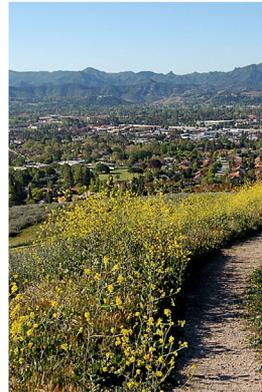


COMMUNITY OPINION SURVEY
SUMMARY RESEARCH REPORT

PREPARED FOR THE
CITY OF THOUSAND OAKS



JUNE 16, 2020



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INTRODUCTION

Nestled against the Santa Monica Mountains in beautiful Ventura County, the City of Thousand Oaks is often referred to as a model master planned community. Incorporated in 1964 and currently home to an estimated 129,557 residents,¹ the City provides a full suite of services through nine departments²—City Manager, City Attorney, City Clerk, Cultural Affairs, Community Development, Finance, Human Resources, Library Services, and Public Works. In addition to the administrative, safety, and other services offered by most cities, Thousand Oaks provides additional services and amenities to its citizens that are designed to enhance the quality of life and sense of community in the City, including world-class cultural arts and entertainment, a teen center, adult community center, 18-hole golf course, indoor and outdoor banquet facilities, equestrian center, childcare center, and thousands of acres of natural open space for outdoor recreation.

As part of its commitment to provide high quality services and responsive local governance, the City engages residents on a daily basis and receives regular feedback on issue, policy, and performance matters. Although these informal feedback mechanisms are valuable sources of information for the City in that they provide timely and accurate information about the opinions of specific residents, they do not necessarily provide an accurate picture of the community as a whole. Informal feedback mechanisms typically rely on the resident to initiate the feedback, which creates a self-selection bias. The City receives feedback only from those residents who are motivated enough to initiate the feedback process. Because these residents tend to be those who are either *very* pleased or *very* displeased regarding a particular topic, their collective opinions are not necessarily representative of the City's resident population as a whole.

PURPOSE OF STUDY The motivation for the current study was to design and employ a methodology that would avoid the self-selection bias noted above and thereby provide the City with a statistically reliable understanding of its residents' satisfaction, priorities and concerns as they relate to services and facilities provided by the City. Ultimately, the survey results and analyses presented in this report provide City Council and staff with information that can be used to make sound, strategic decisions in a variety of areas including service improvements and enhancements, measuring and tracking internal performance, budgeting, policy, and planning.

To assist in this effort, the City selected True North Research to design the research plan and conduct the study. Broadly defined, the study was designed to:

- Identify key issues of concern for residents, as well as their perceptions of the City.
- Measure residents' overall satisfaction with the City's efforts to provide municipal services, and their satisfaction with a variety of specific services.
- Gather opinions on local matters such as land use, housing, and homelessness.
- Profile the effectiveness of the City's communication with residents.

1. Source: California Department of Finance estimate for January 2019.

2. Fire prevention services are provided by the Ventura County Fire Protection District. Police services are provided by the Ventura County Sheriff's Office.

- Collect additional background and demographic data that is relevant to understanding residents' perceptions, needs, and interests.

This is not the first statistically reliable 'resident satisfaction' survey conducted for the City—similar studies have been implemented in prior years dating back to 1989, with the most recent being completed by True North in 2009, 2013, 2015, and 2017. Because of the natural interest in tracking the City's performance in meeting the evolving needs of its residents, where appropriate the results of the current study are compared with the results of identical questions included in previous studies.

STATISTICAL SIGNIFICANCE Many figures and tables in this report present the results of questions asked in the current study alongside the results found in prior surveys for identical questions. In such cases, True North conducted the appropriate tests of statistical significance to identify changes that likely reflect actual changes in public opinion between the most recent prior survey (2017) and the current (2020)—as opposed to being due to chance associated with selecting two samples independently and at random. Differences between the two studies are identified as *statistically significant* if we can be 95% confident that the differences reflect an actual change in public opinion between the two studies. Statistically significant differences within response categories over time are denoted by the † symbol which appears in the figure next to the appropriate response value for 2020.

OVERVIEW OF METHODOLOGY Although a full description of the methodology used for this study is included later in this report (see *Methodology* on page 46), it is important at the outset to note that the study proceeded in two phases.

Phase 1 In the first phase, households were selected at random from the City of Thousand Oaks using a comprehensive database of residential addresses. Among these sampled households, the study employed a combination of mailed invitations, emailed invitations, and phone calls to recruit participation in the survey from 690 residents during the data collection period, which lasted from May 6 to May 26, 2020. Respondents were provided the option to participate in the survey by telephone or online at a secure website hosted by True North. These interviews constitute the *Main* sample as they represent a statistically reliable, representative cross-section of the adult population in Thousand Oaks. The results discussed in the body of this report and the crosstabulations in Appendix A are based on the Main sample.

Phase 2 To accommodate the City's interest in allowing all residents the opportunity to participate in the study—not just those selected at random for the Main sample—the second phase of the study will make an identical, but separate, survey available to interested residents. All households in the City will be mailed a postcard inviting them to participate in the survey online at a secure web site. The postcards will include two unique personal identification numbers for each household, thereby preventing non-residents from accessing the online survey and preventing resident households from participating more than twice. Surveys collected in this second phase of the study will constitute the *Supplemental* sample.

The Supplemental sample will represent a non-random group of interested residents, and will not necessarily be representative of the City's adult population. For this reason, the results for the Supplemental sample will be analyzed separately and presented in a separate set of crosstab-

ulations. The question-by-question analysis, key findings and conclusions of this report are based on the Main sample findings only—not the Supplemental sample.

ORGANIZATION OF REPORT This report is designed to meet the needs of readers who prefer a summary of the findings as well as those who are interested in the details of the results. For those who seek an overview of the findings, the two sections entitled *Just the Facts* and *Conclusions* are for you. They provide a summary of the most important factual findings of the survey in bullet-point format and a discussion of their implications. For the interested reader, this section is followed by a more detailed question-by-question discussion of the results from the survey by topic area (see *Table of Contents*), as well as a description of the methodology employed for collecting and analyzing the data. And, for the truly ambitious reader, the questionnaire is contained at the back of this report (see *Questionnaire & Toplines* on page 49) and a complete set of crosstabulations for the Main survey results is contained in Appendix A.

ACKNOWLEDGEMENTS True North thanks the City Council for having the foresight and the interest in conducting this survey, as well as staff at the City of Thousand Oaks who contributed valuable input during the design stage of this study. Staff’s collective experience, local knowledge, and insight improved the overall quality of the research presented here.

DISCLAIMER The statements and conclusions in this report are those of the authors (Dr. Timothy McLarney and Richard Sarles) at True North Research, Inc. and not those of the City of Thousand Oaks, its City Council, or staff. Any errors and omissions are the responsibility of the authors.

ABOUT TRUE NORTH Founded in 2002, True North is a full-service survey research firm that is dedicated to providing public agencies with a clear understanding of the values, perceptions, priorities, and concerns of their residents and customers. Through designing and implementing scientific surveys, focus groups and one-on-one interviews, as well as expert interpretation of the findings, True North helps its clients to move with confidence when making strategic decisions in a variety of areas—such as planning, policy evaluation, performance management, organizational development, establishing fiscal priorities, and developing effective public information campaigns.

During their careers, Dr. McLarney (President) and Mr. Sarles (Principal Researcher) have designed and conducted over 1,000 survey research studies for public agencies, including more than 400 studies for California municipalities and special districts.



JUST THE FACTS

The following is an outline of the main factual findings from the survey. For the reader's convenience, the findings have been organized according to the section titles used in the body of this report. Thus, to learn more about a particular finding, simply turn to the appropriate report section.

