800	\$583,800	\$589,800	\$595,800	\$601,800
Operating Reserves	0	0	0	0	0	0
Project Appropriations	(231,200)	(80,000)	0	0	0	0
Capital Revenues	0	6,000	6,000	6,000	6,000	6,000
Ending Funds Available for Capital Improvements	\$657,800	\$583,800	\$589,800	\$595,800	\$601,800	\$607,800

# Capital Improvement Program

## Five Year Summary

### 542 - DEVELOPER FEES-OTHER /542

Transportation/Traffic Projects										
Proj. #	Project Title	Priority	Page	Carryover	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
CI5297	Lawrence Drive/Teller Road Intersection Improvements	Two	87	\$110,000	\$0	\$0	\$0	\$0	\$0	\$110,000
Transportation/Traffic Projects Total				\$110,000	\$0	\$0	\$0	\$0	\$0	\$110,000
542 - DEVELOPER FEES-OTHER /542 Total				\$110,000	\$0	\$0	\$0	\$0	\$0	\$110,000

	Budget to Date	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Beginning Funds Available for Capital Improvements	\$110,000	\$0	\$0	\$0	\$0	\$0
Operating Reserves	0	0	0	0	0	0
Project Appropriations	(110,000)	0	0	0	0	0
Capital Revenues	0	0	0	0	0	0
Ending Funds Available for Capital Improvements	\$0	\$0	\$0	\$0	\$0	\$0

# Capital Improvement Program

## Five Year Summary

### 543 - DEVFEE TO RD IMPR DF0922

Landscape/Streetscape Projects										
Proj. #	Project Title	Priority	Page	Carryover	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
CI5391	Thousand Oaks Boulevard (Phase I) Streetscape Improvements	One	28	\$0	\$500,000	\$0	\$0	\$0	\$0	\$500,000
Landscape/Streetscape Projects Total				\$0	\$500,000	\$0	\$0	\$0	\$0	\$500,000

Stormwater Projects										
Proj. #	Project Title	Priority	Page	Carryover	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
CI5536	High-Maintenance Relief Drainage Improvements FY 2019-21	Two	52	\$0	\$25,000	\$65,000	\$0	\$0	\$0	\$90,000
Stormwater Projects Total				\$0	\$25,000	\$65,000	\$0	\$0	\$0	\$90,000

Street Projects										
Proj. #	Project Title	Priority	Page	Carryover	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
CI5308	Rancho Road Sidewalk and Bike Lanes	Two	62	\$92,000	\$141,250	\$0	\$0	\$0	\$0	\$233,250
CI5364	Janss Road Sidewalks and Curb Ramps	Two	63	55,000	0	0	0	0	0	55,000
CI5398	Thousand Oaks Boulevard (Phase II) Curbs and Pedestrian Crossings	One	64	15,000	95,000	0	0	0	0	110,000
CI5426	Los Feliz Sidewalks, Phase II	Two	65	335,500	0	0	0	0	0	335,500
CI5492	Willow Lane Improvements	Two	66	55,850	629,150	0	0	0	0	685,000
Street Projects Total				\$553,350	\$865,400	\$0	\$0	\$0	\$0	\$1,418,750

Transportation/Traffic Projects										
Proj. #	Project Title	Priority	Page	Carryover	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
MI2531	Bridge Rehabilitation	Two	104	\$0	\$100,000	\$0	\$0	\$0	\$0	\$100,000
Transportation/Traffic Projects Total				\$0	\$100,000	\$0	\$0	\$0	\$0	\$100,000

543 - DEVFEE TO RD IMPR DF0922 Total				\$553,350	\$1,490,400	\$65,000	\$0	\$0	\$0	\$2,108,750
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	Budget to Date	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Beginning Funds Available for Capital Improvements	\$2,108,750	\$1,555,400	\$65,000	\$0	\$0	\$0
Operating Reserves	0	0	0	0	0	0
Project Appropriations	(553,350)	(1,490,400)	(65,000)	0	0	0
Capital Revenues	0	0	0	0	0	0
Ending Funds Available for Capital Improvements	\$1,555,400	\$65,000	\$0	\$0	\$0	\$0

# Capital Improvement Program

## Five Year Summary

### 544 - DEVFEE CITYWIDE IMPACT FEE DF0923

Stormwater Projects											
Proj. #	Project Title	Priority	Page	Carryover	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total	
CI4259	Charro Avenue Drainage Improvements	Three		\$0	\$0	\$0	\$30,000	\$315,000	\$0	\$345,000	
CI4260	Henry Drive Improvements	Three		0	0	0	50,000	734,000	0	784,000	
CI5536	High-Maintenance Relief Drainage Improvements FY 2019-21	Two	52	0	0	60,000	0	0	0	60,000	
CI5537	High-Maintenance Relief Drainage Improvements FY 2022-23	Two		0	0	0	50,000	250,000	0	300,000	
CI5558	Crescent Way/Skyline Drive Storm Drain	Two		0	0	0	150,000	0	0	150,000	
<b>Stormwater Projects Total</b>					\$0	\$0	\$60,000	\$280,000	\$1,299,000	\$0	\$1,639,000

Street Projects											
Proj. #	Project Title	Priority	Page	Carryover	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total	
CI4225	Moorpark Road/Hillcrest Drive Intersection Improvements	Two		\$0	\$0	\$0	\$190,000	\$1,070,000	\$0	\$1,260,000	
CI4233	Gainsborough Road Improvements	Three		0	0	0	30,000	100,000	0	130,000	
CI4247	Thousand Oaks Boulevard at Moorpark Road Widening	Three		0	0	0	50,000	300,000	0	350,000	
CI4251	Moorpark Road North of Thousand Oaks Boulevard Widening	Three		0	0	0	250,000	1,000,000	0	1,250,000	
CI4257	Avenida de Las Flores Widening	Three		0	0	0	150,000	720,000	0	870,000	
CI4258	Hodencamp Road Improvements	Three		0	0	0	35,000	100,000	0	135,000	
CI5301	Agoura Road/Westlake Boulevard	Two	61	0	0	374,000	755,650	0	0	1,129,650	
CI5302	Hampshire Road at Thousand Oaks Boulevard Modification	Three		0	0	0	260,000	0	0	260,000	
CI5303	Hillcrest Drive Widening	Three		0	0	0	200,000	1,200,000	0	1,400,000	
CI5307	Thousand Oaks Boulevard at Rancho Road Widening	Three		0	0	0	100,000	2,480,000	0	2,580,000	
CI5309	Old Conejo Road from Ruth Drive to Reino Road Widening	Three		0	0	0	145,000	700,000	0	845,000	
CI5310	Skyline Drive at Thousand Oaks Boulevard Widening	Three		0	0	0	0	30,000	300,000	330,000	
CI5398	Thousand Oaks Boulevard (Phase II) Curbs and Pedestrian Crossings	One	64	0	0	0	46,060	0	0	46,060	
CI5426	Los Feliz Sidewalks, Phase II	Two	65	0	50,000	451,900	0	0	0	501,900	
MI2518	Thousand Oaks Boulevard Centerline Alignment	Two	72	0	280,000	0	0	0	0	280,000	
<b>Street Projects Total</b>					\$0	\$330,000	\$825,900	\$2,211,710	\$7,700,000	\$300,000	\$11,367,610

Transportation/Traffic Projects											
Proj. #	Project Title	Priority	Page	Carryover	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total	
CI4240	Reino Road Bike Lanes, Sidewalks, and Landscaping	Two		\$0	\$0	\$0	\$150,000	\$98,000	\$0	\$248,000	
CI5068	Read Road Bike Path Connector	Two	81	0	0	101,495	0	0	0	101,495	
CI5297	Lawrence Drive/Teller Road Intersection Improvements	Two	87	0	24,000	100,000	0	0	0	124,000	
CI5355	Erbes Road at Sunset Hills Blvd Roundabout	One	90	0	0	0	1,000,000	0	0	1,000,000	
CI5409	Conejo Creek North Park Bike Trail	Three	91	199,132	25,000	0	0	0	0	224,132	
CI5486	Westlake Boulevard/Thousand Oaks Boulevard Widening	Three		0	0	0	1,733,000	0	0	1,733,000	
CI5501	Hampshire Road/101 Freeway Offramps	Three		0	0	0	0	1,000,000	1,000,000	2,000,000	
CI5560	Thousand Oaks Blvd. at Boardwalk Traffic Signal	Three	98	0	0	0	175,700	0	0	175,700	
CI5571	Wendy Dr./Old Conejo Rd. Intersection Improvements	Two		0	0	0	0	140,000	1,260,000	1,400,000	
CI5572	SR 23/Olsen Road Intersection	Two		0	0	0	0	300,000	2,692,500	2,992,500	
CI5573	Lynn and Hillcrest	Two		0	0	0	0	150,000	1,346,000	1,496,000	
MI2554	Conejo School Road at Thousand Oaks Boulevard Restriping	Three		0	0	0	0	0	100,000	100,000	
MI2595	Erbes Rd and Pederson Intersection Improvements	Two		0	0	0	0	50,000	450,000	500,000	
MI2596	Moorpark Road/Olsen Road Intersection Improvements	Two		0	0	0	0	10,000	74,000	84,000	
<b>Transportation/Traffic Projects Total</b>					\$199,132	\$49,000	\$201,495	\$3,058,700	\$1,748,000	\$6,922,500	\$12,178,827

<b>544 - DEVFEE CITYWIDE IMPACT FEE DF0923 Total</b>					\$199,132	\$379,000	\$1,087,395	\$5,550,410	\$10,747,000	\$7,222,500	\$25,185,437
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	Budget to Date	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Beginning Funds Available for Capital Improvements	\$0	(\$199,132)	\$801,868	\$694,473	(\$4,075,937)	(\$14,042,937)
Operating Reserves	0	0	0	0	0	0
Project Appropriations	(199,132)	(379,000)	(1,087,395)	(5,550,410)	(10,747,000)	(7,222,500)
Capital Revenues	0	1,380,000	980,000	780,000	780,000	780,000
Ending Funds Available for Capital Improvements	(\$199,132)	\$801,868	\$694,473	(\$4,075,937)	(\$14,042,937)	(\$20,485,437)