QUALITY OF LIFE

- Nearly all residents in 2020 (94%) shared favorable opinions of the quality of life in Thousand Oaks, with 54% reporting it is excellent and 40% stating it is good. Just 5% of respondents used fair, poor, or very poor to describe the quality of life in the City.
- Just over half of residents (53%) perceived little or no change in the quality of life in Thousand Oaks over the past five years, offering that it is about the same now as it was in the past. Among those who did perceive a change during this period, respondents were split, with 19% saying that the quality of life has improved in Thousand Oaks, and 27% indicating that it had declined over the past five years.
- When asked what changes the City government could make to improve the quality of life in Thousand Oaks, the most common responses to this question were not sure/can't think of anything and no changes needed/everything is fine, collectively accounting for 26% of all responses. Among specific changes that were mentioned, the most common were limiting growth/preserving open space (15%), addressing homeless issues (11%), increasing recreational facilities/programs (8%), improving public safety (7%), reducing traffic congestion (6%), and providing more affordable housing (6%).

CITY SERVICES

- The vast majority (88%) of Thousand Oaks residents in 2020 indicated that they were satisfied with the City's overall efforts to provide municipal services, with 43% stating that they were *very* satisfied. Approximately 9% of respondents indicated that they were dissatisfied with the City's overall performance, and an additional 3% indicated that they were unsure or unwilling to share their opinion.
- When asked to rate the *importance* of 18 specific services provided by the City, Thousand Oaks residents rated providing fire protection and emergency medical services as the most important (96% extremely or very important), followed by maintaining city streets and roads (94%), providing police services (90%), providing trash collection, recycling and household hazardous waste services (89%), and preserving and protecting open space (86%).
- The survey also asked about *satisfaction* with the City's efforts to provide the same 18 services. Respondents were most satisfied with the City's efforts to provide library services (96%), provide fire protection and emergency medical services (96%), maintain park areas (93%), provide police services (93%), maintain public landscape areas (92%), and provide trash collection, recycling and household hazardous waste services (90%).

GENERAL PLAN

- More than four-in-ten Thousand Oaks residents perceived that there is too little affordable housing for middle-income families (48%), low-income families (45%), very low-income families (43%), and seniors (42%) in Thousand Oaks.

- At least one-third of respondents also perceived a lack of good-paying jobs and employment opportunities (39%), smaller, boutique retail stores (37%), public transit options (36%), and public art (36%) in the City.
- At the other end of the spectrum, less than one-in-five respondents felt there were too few commercial offices (5%), big box retail stores (8%), and wine tasting, bars and breweries (19%) in Thousand Oaks.
- When asked how the City of Thousand Oaks could best accommodate additional housing that may be required by the State, just over half (51%) preferred that new homes be **concentrated** in a few larger developments and located in areas of the City that are close to transit, stores, and restaurants. Forty-one percent (41%) of respondents preferred that the new housing be **spread** throughout the City by having smaller infill projects and allowing for more housing units per parcel within existing residential neighborhoods. The remaining 8% were unwilling to share their opinion.
- If housing is added to meet State requirements, one-quarter (24%) preferred that most of the housing be townhomes, duplexes, triplexes and fourplexes, 6% preferred that most of the housing be condominiums and apartments, whereas most respondents (59%) preferred an even mix of townhomes, condominiums and apartments. Approximately 11% were unsure or preferred to not answer the question.

HOMELESSNESS

- Nearly six-in-ten respondents (59%) perceived that the amount of homeless in the City of Thousand Oaks had increased during the past three years, whereas 29% perceived it to be about the same. Just 4% felt that the homeless population in Thousand Oaks had decreased during this period, while an additional 8% were unsure or preferred to not answer the question.
- Nearly two-thirds of respondents agreed that *most homeless people are good people, but they have fallen on hard times* (66%), and most also were of the opinion that *with a little bit of help, many homeless people can get back on their feet* (58%).
- A majority of residents also perceived that *homeless people represent a threat to public health* (59%), and approximately four-in-ten agreed that *homeless people are more dangerous than the average person* (41%).
- When asked about potential strategies for addressing homelessness in Thousand Oaks, there was widespread support for providing funding for mental health services (89%) and counseling and rehab for drug and alcohol addiction (83%), joining with other cities and the County to create more regional homeless shelters (83%), as well as enhancing lighting in public areas to discourage people from using these areas to sleep (71%).
- Approximately six-in-ten respondents also supported the City incentivizing under-performing hotels and motels to accept temporary housing vouchers (62%), creating a temporary homeless shelter in Thousand Oaks (62%), and providing permanent housing with supportive services for homeless in Thousand Oaks (59%).
- When compared to the other strategies tested, support was notably lower for modifying street benches so its not comfortable to lie down on them as a way of addressing homelessness in Thousand Oaks (41%).

SPENDING PRIORITIES

- When asked to prioritize among a series of projects and programs that could be funded by the City in the future, maintaining fire protection services was assigned the highest priority (98% high or medium priority), followed by maintaining police services (90%), protecting water quality in creeks and streams (90%), maintaining parks and recreation facilities (90%), investing in road maintenance (89%), and retaining and expanding the number of quality jobs in Thousand Oaks (85%).

STAFF & GOVERNANCE

- Among those with an opinion, the City was rated highest for its performance in providing access to information (61% excellent or good) and working through critical issues facing the City (61%), followed by engaging with residents to get their feedback (59%), being responsive to residents and businesses (56%), managing development and effectively planning for the future (56%), and spending tax dollars wisely (52%).
- Approximately 30% of respondents indicated that they had contacted Thousand Oaks staff at least once during the 12 months prior to the interview.
- At least 9 out of 10 residents who had contact with Thousand Oaks staff rated staff as helpful (91%), professional (96%), and accessible (95%).

CITY-RESIDENT COMMUNICATION

- Overall, 72% of respondents in 2020 indicated they were satisfied with City's efforts to communicate with residents through newsletters, Internet, Social Media, and other means. The remaining respondents were either dissatisfied with the City's efforts in this respect (18%) or unsure of their opinion (9%).
- The most frequently-cited source for City information was *The Acorn* newspaper (65%), followed by Nextdoor (26%), social media like Facebook, Twitter or Instagram (25%), the *Ventura County Star* newspaper (23%), the Internet in general (18%), the City's website (18%), and email notifications from the City (16%).



CONCLUSIONS

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

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

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

The period of time between the 2017 Community Survey and the current study was punctuated by difficult and dramatic events in Thousand Oaks, including large scale wildfires, the coronavirus pandemic, and the shuttering of non-essential businesses to curb the spread of COVID-19. Against this turbulent backdrop, residents' opinions of their community and their city government remained remarkably stable. Thousand Oaks residents continue to be quite satisfied with the City's efforts to provide municipal services and facilities, as well as the quality of life in the City.

Overall, nearly nine-in-ten residents (88%) indicated that they were satisfied with the City's overall performance in providing municipal services in 2020, which is nearly identical to the figure recorded in 2017 (89%). The high level of satisfaction expressed with the City's performance *in general* was also mirrored in residents' assessments of the City's performance in providing specific services. For 16 of the 18 service areas tested, the City is meeting or exceeding the needs and expectations of at least three-quarters of residents (see *Performance, Needs & Priorities* on page 22).

The City's performance in providing municipal services has also contributed to a high quality of life for residents. Nearly all residents surveyed (94%) rated the quality of life in Thousand Oaks as excellent or good, a figure that also remained steady between 2017 and 2020. This sentiment was widespread, with high opinions of the quality of life in Thousand Oaks being common to nearly every identified subgroup of respondent (see *Quality of Life* on page 12).

Another indicator of a well-managed city meeting its residents' needs is that when asked to indicate one thing that city government could do to make Thousand Oaks a better place to live, the most common response

from residents was a request that the City continue what it is already doing (i.e., no changes) or a shrug of the shoulders (i.e., not sure).

Contributing to the positive ratings the City receives for specific service areas is the day-to-day customer service provided by City staff. Indeed, the staff at the City of Thousand Oaks are often the “face” of the City for residents who are using city facilities, participating in various programs or events, or in need of assistance from the City on any number of matters. Approximately 30% of respondents indicated that they had contacted Thousand Oaks staff at least once during the 12 months prior to the interview, and at least 9-in-10 indicated that Thousand Oaks staff are helpful (91%), professional (96%), and accessible (95%).

How is the City perceived with respect to governance?

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

Among those with an opinion, the City was rated highest for its performance in providing access to information (61% excellent or good) and working through critical issues facing the City (61%), followed by engaging with residents to get their feedback (59%), being responsive to residents and businesses (56%), managing development and effectively planning for the future (56%), and spending tax dollars wisely (52%). After posting statistically significant improvements between 2015 and 2017 in how residents view the City’s responsiveness, the 2020 study maintained the increase—there were no statistically significant changes (see *Staff & Governance* on page 37).

Where should the City focus its efforts in the future?

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

Considering respondents’ verbatim answers regarding what they feel city government could do to make Thousand Oaks a better place to live (see *Ways to Improve Quality of Life* on page 15), the list of services and their respective priority status for future city attention (see *Performance, Needs & Priorities* on page 22), and how residents prioritize specific proj-

ects and services for future funding (see *Spending Priorities* on page 35), the top priorities for residents are managing growth and development/protecting open space, managing traffic congestion, promoting economic development, maintaining city streets and roads, addressing homelessness, and maintaining funding for fire protection and police services. Although many of these priorities are similar to those identified in past studies, addressing homelessness has risen in importance in recent years.

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

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

What do the survey results reveal about residents' views on land use and affordable housing?

The City of Thousand Oaks is in the process of updating its General Plan, which will guide the City's future decisions on a variety of topics that affect the quality of life in the City including land use, housing, and the types of businesses and amenities that are available in Thousand Oaks. To help inform the General Plan Update, the 2020 survey sought to profile residents' opinions about different development types/amenities, as well as how best to accommodate future housing in the City.

As expected, residents expressed quite different opinions depending on the type of development being considered. Although the dominant response in most cases was that the amount of a particular development type currently in Thousand Oaks is about right, more than four-in-ten Thousand Oaks residents perceived that there is currently too little affordable housing for middle-income families, low-income families, very

low-income families, and seniors in Thousand Oaks. At least one-third of respondents also perceived a lack of good-paying jobs and employment opportunities, smaller, boutique retail stores, public transit options, and public art in the City.

Regardless of residents' views on growth and housing, the State of California requires that all cities plan for additional housing—and it is expected that within the next year the State will require the City of Thousand Oaks to plan for thousands of new housing units. After informing respondents of the above, the survey inquired as to how they would prefer to accommodate these new units. Just over half (51%) preferred that new homes be **concentrated** in a few larger developments and located in areas of the City that are close to transit, stores, and restaurants, whereas 41% of respondents preferred that the new housing be **spread** throughout the City by having smaller infill projects and allowing for more housing units per parcel within existing residential neighborhoods. The remaining 8% were unwilling to share their opinion. Most respondents (59%) also preferred that new housing be an even mix of townhomes, condominiums and apartments, as opposed to predominately one type of multi-family housing (see *General Plan* on page 25).

How do residents view homelessness in Thousand Oaks?

Addressing homeless issues was among the top-two specific changes that residents mentioned when asked what the city government could do to make Thousand Oaks a better place to live (see *Ways to Improve Quality of Life* on page 15). The increased saliency of homelessness as an issue is a direct reflection of what most residents perceive to be a growing problem in the City. When asked whether they thought the amount of homeless people in Thousand Oaks had increased, decreased, or stayed about the same during the prior three year period, approximately six-in-ten respondents (59%) indicated the number had increased, whereas 29% perceived it to be about the same. Just 4% felt that the homeless population in Thousand Oaks had decreased during this period, while an additional 8% were unsure or preferred to not answer the question.

As a group, Thousand Oaks residents have a mixed view of homeless people. On the one hand, nearly two-thirds agreed that most homeless people are good people, but they have fallen on hard times, and most also were of the opinion that with a little bit of help, many homeless people can get back on their feet. On the other hand, a majority of residents also perceived that homeless people represent a threat to public health, and approximately four-in-ten agreed that homeless people are more dangerous than the average person.

What appears to be somewhat mixed opinions when viewed in the aggregate becomes a bit more clear when attitudes about homeless people are examined at the *individual* respondent level. Overall, Thousand Oaks residents can be segmented into three subgroups based on how they

characterize homeless people—with 30% being generally negative in their views of homeless people, 44% being generally positive, and 24% being generally neutral due to mixed responses.

This aforementioned segmentation scheme proves to be quite useful in understanding public support for specific strategies for addressing homelessness. Those with positive views of homeless people were generally the most supportive of strategies designed to *help* the homeless, whereas those with negative views of homeless people were the strongest supporters of strategies designed to *discourage* homeless people from locating in public areas. That said, all subgroups exhibited at least two-thirds support for three specific strategies: providing funding for mental health services, providing funding for counseling and rehab for drug and alcohol addiction, and joining with other cities and the County to create more regional homeless shelters.

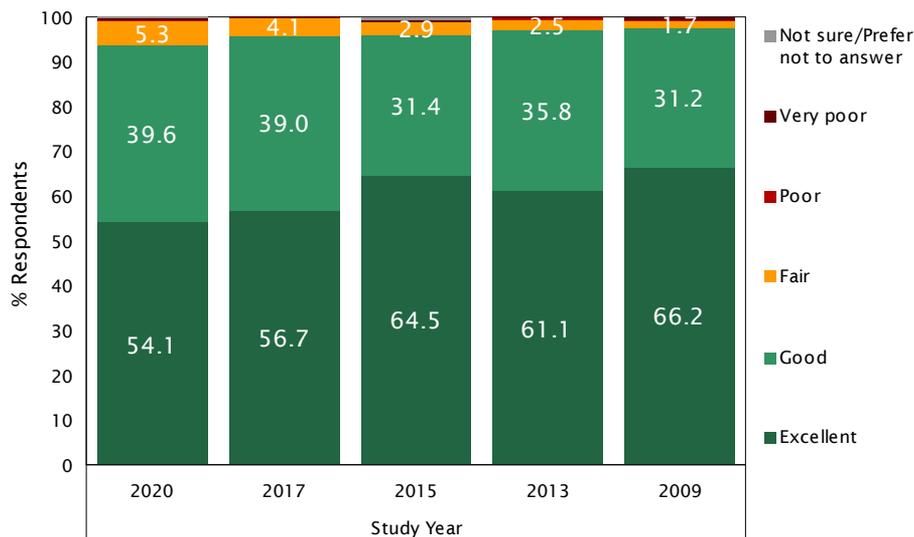
QUALITY OF LIFE

The opening series of questions in the survey was designed to assess residents' perceptions of the quality of life in Thousand Oaks, as well as what the City government could do to improve the quality of life, now and in the future.

OVERALL QUALITY OF LIFE At the outset of the interview, respondents were asked to rate the quality of life in the City using a five-point scale of excellent, good, fair, poor, or very poor. As shown in Figure 1 below, nearly all residents in 2020 (94%) shared favorable opinions of the quality of life in Thousand Oaks, with 54% reporting it is excellent and 40% stating it is good. Just 5% of respondents used fair, poor, or very poor to describe the quality of life in the City. When compared with 2017, there were no statistically significant changes in how residents rated the quality of life in Thousand Oaks.