# Capital Improvement Program

## Five Year Summary

### 551 - DEVFEE TRAF SAFETY DF0079

Transportation/Traffic Projects										
Proj. #	Project Title	Priority	Page	Carryover	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
CI5297	Lawrence Drive/Teller Road Intersection Improvements	Two	87	\$45,000	\$0	\$100,000	\$0	\$0	\$0	\$145,000
CI5354	Agoura Road/Village Glen Avenue Left Turn Signal	Two	89	100,000	0	0	0	0	0	100,000
CI5355	Erbes Road at Sunset Hills Blvd Roundabout	One	90	0	100,000	150,000	0	0	0	250,000
CI5560	Thousand Oaks Blvd. at Boardwalk Traffic Signal	Three	98	0	0	60,000	64,300	0	0	124,300
Transportation/Traffic Projects Total				\$145,000	\$100,000	\$310,000	\$64,300	\$0	\$0	\$619,300

551 - DEVFEE TRAF SAFETY DF0079 Total	\$145,000	\$100,000	\$310,000	\$64,300	\$0	\$0	\$619,300
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	Budget to Date	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Beginning Funds Available for Capital Improvements	\$619,300	\$474,300	\$374,300	\$64,300	\$0	\$0
Operating Reserves	0	0	0	0	0	0
Project Appropriations	(145,000)	(100,000)	(310,000)	(64,300)	0	0
Capital Revenues	0	0	0	0	0	0
Ending Funds Available for Capital Improvements	\$474,300	\$374,300	\$64,300	\$0	\$0	\$0

# Capital Improvement Program

## Five Year Summary

### 552 - DEVFEE SIGNL CONST DF0082

Transportation/Traffic Projects										
Proj. #	Project Title	Priority	Page	Carryover	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
CI5297	Lawrence Drive/Teller Road Intersection Improvements	Two	87	\$400,000	\$76,000	\$0	\$0	\$0	\$0	\$476,000
Transportation/Traffic Projects Total				\$400,000	\$76,000	\$0	\$0	\$0	\$0	\$476,000
552 - DEVFEE SIGNL CONST DF0082 Total				\$400,000	\$76,000	\$0	\$0	\$0	\$0	\$476,000

	Budget to Date	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Beginning Funds Available for Capital Improvements	\$476,000	\$76,000	\$0	\$0	\$0	\$0
Operating Reserves	0	0	0	0	0	0
Project Appropriations	(400,000)	(76,000)	0	0	0	0
Capital Revenues	0	0	0	0	0	0
Ending Funds Available for Capital Improvements	\$76,000	\$0	\$0	\$0	\$0	\$0

# Capital Improvement Program

## Five Year Summary

### 561 - DOS VIENTOS DF2009

Street Projects										
Proj. #	Project Title	Priority	Page	Carryover	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
MI2215	Lynn Road Soundwall Phase I Design	Two	70	\$151,630	\$0	\$0	\$0	\$0	\$0	\$151,630
MI2216	Lynn Road Soundwall Phase I Construction - Holding Account	Two	71	1,000,000	0	0	0	0	0	1,000,000
<b>Street Projects Total</b>					\$0	\$0	\$0	\$0	\$0	\$1,151,630
<b>561 - DOS VIENTOS DF2009 Total</b>					\$1,151,630	\$0	\$0	\$0	\$0	\$1,151,630

	Budget to Date	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Beginning Funds Available for Capital Improvements	\$1,197,249	\$45,619	\$75,619	\$105,619	\$135,619	\$165,619
Operating Reserves	0	0	0	0	0	0
Project Appropriations	(1,151,630)	0	0	0	0	0
Capital Revenues	0	30,000	30,000	30,000	30,000	30,000
Ending Funds Available for Capital Improvements	\$45,619	\$75,619	\$105,619	\$135,619	\$165,619	\$195,619

# Capital Improvement Program

## Five Year Summary

### 612 - WATER - CAPITAL PROGRAMS

Transportation/Traffic Projects										
Proj. #	Project Title	Priority	Page	Carryover	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
CI5468	Bus Wash	Two		\$0	\$0	\$0	\$26,250	\$148,750	\$0	\$175,000
Transportation/Traffic Projects Total				\$0	\$0	\$0	\$26,250	\$148,750	\$0	\$175,000

Water Projects										
Proj. #	Project Title	Priority	Page	Carryover	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
CI5284	Supervisory Control and Data Acquisition Master Plan and Programmable	Two	138	\$900,000	\$800,000	\$0	\$0	\$0	\$0	\$1,700,000
CI5292	La Granada Reservoir Improvements	Two	140	1,900,000	0	0	0	0	0	1,900,000
CI5294	Wilder Reservoir Rehabilitation	Two		0	0	0	225,000	0	0	225,000
CI5318	Rolling Oaks and Meadows Reservoirs Retrofit Improvements	Two		0	0	0	0	0	0	0
CI5448	Freeway Reservoir Rehabilitation	Two		0	0	0	0	1,300,000	0	1,300,000
CI5450	Emergency Water Interconnects FY 2019-21	Two	144	0	80,000	80,000	0	0	0	160,000
CI5452	Lone Oak Emergency Generator	One	145	0	400,000	0	0	0	0	400,000
CI5453	Conejo Valley Groundwater Development Implementation	One		0	0	0	100,000	1,000,000	0	1,100,000
CI5454	Pressure Reducing Stations	Two	146	0	395,000	270,000	0	0	0	665,000
CI5479	Water Master Plan Implementation Projects FY 2019-21	Two	148	0	30,000	90,000	0	0	0	120,000
CI5493	Calleguas Turnouts Pipeline Upgrades I	Two		0	0	0	135,000	0	0	135,000
CI5494	Calleguas Turnouts Pipeline Upgrades II	Two		0	0	0	0	135,000	0	135,000
CI5495	Calleguas Turnouts Regulating Valve Upgrades	Two	149	0	0	125,000	0	0	0	125,000
CI5496	Oakbrook Reservoir Improvements	Two		0	0	0	0	0	0	0
CI5497	Willow Lane Reservoir Improvements	Two		0	0	0	0	0	0	0
CI5498	Kelley Reservoir Improvements	Two		0	0	0	0	0	0	0
CI5511	Water System Miscellaneous Improvements FY 2019-21	One	150	0	200,000	200,000	0	0	0	400,000
CI5514	Emergency Water Interconnects FY 2021-24	Two		0	0	0	100,000	100,000	100,000	300,000
CI5518	Water Master Plan Implementation Projects FY 2021-24	Two		0	0	0	60,000	60,000	60,000	180,000
CI5520	Site Improvements at Reservoirs and Pump Stations FY 2019-21	Two	155	0	160,000	160,000	0	0	0	320,000
CI5534	Automated Water Quality Control System/Chemical Dosing	Two	156	0	330,000	0	0	0	0	330,000
CI5570	Erbes Road Pump Station Improvements	Two	157	0	300,000	0	0	0	0	300,000
MI2104	Conejo Valley Groundwater Management Plan	Two	159	0	125,000	0	0	0	0	125,000
MI2578	Urban Water Management Plan	One	160	0	0	70,000	0	0	0	70,000
MI2594	Emergency Water System Update	Two	161	0	30,000	0	0	0	0	30,000
Water Projects Total				\$2,800,000	\$2,850,000	\$995,000	\$620,000	\$2,595,000	\$160,000	\$10,020,000

<b>612 - WATER - CAPITAL PROGRAMS Total</b>	\$2,800,000	\$2,850,000	\$995,000	\$646,250	\$2,743,750	\$160,000	\$10,195,000
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	Budget to Date	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Beginning Funds Available for Capital Improvements	\$6,400,000	\$3,600,000	\$1,150,000	\$555,000	\$308,750	(\$2,035,000)
Operating Reserves	0	0	0	0	0	0
Project Appropriations	(2,800,000)	(2,850,000)	(995,000)	(646,250)	(2,743,750)	(160,000)
Capital Revenues	0	400,000	400,000	400,000	400,000	400,000
Ending Funds Available for Capital Improvements	\$3,600,000	\$1,150,000	\$555,000	\$308,750	(\$2,035,000)	(\$1,795,000)

# Capital Improvement Program

## Five Year Summary

### 613 - WATER-CAPTL FACIL REPLACE

Facility Projects											
Proj. #	Project Title	Priority	Page	Carryover	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total	
CI5265	Solar Canopies at Municipal Service Center	Three	12	\$0	\$315,000	\$0	\$0	\$0	\$0	\$315,000	
CI5372	Municipal Service Center Fueling Station Upgrade	One	13	100,000	0	0	0	0	0	100,000	
CI5458	Municipal Service Center Flat Roofs	Two	18	87,500	0	0	0	0	0	87,500	
CI5459	Municipal Service Center Parking Lot Repaving	Three		0	0	0	125,000	0	0	125,000	
CI5549	Radio Communications System	Two	24	0	0	100,000	0	0	0	100,000	
<b>Facility Projects Total</b>					<b>\$187,500</b>	<b>\$315,000</b>	<b>\$100,000</b>	<b>\$125,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$727,500</b>

Landscape/Streetscape Projects											
Proj. #	Project Title	Priority	Page	Carryover	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total	
CI5391	Thousand Oaks Boulevard (Phase I) Streetscape Improvements	One	28	\$0	\$500,000	\$0	\$0	\$0	\$0	\$500,000	
MI2593	Woolsey Fire Landscape Restoration	Two	35	0	210,000	0	0	0	0	210,000	
<b>Landscape/Streetscape Projects Total</b>					<b>\$0</b>	<b>\$710,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$710,000</b>

Street Projects											
Proj. #	Project Title	Priority	Page	Carryover	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total	
CI5426	Los Feliz Sidewalks, Phase II	Two	65	\$44,100	\$0	\$600,000	\$0	\$0	\$0	\$644,100	
CI5492	Willow Lane Improvements	Two	66	0	400,000	0	0	0	0	400,000	
<b>Street Projects Total</b>					<b>\$44,100</b>	<b>\$400,000</b>	<b>\$600,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,044,100</b>

# Capital Improvement Program

## Five Year Summary

### 613 - WATER-CAPTL FACIL REPLACE

Water Projects											
Proj. #	Project Title	Priority	Page	Carryover	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total	
CI4551	Automated Meter Reading Program	Two	137	\$0	\$600,000	\$600,000	\$600,000	\$500,000	\$300,000	\$2,600,000	
CI5280	Freeway Reservoir Access Road Improvements	Two		0	0	0	250,000	0	0	250,000	
CI5284	Supervisory Control and Data Acquisition Master Plan and Programmable	Two	138	550,000	400,000	0	0	0	0	950,000	
CI5286	Wilbur Court Waterline Relocation	Two		0	0	0	0	0	0	0	
CI5290	Tara Reservoir Improvements	One	139	2,150,000	0	0	0	0	0	2,150,000	
CI5294	Wilder Reservoir Rehabilitation	Two		0	0	0	1,725,000	0	0	1,725,000	
CI5295	Sunset Number 2 and 3 Rehabilitation	Two		0	0	0	0	0	0	0	
CI5305	Waterline Looping Installation FY 2019-21	Two	141	0	0	400,000	0	0	0	400,000	
CI5383	Pump Replacement/Upgrade	Two	142	0	250,000	250,000	250,000	0	0	750,000	
CI5395	Los Robles Greens Golf Course Groundwater Utilization Project	One	143	800,000	1,850,000	13,950,000	0	0	0	16,600,000	
CI5402	Grissom 1 and 2 Reservoir	Two		0	0	0	0	0	1,000,000	1,000,000	
CI5450	Emergency Water Interconnects FY 2019-21	Two	144	0	120,000	120,000	0	0	0	240,000	
CI5453	Conejo Valley Groundwater Development Implementation	One		0	0	0	100,000	1,000,000	0	1,100,000	
CI5456	Water Security Cameras at City Reservoirs	Two	147	0	75,000	75,000	0	0	0	150,000	
CI5479	Water Master Plan Implementation Projects FY 2019-21	Two	148	0	70,000	210,000	0	0	0	280,000	
CI5493	Calleguas Turnouts Pipeline Upgrades I	Two		0	0	0	315,000	0	0	315,000	
CI5494	Calleguas Turnouts Pipeline Upgrades II	Two		0	0	0	0	315,000	0	315,000	
CI5495	Calleguas Turnouts Regulating Valve Upgrades	Two	149	0	0	375,000	0	0	0	375,000	
CI5496	Oakbrook Reservoir Improvements	Two		0	0	0	0	0	0	0	
CI5497	Willow Lane Reservoir Improvements	Two		0	0	0	0	0	0	0	
CI5498	Kelley Reservoir Improvements	Two		0	0	0	0	0	0	0	
CI5512	Hydrant Replacement FY 2019-21	Two	151	0	300,000	300,000	0	0	0	600,000	
CI5513	Valve Replacement FY 2019-21	Two	152	0	600,000	600,000	0	0	0	1,200,000	
CI5514	Emergency Water Interconnects FY 2021-24	Two		0	0	0	100,000	100,000	100,000	300,000	
CI5515	Polybutylene Service Replacement FY 2019-21	Two	153	0	600,000	0	0	0	0	600,000	
CI5518	Water Master Plan Implementation Projects FY 2021-24	Two		0	0	0	140,000	140,000	140,000	420,000	
CI5519	Conejo Creek North Park Waterline Rehabilitation	Two	154	953,000	0	0	0	0	0	953,000	
CI5520	Site Improvements at Reservoirs and Pump Stations FY 2019-21	Two	155	0	240,000	240,000	0	0	0	480,000	
CI5533	Polybutylene Service Replacement FY 2021-24	Two		0	0	0	600,000	0	600,000	1,200,000	
CI5534	Automated Water Quality Control System/Chemical Dosing	Two	156	0	670,000	0	0	0	0	670,000	
CI5552	Hydrant Replacement FY 2021-24	Two		0	0	0	50,000	50,000	50,000	150,000	
CI5554	Valve Replacement FY 2021-24	Two		0	0	0	600,000	600,000	600,000	1,800,000	
CI5570	Erbes Road Pump Station Improvements	Two	157	0	450,000	0	0	0	0	450,000	
CI8082	La Granada Pump Station	Two	158	3,400,000	1,650,000	0	0	0	0	5,050,000	
MI2594	Emergency Water System Update	Two	161	0	70,000	0	0	0	0	70,000	
<b>Water Projects Total</b>					<b>\$7,853,000</b>	<b>\$7,945,000</b>	<b>\$17,120,000</b>	<b>\$4,730,000</b>	<b>\$2,705,000</b>	<b>\$2,790,000</b>	<b>\$43,143,000</b>

<b>613 - WATER-CAPTL FACIL REPLACE Total</b>	<b>\$8,084,600</b>	<b>\$9,370,000</b>	<b>\$17,820,000</b>	<b>\$4,855,000</b>	<b>\$2,705,000</b>	<b>\$2,790,000</b>	<b>\$45,624,600</b>
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	Budget to Date	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Beginning Funds Available for Capital Improvements	\$24,796,600	\$14,712,000	\$10,092,000	\$922,000	(\$233,000)	\$762,000
Operating Reserves	(2,000,000)	0	0	0	0	0
Project Appropriations	(8,084,600)	(9,370,000)	(17,820,000)	(4,855,000)	(2,705,000)	(2,790,000)
Capital Revenues	0	4,750,000	8,650,000	3,700,000	3,700,000	3,700,000
Ending Funds Available for Capital Improvements	\$14,712,000	\$10,092,000	\$922,000	(\$233,000)	\$762,000	\$1,672,000

# Capital Improvement Program

## Five Year Summary

### 624 - WASTEWATER - CAP. PROGRAM

Facility Projects											
Proj. #	Project Title	Priority	Page	Carryover	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total	
CI5265	Solar Canopies at Municipal Service Center	Three	12	\$0	\$270,000	\$0	\$0	\$0	\$0	\$270,000	
CI5372	Municipal Service Center Fueling Station Upgrade	One	13	200,000	0	0	0	0	0	200,000	
CI5458	Municipal Service Center Flat Roofs	Two	18	87,500	0	0	0	0	0	87,500	
CI5459	Municipal Service Center Parking Lot Repaving	Three		0	0	0	125,000	0	0	125,000	
CI5549	Radio Communications System	Two	24	0	0	50,000	0	0	0	50,000	
Facility Projects Total					\$287,500	\$270,000	\$50,000	\$125,000	\$0	\$0	\$732,500

Transportation/Traffic Projects											
Proj. #	Project Title	Priority	Page	Carryover	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total	
CI5468	Bus Wash	Two		\$0	\$0	\$0	\$26,250	\$148,750	\$0	\$175,000	
Transportation/Traffic Projects Total					\$0	\$0	\$0	\$26,250	\$148,750	\$0	\$175,000

Wastewater Projects										
Proj. #	Project Title	Priority	Page	Carryover	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
CI5328	Interceptor Capital Improvement Program Phase V - Unit Y2	Two	112	\$2,400,000	\$600,000	\$0	\$0	\$0	\$0	\$3,000,000
CI5396	Wastewater Pipe and Maintenance Hole Relining FY 2019-21	Two	113	1,500,000	0	0	0	0	0	1,500,000
CI5422	Hill Canyon Treatment Plant 3-D Geographical Information System Assets	Three		0	0	0	0	250,000	200,000	450,000
CI5423	Santa Rosa Road/Hill Canyon Road Intersection Improvements	One	114	300,000	0	0	0	0	0	300,000
CI5427	HCTP Facility Stormwater Diversion	One	115	0	80,000	800,000	0	0	0	880,000
CI5436	Hill Canyon Treatment Plant Biosolids Drying	One	116	0	0	300,000	1,000,000	0	0	1,300,000
CI5437	Municipal Service Center/Hill Canyon Treatment Plant Access Road	Three	117	0	0	250,000	1,800,000	0	0	2,050,000
CI5439	Creek Flow Metering Station Installation	Three		0	0	0	230,000	0	0	230,000
CI5440	Hill Canyon Treatment Plant Bioreactors Electrical Upgrades	Two	118	0	950,000	0	0	0	0	950,000
CI5441	Fats, Oils, and Grease Station	Two	119	0	0	300,000	900,000	0	0	1,200,000
CI5444	Hill Canyon Treatment Plant Retaining Wall	Two	120	0	650,000	0	0	0	0	650,000
CI5445	Unit W Improvements	Two	121	200,000	1,800,000	0	0	0	0	2,000,000
CI5510	Wastewater Pipe and Maintenance Hole Relining FY 2021-23	Two		0	0	0	1,500,000	0	0	1,500,000
CI5523	Hill Canyon Treatment Plant Solar System Purchase	Three	122	0	1,500,000	0	0	0	0	1,500,000
CI5530	Unit W - Pipe and Maintenance Hole Lining Project	Two	123	0	2,000,000	0	0	0	0	2,000,000
CI5532	Wastewater Pipe and Maintenance Hole Relining FY 2022-24	Two		0	0	0	0	1,500,000	0	1,500,000
CI5567	Hill Canyon Security Improvements	One	124	0	550,000	0	0	0	0	550,000
MI2515	Unit E Interceptor	Two		0	0	0	1,000,000	0	0	1,000,000
MI2532	Secondary Clarifier No. 2 Coating/Concrete Rehabilitation	Two	125	0	680,000	0	0	0	0	680,000
MI2533	Digester No. 3 Rehabilitation	One	126	990,500	100,000	0	0	0	0	1,090,500
MI2542	Hill Canyon Treatment Plant Master Plan	Two	127	546,600	0	0	0	0	0	546,600
MI2561	HCTP Master Plan Implementation Projects FY 2019-21	Two	128	0	0	1,000,000	0	0	0	1,000,000
MI2562	HCTP Master Plan Implementation Projects FY 2021-24	Two		0	0	0	1,000,000	1,000,000	1,000,000	3,000,000
MI2563	HCTP Digester No. 2 Rehabilitation	One	129	0	1,100,000	0	0	0	0	1,100,000
MI2564	HCTP Digester No. 1 Rehabilitation	One	130	0	0	1,100,000	0	0	0	1,100,000
MI2576	Collections Misc. Repairs FY 2019-21	One	131	0	250,000	250,000	0	0	0	500,000
MI2577	Collections Misc. Repairs FY 2021-24	One		0	0	0	250,000	250,000	250,000	750,000
MI2584	Hill Canyon Treatment Plant Miscellaneous Repairs FY 2019-21	One	132	0	400,000	400,000	0	0	0	800,000
MI2585	Hill Canyon Treatment Plant Miscellaneous Repairs FY 2021-24	One		0	0	0	400,000	400,000	400,000	1,200,000
MI2586	Lateral Inspections Unit W	One	133	0	100,000	0	0	0	0	100,000
MI2588	Secondary Clarifier #3 Rehabilitation	Two	134	0	0	680,000	0	0	0	680,000
MI2589	Collections Master Plan Update	Two	135	0	0	200,000	0	0	0	200,000
MI2590	Hill Canyon Treatment Plant Coating/Concrete Rehabilitation Secondary	Two		0	0	0	1,100,000	0	0	1,100,000