Question 2 *How would you rate the overall quality of life in Thousand Oaks? Would you say it is excellent, good, fair, poor or very poor?*

FIGURE 1 QUALITY OF LIFE BY STUDY YEAR



For the interested reader, figures 2 and 3 on the next page show how ratings of the quality of life in the City varied by length of residence, employment status, age, presence of children in the home, as well as home ownership status. As shown in the figures, there was a high degree of consistency across subgroups. With the notable exception of those 25 to 34 years in age, at least 84% of respondents in every subgroup rated the quality of life in Thousand Oaks as either excellent or good.

FIGURE 2 QUALITY OF LIFE BY YEARS IN THOUSAND OAKS & EMPLOYMENT STATUS

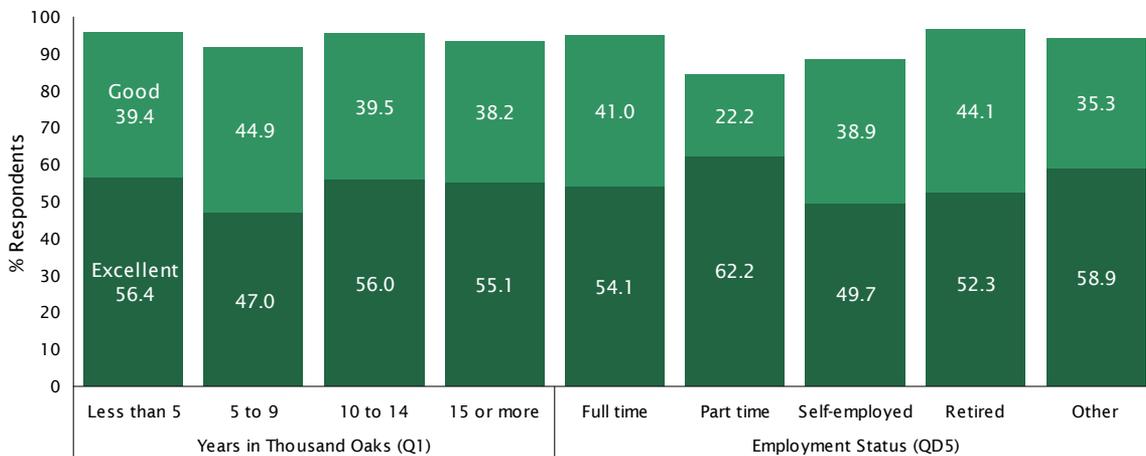
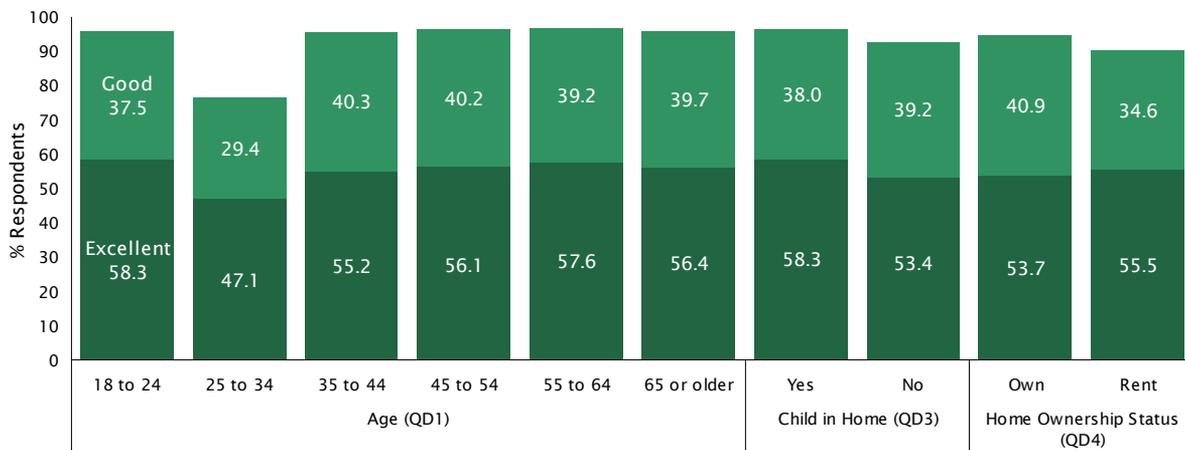


FIGURE 3 QUALITY OF LIFE BY AGE, CHILD IN HOME & HOME OWNERSHIP



Having measured their perceptions of the general quality of life in Thousand Oaks as it is today (Question 2), the surveyed next asked respondents about perceived *trends* in the quality of life in the City over the past five years.³ Just over half of residents (53%) perceived little or no change in the quality of life in Thousand Oaks over the past five years, offering that it is about the same now as it was in the past (Figure 4). Among those who did perceive a change during this period, respondents were split, with 19% saying that the quality of life has improved in Thousand Oaks, and 27% indicating that it had declined over the past five years. Despite the coronavirus pandemic and the economic recession that followed this year, there were no statistically significant changes in responses to Question 3 between 2017 and 2020.

For the interested reader, figures 5 and 6 display how perceived trends in the quality of life in Thousand Oaks varied across resident subgroups. When compared with their respective counterparts, those who had lived in Thousand Oaks at least 15 years, self-employed and retired individuals, residents 55 years of age or older, those without a child in the home, and home owners were the most likely to perceive a negative trend in the quality of life in the city.