# Capital Improvement Program

## Five Year Summary

### 624 - WASTEWATER - CAP. PROGRAM

Wastewater Projects										
Proj. #	Project Title	Priority	Page	Carryover	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
MI2591	South Plant Rehabilitation	Two		0	0	0	1,100,000	0	0	1,100,000
Wastewater Projects Total				\$5,937,100	\$10,760,000	\$5,280,000	\$10,280,000	\$3,400,000	\$1,850,000	\$37,507,100
624 - WASTEWATER - CAP. PROGRAM Total				\$6,224,600	\$11,030,000	\$5,330,000	\$10,431,250	\$3,548,750	\$1,850,000	\$38,414,600

	Budget to Date	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Beginning Funds Available for Capital Improvements	\$28,615,000	\$6,390,400	\$360,400	\$30,400	(\$5,400,850)	(\$3,949,600)
Operating Reserves	(16,000,000)	0	0	0	0	0
Project Appropriations	(6,224,600)	(11,030,000)	(5,330,000)	(10,431,250)	(3,548,750)	(1,850,000)
Capital Revenues	0	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
Ending Funds Available for Capital Improvements	\$6,390,400	\$360,400	\$30,400	(\$5,400,850)	(\$3,949,600)	(\$799,600)

# Capital Improvement Program

## Five Year Summary

### 631 - SOLID WASTE - GENERAL

Facility Projects										
Proj. #	Project Title	Priority	Page	Carryover	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
CI5265	Solar Canopies at Municipal Service Center	Three	12	\$0	\$45,000	\$0	\$0	\$0	\$0	\$45,000
Facility Projects Total				\$0	\$45,000	\$0	\$0	\$0	\$0	\$45,000
631 - SOLID WASTE - GENERAL Total				\$0	\$45,000	\$0	\$0	\$0	\$0	\$45,000

	Budget to Date	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Beginning Funds Available for Capital Improvements	\$3,900,000	\$3,900,000	\$4,455,000	\$5,055,000	\$5,655,000	\$6,255,000
Operating Reserves	0	0	0	0	0	0
Project Appropriations	0	(45,000)	0	0	0	0
Capital Revenues	0	600,000	600,000	600,000	600,000	600,000
Ending Funds Available for Capital Improvements	\$3,900,000	\$4,455,000	\$5,055,000	\$5,655,000	\$6,255,000	\$6,855,000

# Capital Improvement Program

## Five Year Summary

### 651 - TRANSPORTATION - GENERAL

Facility Projects										
Proj. #	Project Title	Priority	Page	Carryover	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
CI5265	Solar Canopies at Municipal Service Center	Three	12	\$869,440	\$1,000,000	\$0	\$0	\$0	\$0	\$1,869,440
CI5372	Municipal Service Center Fueling Station Upgrade	One	13	0	200,000	0	0	0	0	200,000
CI5459	Municipal Service Center Parking Lot Repaving	Three		0	0	0	100,000	0	0	100,000
CI5562	Prefabricated Solar System at Various City Facilities	Three		0	0	0	400,000	0	0	400,000
CI5569	Citywide Electric Vehicle Charging Station	Three	25	0	72,600	72,600	0	0	0	145,200
Facility Projects Total				\$869,440	\$1,272,600	\$72,600	\$500,000	\$0	\$0	\$2,714,640

Transportation/Traffic Projects										
Proj. #	Project Title	Priority	Page	Carryover	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
CI5269	Transportation Center Bus Parking and Pedestrian Improvements	Two	86	\$1,975,000	\$825,000	\$0	\$0	\$0	\$0	\$2,800,000
CI5466	Janss Road Park and Ride Improvements	Two	92	0	0	200,000	0	0	0	200,000
CI5468	Bus Wash	Two		0	0	0	75,000	425,000	0	500,000
CI5473	Electric Vehicle (EV) Charging Infrastructure	Two		0	0	0	1,500,000	0	0	1,500,000
CI5508	Transit Technology Upgrades FY 2019-21	Two	93	0	200,000	200,000	0	0	0	400,000
CI5564	Citywide Bus Shelter Enhancements FY 2019-21	Three	100	0	100,000	100,000	0	0	0	200,000
CI5575	Electric Vehicle (EV) Bus Purchase	Two		0	0	0	1,500,000	0	0	1,500,000
Transportation/Traffic Projects Total				\$1,975,000	\$1,125,000	\$500,000	\$3,075,000	\$425,000	\$0	\$7,100,000

651 - TRANSPORTATION - GENERAL Total	\$2,844,440	\$2,397,600	\$572,600	\$3,575,000	\$425,000	\$0	\$9,814,640
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	Budget to Date	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Beginning Funds Available for Capital Improvements	\$2,844,440	\$0	\$0	\$330,000	\$680,000	\$680,000
Operating Reserves	0	0	0	0	0	0
Project Appropriations	(2,844,440)	(2,397,600)	(572,600)	(3,575,000)	(425,000)	0
Capital Revenues	0	2,397,600	902,600	3,925,000	425,000	0
Ending Funds Available for Capital Improvements	\$0	\$0	\$330,000	\$680,000	\$680,000	\$680,000

# Capital Improvement Program

## Five Year Summary

### 671 - LOS ROBLES GOLF COURSE

Facility Projects										
Proj. #	Project Title	Priority	Page	Carryover	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
CI5159	Los Robles Greens Golf Course Maintenance Facility	Two	11	\$0	\$0	\$50,000	\$1,100,000	\$0	\$0	\$1,150,000
CI5390	Los Robles Greens Miscellaneous Maintenance Improvements	Two	16	0	250,000	250,000	250,000	250,000	250,000	1,250,000
Facility Projects Total				\$0	\$250,000	\$300,000	\$1,350,000	\$250,000	\$250,000	\$2,400,000
671 - LOS ROBLES GOLF COURSE Total				\$0	\$250,000	\$300,000	\$1,350,000	\$250,000	\$250,000	\$2,400,000

	Budget to Date	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Beginning Funds Available for Capital Improvements	\$2,100,000	\$2,100,000	\$2,100,000	\$2,050,000	\$950,000	\$950,000
Operating Reserves	0	0	0	0	0	0
Project Appropriations	0	(250,000)	(300,000)	(1,350,000)	(250,000)	(250,000)
Capital Revenues	0	250,000	250,000	250,000	250,000	250,000
Ending Funds Available for Capital Improvements	\$2,100,000	\$2,100,000	\$2,050,000	\$950,000	\$950,000	\$950,000

# Capital Improvement Program

## Five Year Summary

### 681 - KAVLI CTR & SCHERR THEATR

Facility Projects										
Proj. #	Project Title	Priority	Page	Carryover	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
MI2088	Kavli Auditorium Upgrades	Two	26	\$300,000	\$0	\$0	\$0	\$0	\$0	\$300,000
MI2587	Scherr Forum Interior Upgrades	Two		0	0	0	250,000	0	0	250,000
Facility Projects Total				\$300,000	\$0	\$0	\$250,000	\$0	\$0	\$550,000
681 - KAVLI CTR & SCHERR THEATR Total				\$300,000	\$0	\$0	\$250,000	\$0	\$0	\$550,000

	Budget to Date	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Beginning Funds Available for Capital Improvements	\$300,000	\$0	\$0	\$0	\$0	\$0
Operating Reserves	0	0	0	0	0	0
Project Appropriations	(300,000)	0	0	(250,000)	0	0
Capital Revenues	0	0	0	250,000	0	0
Ending Funds Available for Capital Improvements	\$0	\$0	\$0	\$0	\$0	\$0

# FINANCIAL SUMMARIES

General Government Revenue by Source  
General Government Expenditures by Source  
General Fund – Ten-Year Forecast

# FINANCIAL SUMMARIES

## General Governmental Revenues by Source (Pg. 578-579)

- Population figures obtained from Department of Finance website.
- Actuals from FY 2011-2012 through FY 2017-2018 obtained from City's Comprehensive Annual Financial Reports (CAFR)
- FY 2018-2019 revenues were obtained as of August 23, 2019
- Adopted Budgets for FY's 2019-2020 and FY 2020-2021 were calculated using the City's Financial Strategic Plan, historical information, and consultant calculated projections, which were adopted on June 11, 2019.

## General Governmental Allocations by Function (Pg. 580-581)

- Population figures obtained from Department of Finance website.
- Actuals from FY 2011-2012 through FY 2017-2018 obtained from City's Comprehensive Annual Financial Reports (CAFR)
- FY 2018-2019 allocations were obtained as of August 23, 2019
- Adopted Budgets for FY's 2019-2020 and FY 2020-2021 were calculated using the City's Financial Strategic Plan, historical information, and consultant calculated projections, which were adopted on June 11, 2019.

## General Fund – Ten-Year Forecast (Pg. 582-583)

- FY 2018-2019 revenues and allocations were obtained as of August 24, 2019
- Adopted Budgets for FY's 2019-2020 and FY 2020-2021 were calculated using the City's Financial Strategic Plan, historical information, and consultant calculated projections, which were adopted on June 11, 2019.
- Using the City's Financial Strategic Plan, historical information, and consultant calculated projections, staff projected both revenues and allocations from FY 2021-2022 through FY 2030-2031.

### **Financial Strategic Plan & Fiscal Sustainability Study**

Preparing a long-term fiscal sustainability report is a topic that is gaining interest and attention among California cities. However, the City has been doing long-term financial planning for many years, dating back over three decades. It was in the early 1990s when the City started to actively plan for its long-term financial future. The following provides an overview of some of the key highlights over the years:

#### **Initial "Financial Element" Concept – 1990s**

At the time when the City was in the middle of a significant "growth mode," in the mid-1990s, City Council contemplated pursuing a sixth optional General Plan Element which would focus on the City's finances and economic policies, especially as they related to land use and development. During the 1990s, a small number of "cutting edge"

# FINANCIAL SUMMARIES

California cities developed and implemented a “Financial Element.” In an effort to emulate this approach, the City prepared draft “Financial Element” outlines to help shape how the City’s local economy should grow. However, nothing was adopted nor implemented.

## “Financial Strategic Plan” Recommendation - 2000

As the City was approaching build out in early 2000, City Council assigned reconsideration of the “Financial Element” concept to the Community Budget Task Force (CBTF). During the course of several meetings, the CBTF expressed a desire to focus more on developing a “Financial Strategic Plan” (FSP) with respect to the City’s long-term revenues and expenditures. The goal of the FSP was to provide a proactive tool to ensure the long-term efficient and effective management of City services, finances, operations, facilities, and capital improvement projects. In addition, the FSP was to include a “Budget Model” for the General Fund, which would forecast revenues and expenditures over a ten-year period, based on careful analysis of historical data, General Plan build-out scenarios, and service level scenarios. By the end of 2000, City Council authorized preparation of a formal FSP.

Since few California cities had done this before, staff started from scratch. This involved extensive research and time. By the end of 2001, staff developed a rough FSP outline and received City Council authorization to solicit proposals for outside consultants to prepare the Plan. In June 2002, City Council awarded a contract to The Davis Company. Work took place from 2002 through 2004.

## First Financial Strategic Plan Adopted - 2005

The first official ten-year FSP was completed on February 8, 2005 and approved by City Council on February 22, 2005. The timing was perfect since the City had, for all intents and purposes, reached residential development build-out, unknowingly was about to enter the worst national recession since the Great Depression of the 1930s, and would face unprecedented revenue take-aways by the national, State, and County governments, including the decision by the State of California to dissolve local Redevelopment Agencies in 2012.

The 2005 FSP acknowledged that Thousand Oaks was a “low tax City” that had shifted from a “growth-oriented” community to a “maintenance-oriented” community and highlighted how this shift would impact future revenue growth rates and the ability for the City to maintain existing service levels without additional revenue sources and/or service level reductions. In addition, a formal “Budget Model” was developed for staff to forecast long-term revenues and expenditures/expenses based on historical data, consultant provided information, General Plan build-out scenarios, and service levels.

# FINANCIAL SUMMARIES

## Era of “Budget Awareness” – 2005 to 2007

The findings, conclusions, and recommendations of the 2005 FSP provided the impetus for the City to pause, reflect, and shift its view of the future and begin focusing on fiscal conservatism. With the adoption of the first long-term FSP in the region, the City focused on maintaining the quality of current services and programs with no new local revenues or taxes. While many agencies took advantage of this period of tremendous revenue growth and a favorable investment environment by enhancing pension plans with little thought as to the future financial sustainability of these pension plans, the City resisted this trend of retirement enhancements. The City also did not subsidize private development (such as providing property and/or Sales Tax rebates that were common at the time). It was during this time that the City implemented a thoughtful and strategic approach to maintaining a community that had reached “build-out” and would not experience the revenue growth it had enjoyed in the past.

## Era of “Budget Reductions” – 2008 to 2012

As the initial FSP approached its five-year mark, the City undertook a series of internal updates to the document. Several formal presentations were made to City Council by recognized professional experts including: “Demographics and the Markets” to better understand the aging and shifting local population of the Conejo Valley; “Past, Present, and Future Outlook of the City’s Sales Tax Revenues”; and, “Ventura County Economic Outlook.” In May 2008, the City prepared a detailed ten-year Capital Improvements Program (CIP) & 15-year Facilities Update Overview. In conjunction with the information and data shared from these recognized experts, the FSP underwent a comprehensive update in 2009.

As the City was conducting these long-term studies and reviews, the Great Recession and the global investment banking crisis were occurring, highlighting the importance of long-term financial strategic planning and the City’s FSP. As national and State budgets were impacted, Washington and Sacramento implemented significant budget cuts and “take-aways” from cities. At the national level, the City experienced Community Development Block Grant (CDBG) grant reductions. At the State level, significant local revenue reductions and take-aways occurred, including Redevelopment Property Tax Increment shift in revenue to the State and the eventual decision to dissolve local Redevelopment Agencies, suspension of State mandated funding, elimination of State library funding, and takeaway of Motor Vehicle License Fee revenues to name a few. At the County level, Ventura County terminated the long-standing County/City Library Funding Agreement. These actions resulted in a loss in revenue to the City of over \$10 million annually.

The result of these significant revenue reductions by the end of 2012 was the elimination of 108 positions, or 18% of the Citywide workforce, and General Fund/Library Fund recurring expenditure reductions of \$5.8 million, or 8% between FY 2008-09 and FY 2012-13.

# FINANCIAL SUMMARIES

Other budget reductions and cost saving strategies implemented during this time included:

- Salary freezes from July 2010 through July 2013
- Employees picking up the full 7% “Employee Share” of CalPERS
- Police “Reverse Contract” for service to unincorporated areas
- User Fees review to ensure full cost recovery
- Full cost allocation to all funds
- Process improvements/efficiencies/technologies
- Service level reductions
- Privatization (contracting out) certain services (e.g. street sweeping)
- Deferred maintenance of facilities
- Deferred/canceled future capital improvement projects
- Suspension of open space contribution/sports facilities and social services grants

## Era of “Adapting to the ‘New Normal” – 2013 to Present

Despite unprecedented challenges caused by the Great Recession, Federal government cutbacks, State government take-aways, including the dissolution of Redevelopment Agencies in 2012, and County of Ventura take-aways, the City has been able to weather these circumstances. In retrospect, the key to this success has been the combination of adhering to the FSP, and its regular updates, along with full compliance with the City’s formal financial and budget policies. Strong political leadership by City Council, prudent managerial leadership by City’s management, and faithful implementation by all City employees also played important roles.

The City has reached its “new normal” with limited capacity for further reductions in positions or expenditures. Further reductions would lead to more significant impacts to City operations, including actual elimination of services and/or programs.

## Financial Strategic Plan Update – 2014

Although there was an unprecedented impact on the City’s budget, the City emerged from the Great Recession able to continue providing core services to local residents and businesses. Based on the new fiscal reality, staff updated the FSP in 2014 prior to the FY 2015-16 and FY 2016-17 budget kickoff. Many changes occurred since the last FSP Update in 2009, including an economy that started to rebound from the Great Recession and the aforementioned significant City revenue takeaways by federal, State, and County governments. The 2014 FSP Update built upon the initial model developed in 2005 by widening the scope of the “Budget Model” forecast beyond the General Fund to include Enterprise Funds, as well as Governmental Funds that might potentially impact the General Fund.

# FINANCIAL SUMMARIES

## FY 2015-16 & FY 2016-17 Budget Process

The 2014 FSP Update was used during the FY 2015-16 and FY 2016-17 Budget process and identified challenges that various funds are currently facing, and/or are likely to encounter over the next ten years. Staff identified several areas of concern which were discussed with the City Council Finance/Audit Committee, City Council Capital Facilities Committee, various Visioning 2064 Committees, and full City Council during the budget study sessions.

What was made clear during these meetings is that there are multiple public service and infrastructure concerns, such as the City's financial ability to maintain existing streets and roads at current pavement conditions as current recurring revenue is inadequate to maintain current pavement conditions into the future. With this in mind, during the budget process City Council directed staff to return with a "Fiscal Sustainability Study" that would identify fiscal challenges and provide recommendations/options for City Council consideration.

## Fiscal Sustainability Study

Based on the 2014 FSP Update and the direction from City Council, staff spent a significant amount of time during July and August 2015 performing analysis of each City fund. It was determined that the following funds were currently experiencing or projected to experience fiscal sustainability challenges:

### Immediate Focus Areas

- Gas Tax (Streets) Fund
- Lighting Fund
- Stormwater Fund

### Long-term Focus Areas

- General Fund
- Landscaping Fund
- Solid Waste Fund

Finance Department staff engaged staff from each department to brainstorm ideas and strategies to address the fiscal sustainability of these focus areas. Options examined included service reductions, expenditure reductions, revenue enhancements, partnering with both private and public agencies, and use of technology to improve processes.

Staff prepared a Fiscal Sustainability Study and presented it to City Council on January 26, 2016.

## FY 2019-20 & FY 2020-21 Budget Process

Overall, the City is in "good" fiscal health. The updated FSP played an important role in assuring that City Council adopted a structurally balanced General Fund Budget for FY 2019-2020 and FY 2020-21.