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

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

FIGURE 4 QUALITY OF LIFE IN PAST FIVE YEARS BY STUDY YEAR

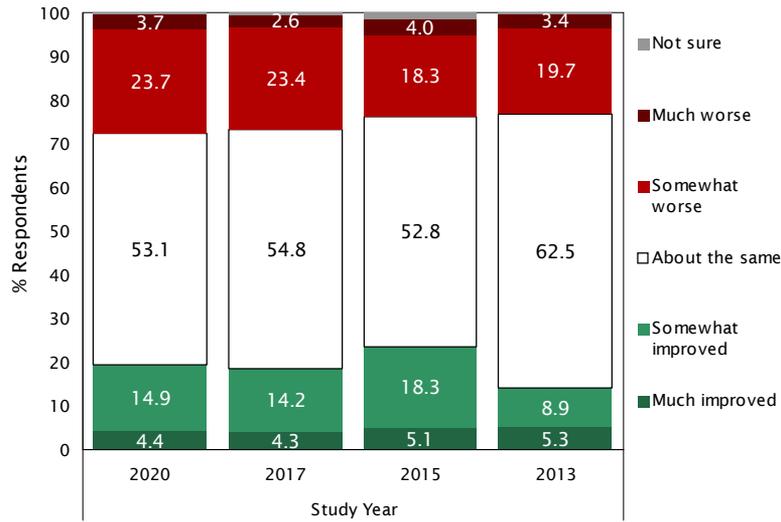


FIGURE 5 QUALITY OF LIFE IN PAST FIVE YEARS BY YEARS IN THOUSAND OAKS & EMPLOYMENT STATUS

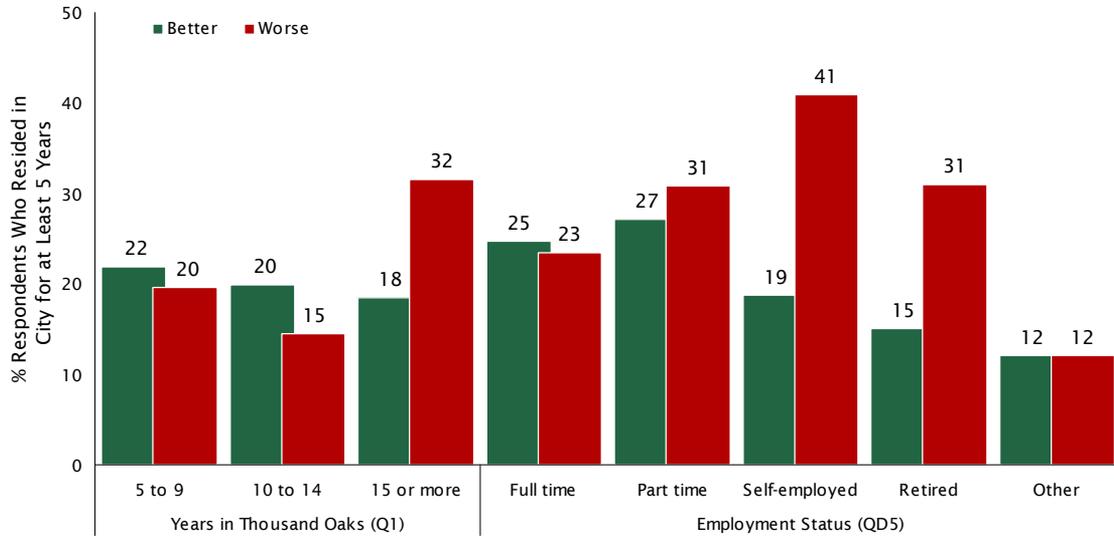
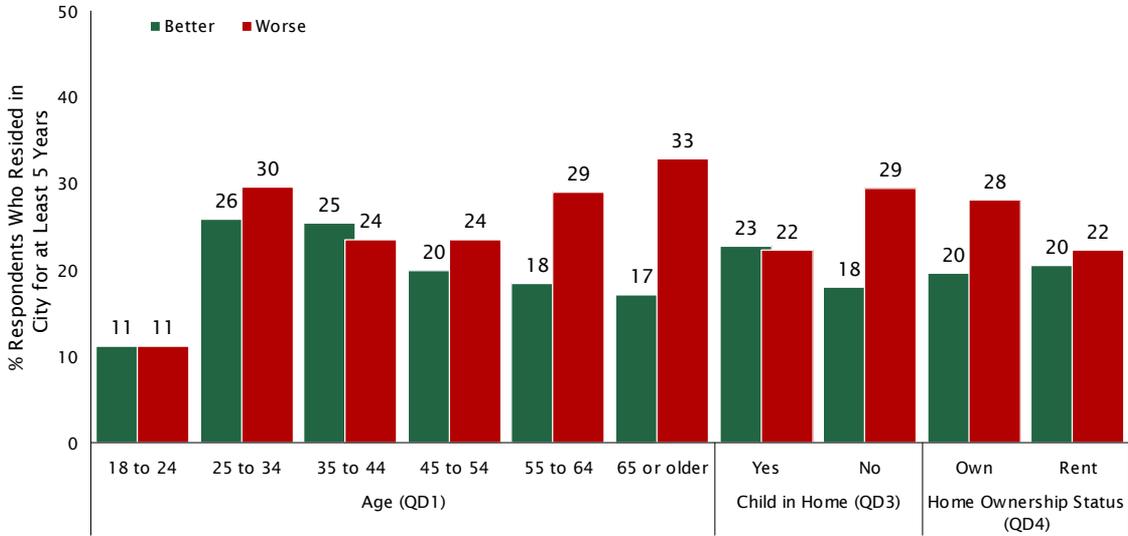


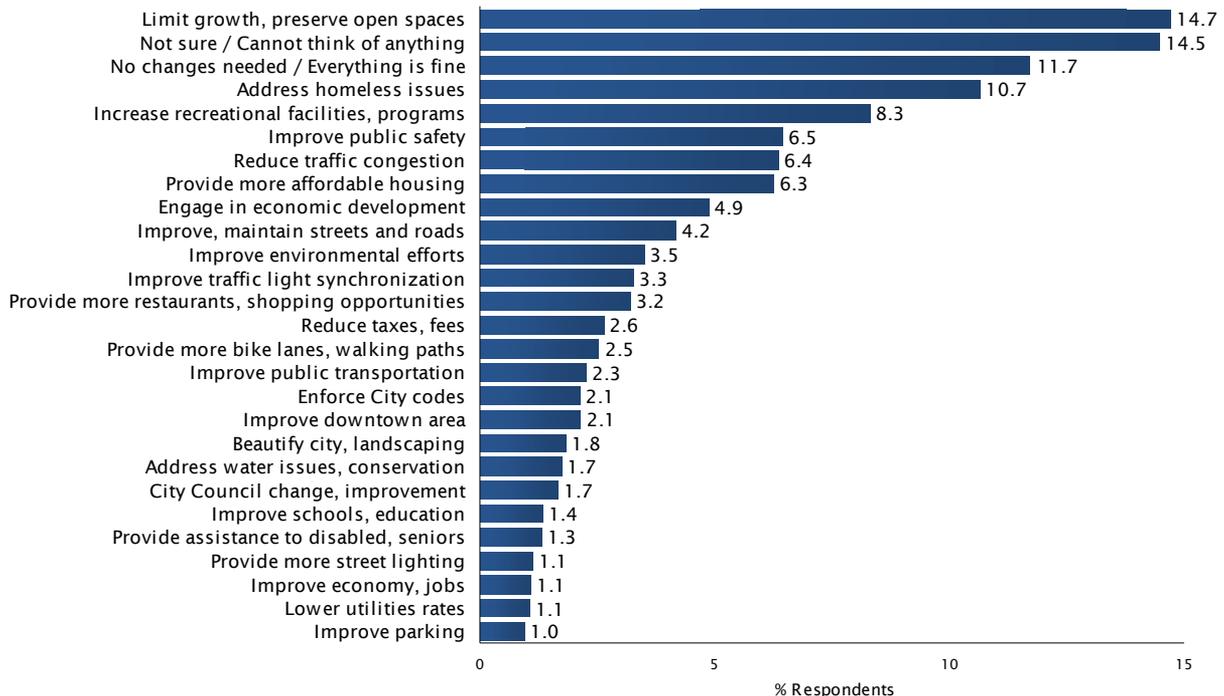
FIGURE 6 QUALITY OF LIFE IN PAST FIVE YEARS BY AGE, CHILD IN HOME & HOME OWNERSHIP STATUS



WAYS TO IMPROVE QUALITY OF LIFE Respondents were next asked to indicate one thing the City could change to make Thousand Oaks a better place to live, now and in the future. This question was asked in an open-ended manner, which allowed respondents to mention any improvement that came to mind without being prompted by or restricted to a particular list of options. True North later reviewed the verbatim responses and grouped them into the categories shown in Figure 7.

Question 4 *If the city government could change one thing to make Thousand Oaks a better place to live now and in the future, what change would you like to see?*

FIGURE 7 CHANGES TO IMPROVE THOUSAND OAKS



Overall, the most common responses to this question were not sure/can't think of anything and no changes needed/everything is fine, collectively accounting for 26% of all responses. Both of these responses are indicative of a respondent who does not perceive any pressing issues or problems in the City that can be addressed by local government. Among specific changes that were mentioned, the most common were limiting growth/preserving open space (15%), addressing homeless issues (11%), increasing recreational facilities/programs (8%), improving public safety (7%), reducing traffic congestion (6%), and providing more affordable housing (6%).

Table 1 provides the top five responses to Question 4 in the 2020, 2017, 2015, 2013, and 2009 surveys. Overall, there has been a fair amount of movement in the past three years in terms of the types of changes residents think are most needed to improve the quality of life in the City. The top-mentioned change in 2017 (reducing traffic congestion) did not make the top-five list for 2020, and addressing homeless issues and improving recreational facilities and programs both rose to top-five status for the first time this year.