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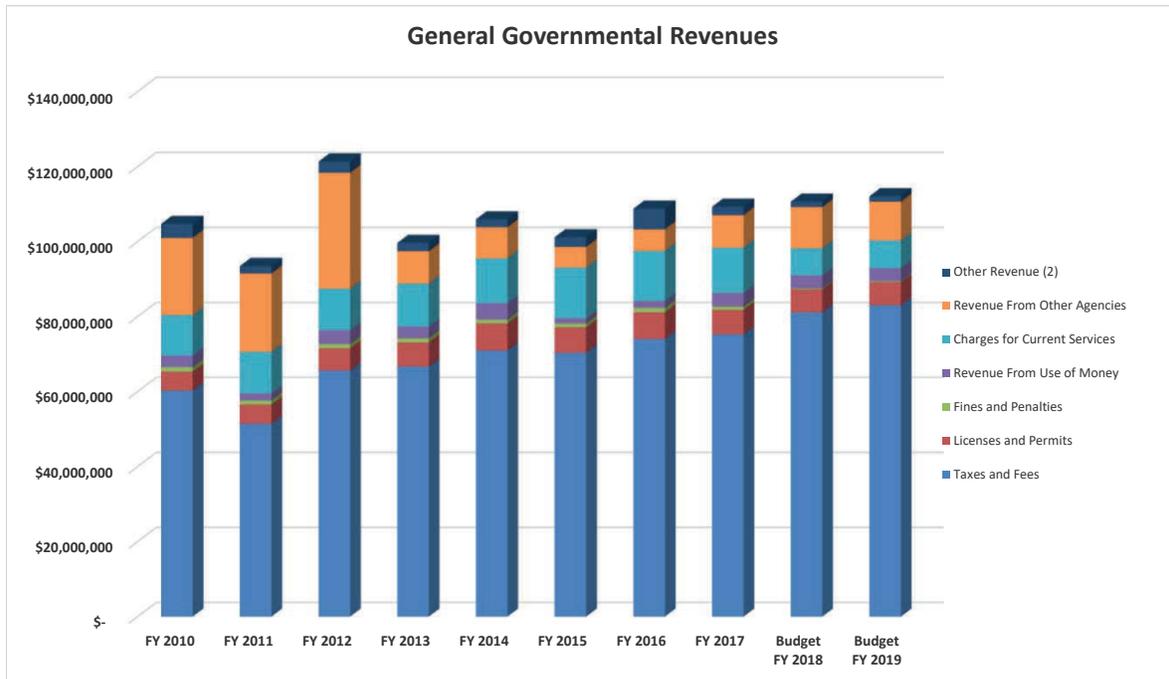
# BUDGET SUMMARY

## GENERAL GOVERNMENTAL REVENUES BY SOURCE

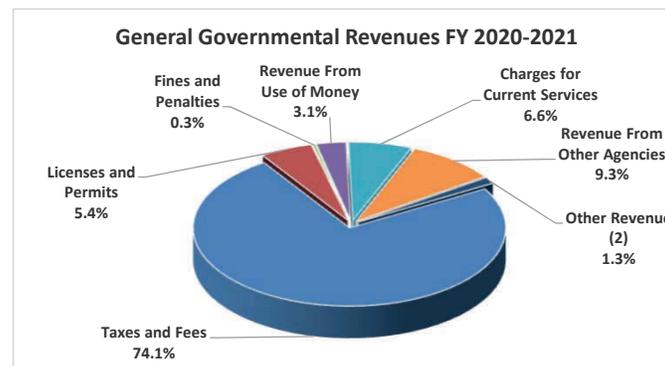
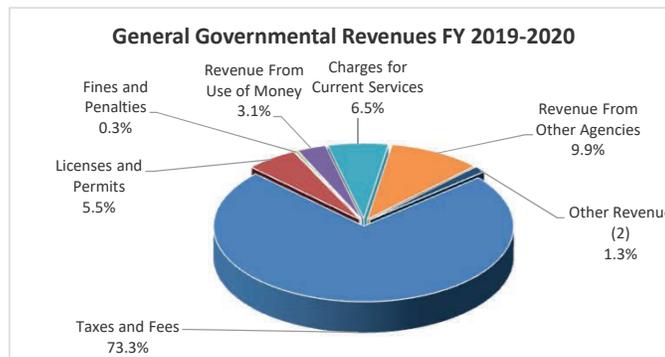
(Page 1 of 2)

Fiscal Year Ended June 30,	Actual 2011-2012	Actual 2012-2013	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016
<b>Population</b>	<b>128,031</b>	<b>128,143</b>	<b>129,039</b>	<b>131,885</b>	<b>132,365</b>
<b>Revenue</b>					
Taxes and Fees	\$ 60,266,779	\$ 51,411,370	\$ 65,652,130	\$ 66,697,613	\$ 70,964,086
Licenses and Permits	5,044,995	5,101,683	5,858,997	6,424,536	7,189,317
Fines and Penalties	1,252,050	1,170,876	1,201,226	1,138,646	1,047,754
Revenue From Use of Money	3,051,485	1,835,698	3,664,767	3,084,840	4,405,485
Charges for Current Services	10,758,658	11,047,312	11,051,746	11,411,961	11,943,215
Intergovernmental Revenue	20,652,591	20,966,207	30,926,530	8,685,090	8,291,953
Other Revenue (2)	3,719,494	1,970,848	3,003,278	2,204,224	2,120,846
<b>Total Revenue</b>	<b>\$ 104,746,052</b>	<b>\$ 93,503,994</b>	<b>\$ 121,358,674</b>	<b>\$ 99,646,910</b>	<b>\$ 105,962,656</b>
<b>Revenue Per Capita</b>					
Taxes and Fees	\$ 470.72	\$ 401.20	\$ 508.78	\$ 505.73	\$ 536.12
Licenses and Permits	39.40	39.81	45.40	48.71	54.31
Fines and Penalties	9.78	9.14	9.31	8.63	7.92
Revenue From Use of Money	23.83	14.33	28.40	23.39	33.28
Charges for Current Services	84.03	86.21	85.65	86.53	90.23
Revenue From Other Agencies	161.31	163.62	239.67	65.85	62.64
Other Revenue	29.05	15.38	23.27	16.71	16.02
<b>Total Revenue Per Capita</b>	<b>\$ 818.13</b>	<b>\$ 729.68</b>	<b>\$ 940.48</b>	<b>\$ 755.56</b>	<b>\$ 800.53</b>

- (1) Includes General Fund, Special Revenue Funds, Debt Service Funds, and Capital Projects Funds.
- (2) Reimbursements included in Other Revenue.
- (3) Information as of August 23, 2019.



	<b>Actual 2016-2017</b>	<b>Actual 2017-2018</b>	<b>Actual (2) 2018-2019</b>	<b>Budget 2019-2020</b>	<b>Budget 2020-2021</b>
	<b>131,457</b>	<b>130,196</b>	<b>129,557</b>	<b>130,000</b>	<b>130,000</b>
\$	70,353,513	\$ 74,014,030	\$ 75,267,010	\$ 81,118,776	\$ 83,086,552
	6,766,102	7,098,983	6,490,525	6,120,800	6,070,800
	1,070,992	1,226,704	954,030	334,650	334,650
	1,362,034	1,808,784	3,615,554	3,432,900	3,439,200
	13,522,017	13,388,778	12,074,952	7,201,514	7,350,359
	5,520,776	5,749,365	8,686,106	11,006,991	10,380,500
	2,590,830	5,495,691	2,203,625	1,438,851	1,455,551
\$	<u>101,186,264</u>	<u>108,782,335</u>	<u>109,291,802</u>	<u>110,654,482</u>	<u>112,117,612</u>
\$	535.18	\$ 568.48	\$ 580.96	\$ 623.99	\$ 639.13
	51.47	54.53	50.10	47.08	46.70
	8.15	9.42	7.36	2.57	2.57
	10.36	13.89	27.91	26.41	26.46
	102.86	102.84	93.20	55.40	56.54
	42.00	44.16	67.04	84.67	79.85
	19.71	42.21	17.01	11.07	11.20
\$	<u>769.73</u>	<u>835.53</u>	<u>843.58</u>	<u>851.19</u>	<u>862.44</u>



# BUDGET SUMMARY

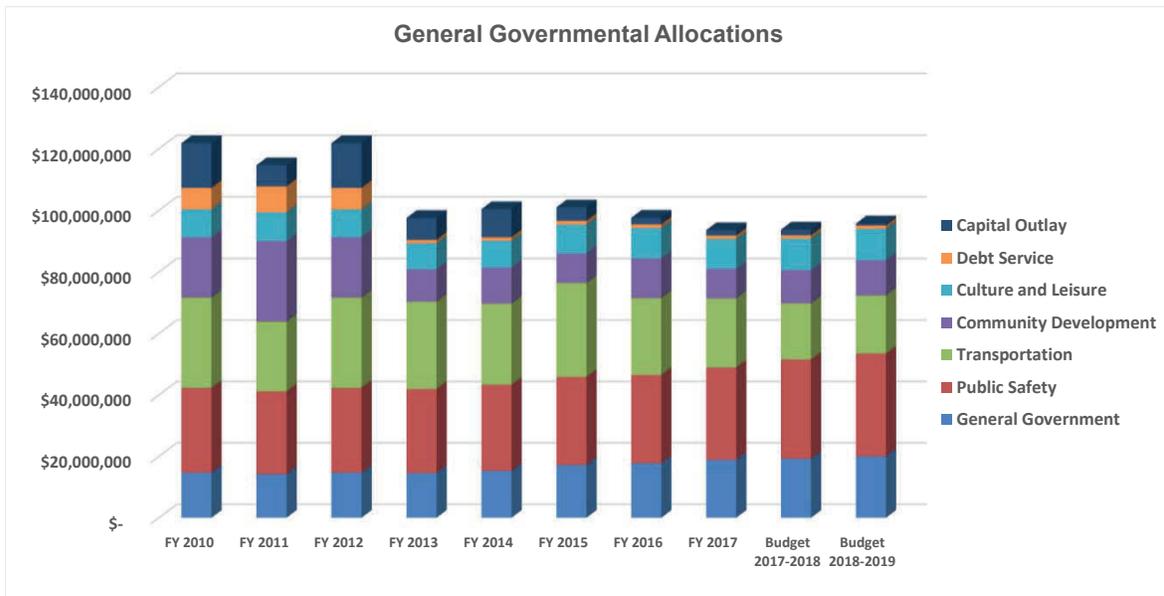
## GENERAL GOVERNMENTAL ALLOCATIONS BY FUNCTION

(Page 1 of 2)