TABLE 1 CHANGES TO IMPROVE THOUSAND OAKS BY STUDY YEAR

Study Year				
2020	2017	2015	2013	2009
Limit growth, preserve open spaces	Reduce traffic congestion	Not sure / Cannot think of anything	No changes / Everything is okay	No changes / Everything is okay
Not sure / Cannot think of anything	Not sure / Cannot think of anything	Reduce traffic congestion	Not sure / Cannot think of anything	Not sure / Cannot think of anything
No changes needed / Everything is fine	Limit growth / preserve open spaces	Improve maintain street roads	Limit growth / Preserve open space	Limit growth / Preserve open space
Address homeless issues	Engage in economic development	Limit growth / Preserve open space	Redevelop downtown areas	Redevelop downtown areas
Increase recreational facilities, programs	No changes / Everything is okay	No changes / Everything is okay	Reduce traffic congestion	Reduce traffic congestion

CITY SERVICES

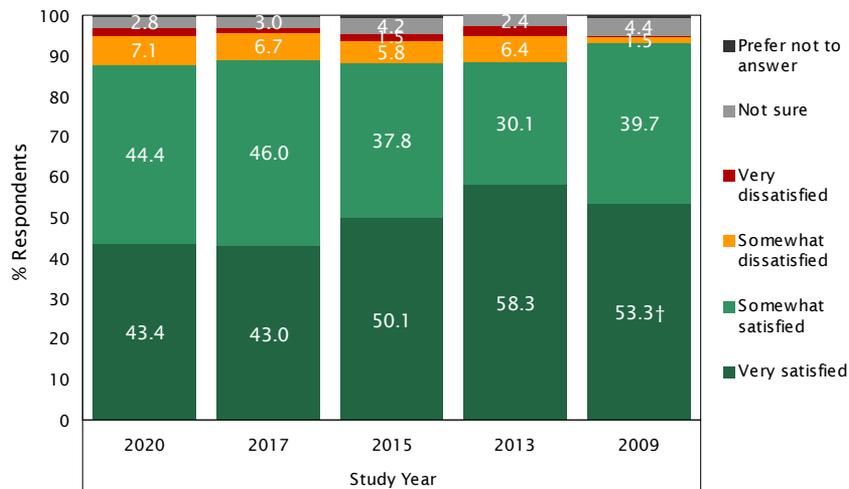
Having measured respondents' perceptions of the quality of life in Thousand Oaks, the survey next turned to assessing their opinions about the City's performance in providing various municipal services.

OVERALL SATISFACTION The first question in this series asked respondents to indicate if, overall, they were satisfied or dissatisfied with the job the City is doing to provide municipal services. Because this question does not reference a specific program, facility, or service and requested that the respondent consider the City's performance in general, the findings of this question may be regarded as an *overall performance rating* for the City.

As shown in Figure 8, the vast majority (88%) of Thousand Oaks residents in 2020 indicated that they were satisfied with the City's efforts to provide municipal services, with 43% stating that they were *very* satisfied. Approximately 9% of respondents indicated that they were dissatisfied with the City's overall performance, and an additional 3% indicated that they were unsure or unwilling to share their opinion. The findings for Question 5 in 2020 were strikingly similar to those from 2017—there were no statistically significant changes during this period.

Question 5 *Next, I would like to ask a series of questions about services provided by the City of Thousand Oaks. Generally speaking, are you satisfied or dissatisfied with the job the City of Thousand Oaks is doing to provide city services?*

FIGURE 8 OVERALL SATISFACTION BY STUDY YEAR



Figures 9 and 10 on the next page show how ratings of the City's overall performance in providing municipal services varied by length of residence, employment status, age, presence of children in the home, as well as home ownership status. Although there was some variation in opinions across subgroups—e.g., residents who have lived in the City less than five years were much more likely than long-time residents (10+ years) to indicate that they were *very* satisfied with the City's performance—the most striking pattern in both figures is that the high levels of satisfaction exhibited by respondents as a whole (see Figure 8) were also shared by all resident subgroups. At least 82% of residents in *every* identified subgroup indicated that they were satisfied with the City's overall performance in providing municipal services.

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

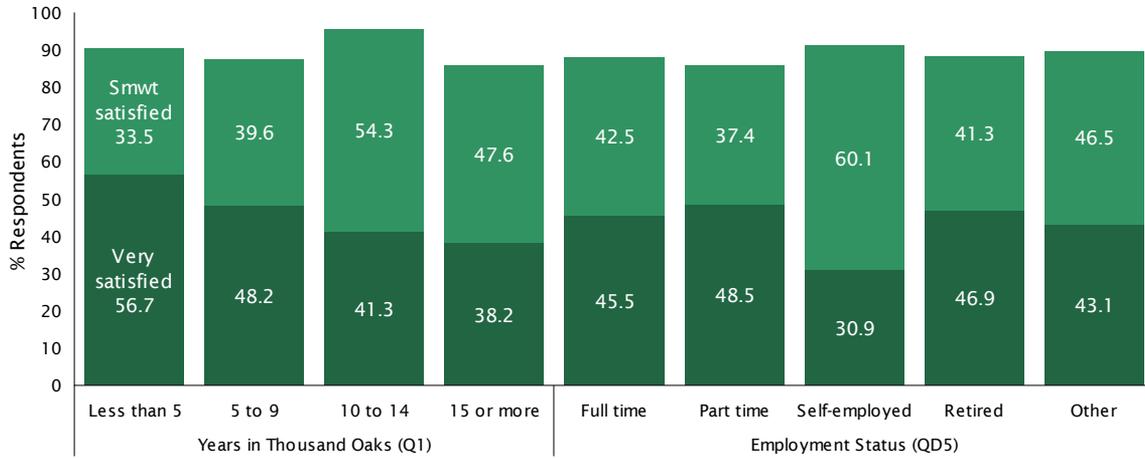
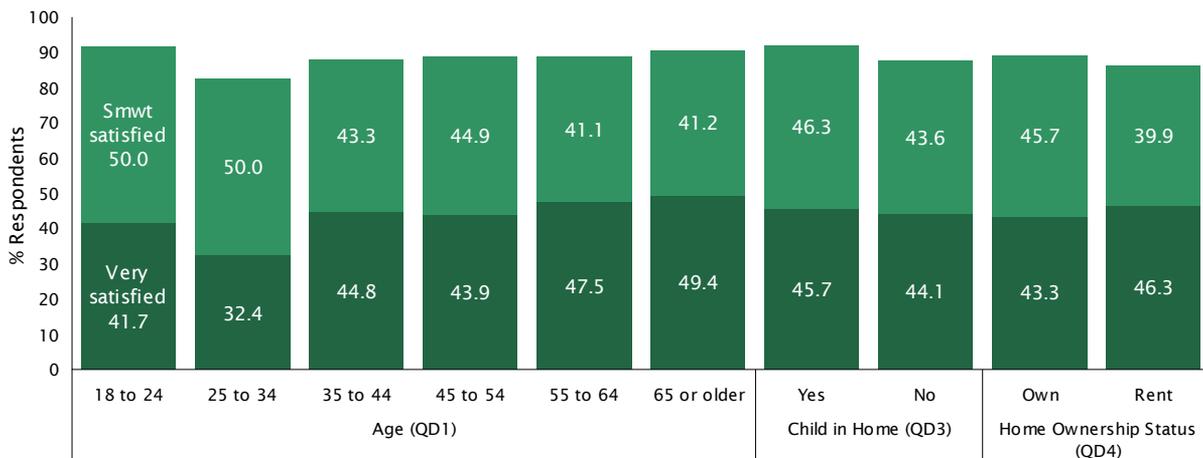


FIGURE 10 OVERALL SATISFACTION BY AGE, CHILD IN HOME & HOME OWNERSHIP STATUS



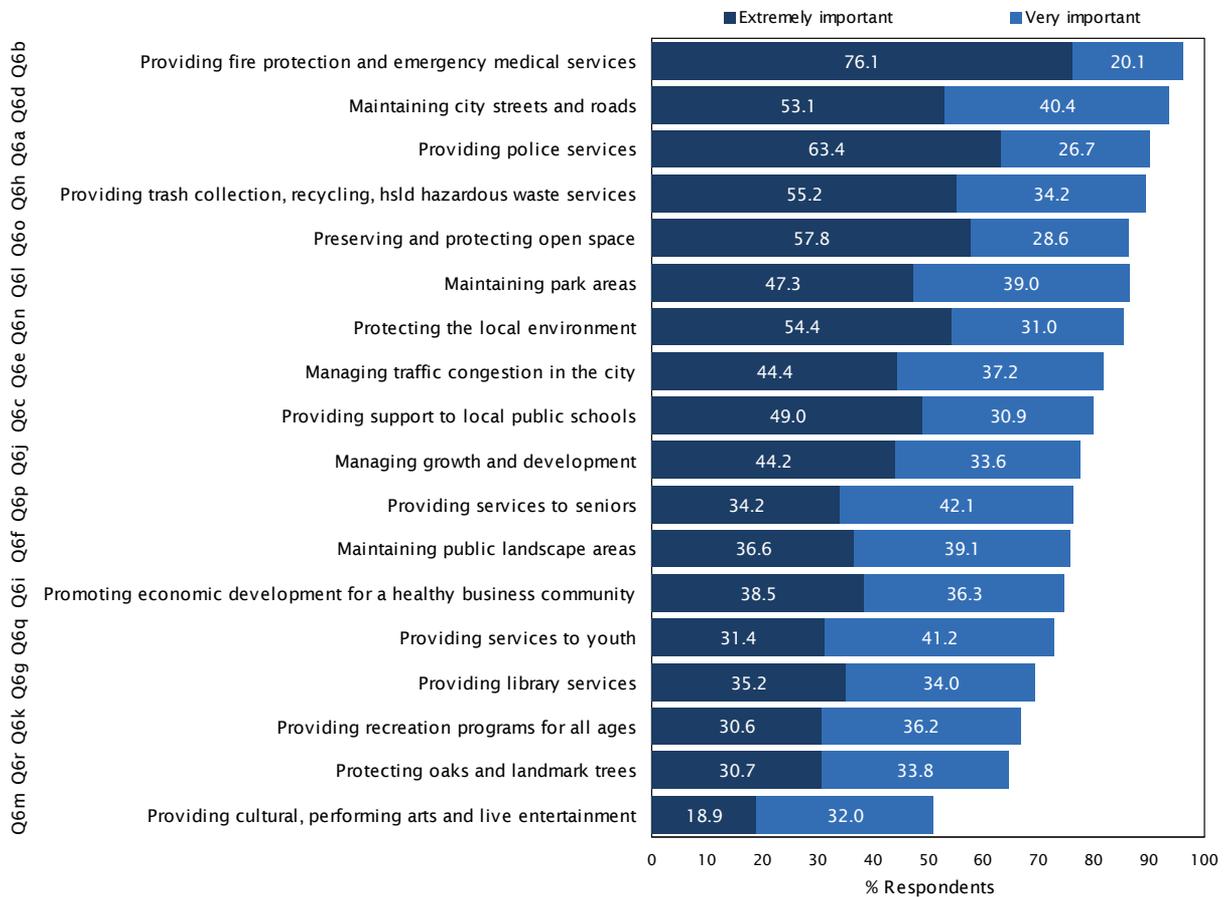
SPECIFIC SERVICES Whereas Question 5 addressed the City’s *overall* performance, the next two questions asked respondents to rate the importance of *specific* services offered by the City, as well as their level of satisfaction with efforts to provide these services. For each service, respondents were first asked whether they thought a service was extremely important, very important, somewhat important, or not at all important. The order of the items was randomized for each respondent to avoid a systematic position bias.

Figure 11 on the next page presents the services ranked by order of importance according to the proportion of respondents who rated a service as *at least* very important. Thousand Oaks residents rated providing fire protection and emergency medical services as the most important (96% extremely or very important), followed by maintaining city streets and roads (94%), providing police services (90%), providing trash collection, recycling and household hazardous waste services (89%), and preserving and protecting open space (86%).

At the other end of the spectrum, providing cultural and performing arts and live entertainment (51%), protecting oaks and landmark trees (65%), and providing recreation programs for all ages (67%) were viewed as comparatively less important.

Question 6 For each of the services I read, please tell me whether the service is extremely important to you, very important, somewhat important, or not at all important.

FIGURE 11 IMPORTANCE OF ISSUES



For the interested reader, Table 2 on the next page displays the percentage of respondents who indicated each service was *at least* very important in the 2020, 2017, 2015, 2013 and 2009 resident surveys, as well as the percentage change in importance during the past three years. When compared with the 2017 survey, there was a statistically significant increase in importance for one service (preserving and protecting open space) and significant decrease for one service (managing traffic congestion in the City).

TABLE 2 IMPORTANCE OF ISSUES BY STUDY YEAR (SHOWING % EXTREMELY & VERY)

	Study Year					Change in Extremely + Very Important 2017 to 2020
	2020	2017	2015	2013	2009	
Preserving and protecting open space	86.3	81.8	74.9	73.2	76.8	+4.5†
Maintaining public landscape areas	75.7	71.2	62.8	57.3	N/A	+4.5
Promoting economic development	74.7	70.5	64.0	70.1	69.6	+4.2
Providing trash collection, recycling services	89.4	85.4	84.4	80.8	80.6	+4.0
Protecting oaks and landmark trees	64.6	60.6	N/A	N/A	N/A	+4.0
Protecting the local environment	85.4	81.5	78.4	74.5	72.5	+3.9
Providing services to youth	72.6	70.0	66.6	N/A	N/A	+2.6
Maintaining park areas	86.3	84.2	85.2	78.8	77.1	+2.1
Providing services to seniors	76.3	74.7	68.4	N/A	N/A	+1.6
Maintaining streets and roads	93.5	93.1	87.6	84.4	82.6	+0.4
Providing recreation programs for all ages	66.8	66.8	59.3	65.2	59.0	+0.0
Providing fire protection, emergency medical	96.2	96.2	92.8	94.7	N/A	+0.0
Providing support to local public schools	79.9	80.1	82.0	77.7	N/A	-0.2
Providing cultural and performing arts	50.9	52.3	49.9	46.2	37.3	-1.4
Providing library services	69.2	71.0	66.9	67.6	64.3	-1.8
Managing growth and development	77.7	79.7	67.5	68.5	64.7	-2.0
Providing police services	90.1	92.6	88.6	87.9	85.8	-2.5
Managing traffic congestion in the city	81.6	88.4	74.4	70.0	68.3	-6.7†

Turning to the satisfaction component, Figure 12 on the next page sorts the same list of 18 services according to the percentage of respondents who indicated they were either very or somewhat satisfied with the City’s efforts to provide the service. For comparison purposes between the services, only respondents who held an opinion (either satisfied or dissatisfied) are included in the figures. Those who did not have an opinion were removed from this analysis.⁴

At the top of the list, respondents were most satisfied with the City’s efforts to provide library services (96%), provide fire protection and emergency medical services (96%), maintain park areas (93%), provide police services (93%), maintain public landscape areas (92%), and provide trash collection, recycling and household hazardous waste services (90%). Respondents were less satisfied with the City’s efforts to manage traffic congestion in the City (72%), manage growth and development (72%), and promote economic development for a healthy business community (76%).