Fiscal Year Ended June 30,	Actual 2011-2012	Actual 2012-2013	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016
<b>Population</b>	128,031	128,143	129,039	131,885	132,365
<b>Allocations</b>					
General Government	\$ 14,679,175	\$ 14,564,358	\$ 15,237,607	\$ 14,564,358	\$ 17,734,964
Public Safety	27,622,423	27,336,083	28,007,014	27,336,083	28,756,519
Transportation	29,403,527	28,459,116	26,492,614	28,459,116	25,023,202
Community Development	19,555,500	10,496,554	11,704,339	10,496,554	12,868,799
Culture and Leisure	9,013,448	8,451,440	8,704,663	8,451,440	9,891,599
Debt Service	7,000,329	1,157,312	1,156,712	1,157,312	1,177,755
Capital Outlay	14,535,378	7,081,193	9,098,366	7,081,193	2,143,483
<b>Total Allocations</b>	<b>\$ 121,809,780</b>	<b>\$ 97,546,056</b>	<b>\$ 100,401,315</b>	<b>\$ 97,546,056</b>	<b>\$ 97,596,321</b>

<b>Allocation Per Capita</b>					
General Government	\$ 114.65	\$ 113.66	\$ 118.09	\$ 110.43	\$ 133.99
Public Safety	215.75	213.32	217.04	207.27	217.25
Transportation	229.66	222.09	205.31	215.79	189.05
Community Development	152.74	81.91	90.70	79.59	97.22
Culture and Leisure	70.40	65.95	67.46	64.08	74.73
Debt Service	54.68	9.03	8.96	8.78	8.90
Capital Outlay	113.53	55.26	70.51	53.69	16.19
<b>Total Allocations</b>	<b>\$ 951.41</b>	<b>\$ 761.23</b>	<b>\$ 778.07</b>	<b>\$ 739.63</b>	<b>\$ 737.33</b>

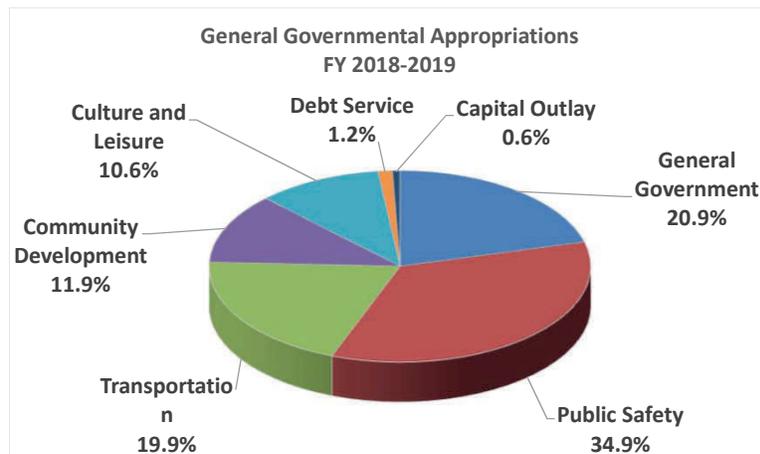
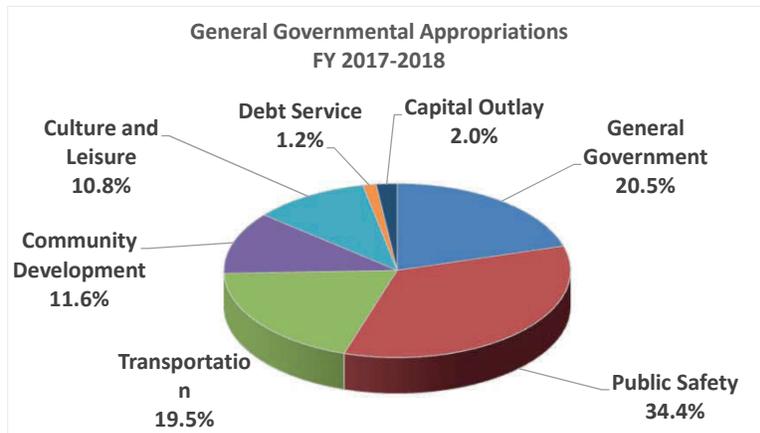
- (1) Includes General Fund, Special Revenue Funds, Debt Service Funds, and Capital Projects Funds.  
 (2) Information available as of July 25, 2017.



(Page 2 of 2)

<b>Actual 2016-2017</b>	<b>Actual 2017-2018</b>	<b>Actual (2) 2018-2019</b>	<b>Budget 2019-2020</b>	<b>Budget 2020-2021</b>
<b>131,457</b>	<b>130,196</b>	<b>129,557</b>	<b>130,000</b>	<b>130,000</b>
\$ 17,984,450	\$ 20,549,299	\$ 18,871,895	\$ 27,588,088	\$ 28,029,497
33,281,120	31,123,639	32,119,465	32,293,900	33,691,800
23,217,710	20,901,692	23,055,827	17,828,726	15,950,000
9,824,408	10,361,447	10,396,526	10,163,952	10,518,154
9,896,139	13,118,303	9,709,008	10,458,682	10,802,316
1,159,040	1,158,206	1,155,812	1,158,100	1,156,100
1,740,264	5,754,757	10,313,125	25,796,504	30,759,976
<b>\$ 97,103,131</b>	<b>\$ 102,967,343</b>	<b>\$ 105,621,658</b>	<b>\$ 125,287,952</b>	<b>\$ 130,907,843</b>

\$ 136.81	\$ 157.83	\$ 145.66	\$ 212.22	\$ 215.61
253.17	239.05	247.92	248.41	259.17
176.62	160.54	177.96	137.14	122.69
74.73	79.58	80.25	78.18	80.91
75.28	100.76	74.94	80.45	83.09
8.82	8.90	8.92	8.91	8.89
13.24	44.20	79.60	198.43	236.62
<b>\$ 738.67</b>	<b>\$ 790.86</b>	<b>\$ 815.25</b>	<b>\$ 963.75</b>	<b>\$ 1,006.98</b>



# BUDGET SUMMARY

## GENERAL FUND - TEN-YEAR FORECAST

	Actual * 2018/2019	Adopted Budget 2019/2020	Adopted Budget 2020/2021	Projected 2021/2022	Projected 2022/2023
<b>Estimated Revenues:</b>					
Taxes and Fees	\$ 63,347,949	66,018,801	67,502,862	68,852,919	70,229,978
Licenses and Permits	6,486,501	6,120,800	6,070,800	6,192,216	6,316,060
Fines and Penalties	345,541	334,650	334,650	344,690	355,030
Revenue From Use of Money	2,646,670	2,919,900	2,922,400	2,995,460	3,070,347
Charge for Current Services	6,401,456	7,032,514	7,181,359	7,324,986	7,471,486
Intergovernmental Revenue	621,693	370,300	370,300	377,706	385,260
Other Revenue	635,722	372,950	382,650	386,477	390,341
<b>Total Estimated Revenues</b>	<b>80,485,532</b>	<b>83,169,915</b>	<b>84,765,021</b>	<b>86,474,453</b>	<b>88,218,502</b>
<b>Transfers From Other Funds:</b>					
Gas Tax Funds	576,096	992,000	992,000	1,014,816	1,038,157
Traffic Safety Funds	414,332	573,000	573,000	590,190	607,896
Other Funds	453,731	460,400	460,400	469,608	479,000
<b>Total Transfers From Other Funds</b>	<b>1,444,159</b>	<b>2,025,400</b>	<b>2,025,400</b>	<b>2,074,614</b>	<b>2,125,053</b>
<b>Total Revenue Available</b>	<b>\$ 81,929,691</b>	<b>85,195,315</b>	<b>86,790,421</b>	<b>88,549,067</b>	<b>90,343,555</b>
<b>Estimated Requirements:</b>					
<b>Operating Expenditures:</b>					
Salaries	\$ 19,913,114	22,413,524	22,980,850	23,555,371	24,144,256
Fringe Benefits	11,363,279	12,249,598	12,993,665	13,578,380	14,189,407
Maintenance and Operations	46,377,917	44,672,127	46,330,146	48,646,653	51,078,986
Capital Outlay	342,148	2,766,763	1,242,432	1,267,281	1,292,626
Use of Asset Replacement Funds	(296,434)	(2,766,763)	(1,242,432)	(1,267,281)	(1,292,626)
<b>Total Operating Expenditures</b>	<b>77,700,024</b>	<b>79,335,249</b>	<b>82,304,661</b>	<b>85,780,404</b>	<b>89,412,649</b>
<b>Capital Improvements and Debt Service:</b>					
Capital/Facilities Improvements	1,481,086	5,104,900	2,314,900	2,361,198	2,408,422
<b>Transfers to Other Funds:</b>					
Library Fund	-	538,000	997,539	1,042,428	1,089,338
PFA Fund	1,137,396	1,140,100	1,138,100	1,143,791	1,149,509
Stormwater Fund	-	621,350	643,724	675,910	709,706
Capital Project Funds	5,215,000	-	-	-	-
Other Funds	100,000	450,000	100,000	(5,112,000)	(5,265,360)
<b>Total Transfers to Other Funds</b>	<b>6,452,396</b>	<b>2,749,450</b>	<b>2,879,363</b>	<b>(2,249,871)</b>	<b>(2,316,807)</b>
<b>Total Estimated Expenditures</b>	<b>\$ 85,633,506</b>	<b>87,189,599</b>	<b>87,498,924</b>	<b>85,891,731</b>	<b>89,504,263</b>
<b>Net Change in Fund Balance</b>	<b>(3,703,815)</b>	<b>(1,994,284)</b>	<b>(708,503)</b>	<b>2,657,336</b>	<b>839,291</b>
<b>Fund Balance - Beginning</b>	<b>116,077,437</b>	<b>112,373,622</b>	<b>110,379,338</b>	<b>109,670,835</b>	<b>112,328,171</b>
<b>Fund Balance Ending</b>	<b>112,373,622</b>	<b>110,379,338</b>	<b>109,670,835</b>	<b>112,328,171</b>	<b>113,167,462</b>

**Source of Information:**

- Financial Strategic Plan Model for the City of Thousand Oaks (Initially prepared by The Davis Company - February 2005)
- \* as of August 1, 2019 (unaudited).

<b>Projected 2023/2024</b>	<b>Projected 2024/2025</b>	<b>Projected 2025/2026</b>	<b>Projected 2026/2027</b>	<b>Projected 2027/2028</b>	<b>Projected 2028/2029</b>	<b>Projected 2029/2030</b>	<b>Projected 2030/2031</b>
71,634,577	73,067,269	74,528,614	76,019,186	77,539,570	79,090,362	80,672,169	82,285,612
6,442,382	6,571,229	6,702,654	6,836,707	6,973,441	7,112,910	7,255,168	7,400,271
365,681	376,652	387,951	399,590	411,577	423,925	436,642	449,742
3,147,105	3,225,783	3,306,427	3,389,088	3,473,815	3,560,661	3,649,677	3,740,919
7,620,916	7,773,334	7,928,801	8,087,377	8,249,124	8,414,107	8,582,389	8,754,037
392,965	400,825	408,841	417,018	425,358	433,865	442,543	451,394
394,245	398,187	402,169	406,191	410,253	414,355	418,499	422,684
<u>89,997,871</u>	<u>91,813,278</u>	<u>93,665,457</u>	<u>95,555,156</u>	<u>97,483,139</u>	<u>99,450,184</u>	<u>101,457,086</u>	<u>103,504,658</u>
1,062,034	1,086,461	1,111,450	1,137,013	1,163,164	1,189,917	1,217,285	1,245,283
626,133	644,917	664,264	684,192	704,718	725,859	747,635	770,064
488,580	498,352	508,319	518,485	528,855	539,432	550,221	561,225
<u>2,176,747</u>	<u>2,229,729</u>	<u>2,284,033</u>	<u>2,339,690</u>	<u>2,396,737</u>	<u>2,455,208</u>	<u>2,515,141</u>	<u>2,576,572</u>
<u>92,174,618</u>	<u>94,043,007</u>	<u>95,949,490</u>	<u>97,894,846</u>	<u>99,879,876</u>	<u>101,905,392</u>	<u>103,972,227</u>	<u>106,081,230</u>
24,747,862	25,366,558	26,000,722	26,650,740	27,317,009	27,999,934	28,699,933	29,417,431
14,827,930	15,495,187	16,192,471	16,921,132	17,682,583	18,478,299	19,309,822	20,178,764
53,632,935	56,314,582	59,130,311	62,086,827	65,191,168	68,450,726	71,873,263	75,466,926
1,318,479	1,344,848	1,371,745	1,399,180	1,427,164	1,455,707	1,484,821	1,514,518
(1,318,479)	(1,344,848)	(1,371,745)	(1,399,180)	(1,427,164)	(1,455,707)	(1,484,821)	(1,514,518)
<u>93,208,728</u>	<u>97,176,328</u>	<u>101,323,504</u>	<u>105,658,699</u>	<u>110,190,760</u>	<u>114,928,960</u>	<u>119,883,018</u>	<u>125,063,121</u>
2,456,590	2,505,722	2,555,837	2,606,953	2,659,092	2,712,274	2,766,520	2,821,850
1,138,358	1,189,584	1,243,115	1,299,055	1,357,513	1,418,601	1,482,438	1,549,148
1,155,257	1,161,033	1,166,838	1,172,673	1,178,536	1,184,429	1,190,351	1,196,303
745,191	782,451	821,573	862,652	905,784	951,074	998,627	1,048,559
-	-	-	-	-	-	-	-
(5,423,321)	(5,586,020)	(5,753,601)	(5,926,209)	(6,103,995)	(6,287,115)	(6,475,729)	(6,670,001)
<u>(2,384,515)</u>	<u>(2,452,953)</u>	<u>(2,522,074)</u>	<u>(2,591,829)</u>	<u>(2,662,162)</u>	<u>(2,733,012)</u>	<u>(2,804,313)</u>	<u>(2,875,992)</u>
<u>93,280,803</u>	<u>97,229,097</u>	<u>101,357,266</u>	<u>105,673,823</u>	<u>110,187,690</u>	<u>114,908,222</u>	<u>119,845,225</u>	<u>125,008,980</u>
(1,106,185)	(3,186,090)	(5,407,777)	(7,778,977)	(10,307,814)	(13,002,830)	(15,872,997)	(18,927,750)
113,167,462	112,061,277	108,875,187	103,467,411	95,688,434	85,380,620	72,377,790	56,504,793
<u>112,061,277</u>	<u>108,875,187</u>	<u>103,467,411</u>	<u>95,688,434</u>	<u>85,380,620</u>	<u>72,377,790</u>	<u>56,504,793</u>	<u>37,577,043</u>



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# GLOSSARY / ACRONYMS

# GLOSSARY

# 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.

# ACRONYMS AND ABBREVIATIONS

# 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 21<sup>st</sup> 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

# INDEX

# OPERATING BUDGET

## Index

Accounting Policy .....	357
Acronyms and Abbreviations.....	508
All Funds – Allocation by Department/Program.....	40
All Funds – Allocation by Fund.....	39
All Funds – Allocation Summary .....	38
All Funds – Combined Budget (All Funds) .....	31
All Funds – Fund Balance Analysis – 2019-2020 .....	32
All Funds – Fund Balance Analysis – 2020-2021 .....	34
All Funds – Interfund Transfers .....	43
All Funds – Revenue by Category.....	37
All Funds – Revenue by Fund .....	36
Audit Policy .....	358
Basis of Budgeting/Accounting.....	2
Budget Appropriations/Transfers Policy .....	335
Budget Calendar .....	4
Budget Implementation/Budget Transfers .....	3
Budget Policy .....	331
Budget Process .....	1
Budget User’s Guide .....	1
Capital Asset Capitalization Policy .....	345
Capital Improvement Program Budget “Fund” Summary .....	451
Capital Improvement Program Budget Summary .....	432
Capital Improvement Program Policy .....	339
Capital Improvement Program Vicinity Map .....	431
Capital Improvement Program .....	432
Capital Projects .....	297
City Attorney Budget .....	79
City Clerk Budget .....	88
City Council Budget.....	53
City Demographics.....	13
City Manager Budget.....	56
City Manager’s Budget Message .....	i
Citywide Benchmarks.....	405
Citywide Community Standards .....	403
Citywide FY 2019-20 Top Priorities.....	xxiii
Citywide Goals for FY 2019-2020 and FY 2020-2021 .....	xxvi
Community Benchmarks .....	5
Community Development Block Grant (CDBG) Program .....	292
Community Development Budget.....	133
Community Profile .....	12
Cost Allocation Plan .....	9
Cultural Affairs Budget .....	156

# OPERATING BUDGET

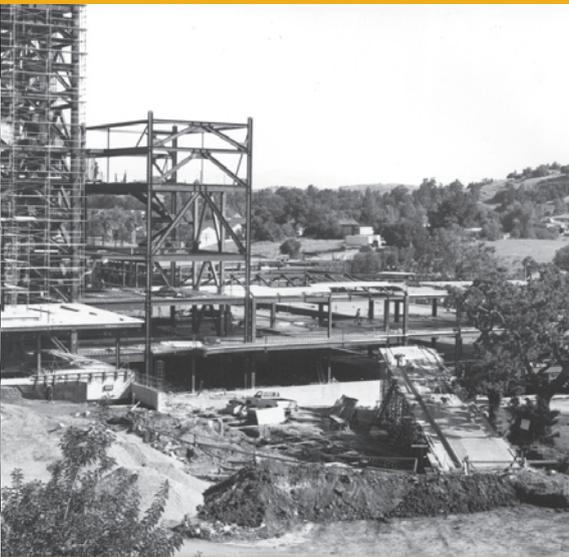
## Index

Debt Obligations .....	427
Debt Policy .....	377
Debt Service - Public Financing Authority .....	298
 East County Transit Alliance .....	 295
 Finance Budget .....	 95
Financial Summaries .....	491
Fiscal Policies Summary .....	6
Fixed Asset Replacement Policy .....	360
Form of Government .....	1
Fred Kavli and Janet & Ray Scherr Forum Theatre Services .....	252
Fund Structure & Fund Descriptions .....	20
 GANN Appropriations Limit Resolution .....	 399
General Fund – Allocation Summary .....	46
General Fund – Operating Allocation Budget – 2019-2020 .....	47
General Fund – Operating Allocation Budget – 2020-2021 .....	50
General Fund – Operational Summary .....	44
General Fund – Schedule of Revenues .....	45
General Fund – Ten-Year Forecast .....	500
General Governmental Expenditures by Function .....	498
General Governmental Revenues by Source .....	496
Glossary .....	502
Golf Course Services .....	259
Governmental Fund Balance Policy .....	353
 History of Funded Positions .....	 302
History of the City .....	10
Housing Trust Fund .....	293
Human Resources Budget .....	70
 Index .....	 512
Investment Policy .....	361
 Landscaping Assessment District .....	 287
Liability Insurance .....	299
Library Operation Summary .....	262
Library Services Organization Chart .....	261
Library Services .....	263
Library/Community Services (Senior/Teen) Budget .....	161
Lighting Assessment District .....	285

# OPERATING BUDGET

## Index

Operating and Capital Improvement Program Budget Resolution.....	395
Operation Summary – Golf Course .....	258
Operation Summary - Solid Waste .....	229
Operation Summary - Theatres .....	251
Operation Summary - Transportation .....	242
Operation Summary - Wastewater .....	213
Operation Summary - Water .....	193
Overview of Adopted FY 2019-20 and FY 2020-21 Operating Budget.....	3
Performance Measures .....	5
Planning Commission (Consistency with City’s General Plan) Resolution .....	398
Police Budget .....	112
Position Summary by Fund .....	303
Preparation of Budget Document .....	2
Property Tax Allocation Chart .....	26
Public Works Budget .....	168
Sales Tax Allocation Chart .....	25
Solid Waste Services .....	230
Stormwater/Flood Control .....	289
Street Improvement.....	291
Transmittal Letter .....	iii
Transportation Services .....	243
User Fee Policy .....	348
Ventura County Fire District Community Standards.....	403
Vision Plan .....	301
Visioning 2064 Top Ten Guiding Principles.....	xxix
Wastewater Capital Expenditures .....	228
Wastewater Services.....	214
Water Capital Expenditures.....	212
Water Services .....	194
Workers’ Compensation .....	300



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