Table 3 provides the percentage of respondents who expressed satisfaction with each service tested in the past five surveys, as well as the percentage change in satisfaction during the past three years for each service, where applicable. Comparing the current survey with 2017, there was a statistically significant increase in satisfaction for one service tested, and a significant decrease for two services tested.

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

Question 7 For the same list of services I just read, I'd like you to tell me how satisfied you are with the job the city is doing to provide the service. Are you satisfied or dissatisfied with the city's efforts to: _____, or do you not have an opinion?

FIGURE 12 SATISFACTION WITH SERVICES

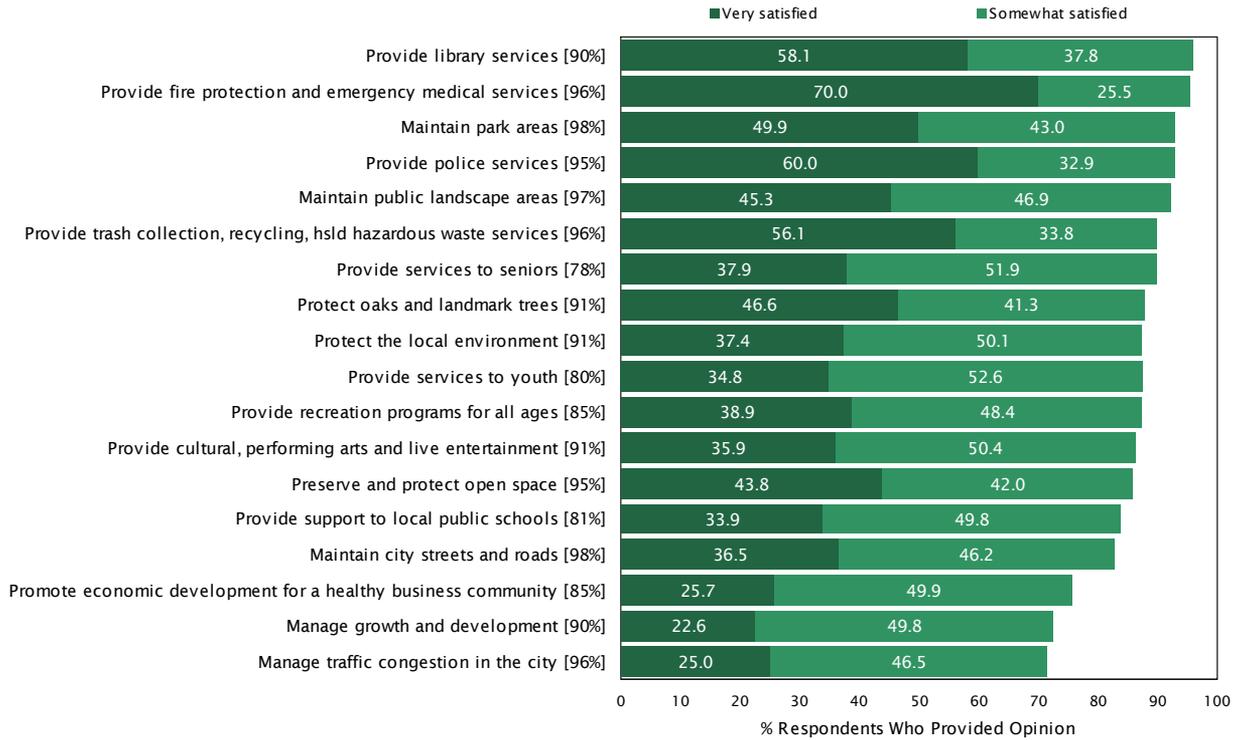


TABLE 3 SATISFACTION WITH SERVICES BY STUDY YEAR (SHOWING % VERY & SOMEWHAT)

	Study Year					Change in Satisfaction 2017 to 2020
	2020	2017	2015	2013	2009	
Manage traffic congestion in the city	71.4	62.4	73.2	79.6	83.2	+9.1†
Maintain streets and roads	82.7	79.3	84.3	87.1	91.1	+3.3
Maintain public landscape areas	92.2	89.0	96.5	95.6	N/A	+3.2
Provide support to local public schools	83.7	82.7	83.8	87.1	N/A	+1.0
Maintain park areas	92.9	92.1	96.8	96.6	98.2	+0.8
Provide library services	96.0	95.2	94.9	95.7	97.7	+0.7
Protecting oaks and landmark trees	87.8	87.7	N/A	N/A	N/A	+0.2
Provide services to seniors	89.8	90.6	91.3	N/A	N/A	-0.9
Provide services to youth	87.3	88.6	94.7	N/A	N/A	-1.3
Promote economic development	75.6	77.4	84.6	84.4	87.6	-1.7
Provide police services	92.9	94.9	95.6	94.2	97.1	-2.0
Provide trash collection, recycling services	89.8	92.3	96.8	95.1	96.9	-2.4
Provide fire protection, emergency medical	95.4	98.1	97.4	98.4	N/A	-2.6
Provide cultural and performing arts	86.3	89.3	90.9	93.9	94.9	-2.9
Manage growth and development	72.5	75.9	84.1	82.4	82.8	-3.4
Provide recreation programs for all ages	87.3	91.0	94.6	93.4	91.2	-3.7
Preserve and protect open space	85.8	90.1	91.2	90.8	90.2	-4.3†
Protect the local environment	87.5	91.8	93.3	92.9	94.0	-4.4†



PERFORMANCE, NEEDS & PRIORITIES

With a measure of the importance of a service to residents as well as a measure of satisfaction with the City's efforts to provide the service, True North is able to examine the relationship between these two dimensions and identify areas where the City has the greatest opportunities to improve resident satisfaction—and identify for which services the City is meeting, and even exceeding, the majority of residents' needs.

INDIVIDUALIZED PRIORITY ANALYSIS Rather than rely on sample *averages* to conduct this analysis, True North has developed an *individualized* approach to identifying priorities that is built on the recognition that opinions will vary from resident to resident, and that understanding this variation is required for assessing how well the City is meeting the needs of its residents.⁵ Figure 4 on the next page presents a grid based on the importance and satisfaction scales. The horizontal axis corresponds to the four *importance* options, and the vertical scale corresponds to the four *satisfaction* options. The 16 cells within the grid are grouped into one of six categories based on how well the City is meeting, or not meeting, a resident's needs for a particular service. The six groups are as follows:

<i>Exceeding Needs</i>	The City is exceeding a respondent's needs if a respondent is satisfied and the level of expressed satisfaction is higher than the importance that the respondent assigned to the service.
<i>Meeting Needs, Moderately</i>	The City is moderately meeting a respondent's needs if the respondent is satisfied and the level of satisfaction is commensurate with the level of importance assigned to the service.
<i>Meeting Needs, Marginally</i>	The City is marginally meeting a respondent's needs if the respondent is satisfied with the City's efforts to provide the service, but their level of satisfaction is lower than the level of importance assigned to the service.
<i>Not Meeting Needs, Marginally</i>	The City is marginally <i>not</i> meeting a respondent's needs if the respondent is somewhat dissatisfied, but the service is also viewed as just somewhat or not at all important.
<i>Not Meeting Needs, Moderately</i>	The City is moderately <i>not</i> meeting a respondent's needs if a) a respondent is very dissatisfied with the City's efforts to provide the service, but the service is viewed somewhat or not at all important, or b) a respondent is somewhat dissatisfied and the service is very important.
<i>Not Meeting Needs, Severely</i>	The City is severely <i>not</i> meeting a respondent's needs if a) a respondent is dissatisfied and the service is viewed as extremely important, or b) a respondent is very dissatisfied and the service is very important.

5. Any tool that relies on the opinions of the average respondent will provide a limited and occasionally distorted picture of how well an agency is performing. The simple fact is that a city is not comprised of average residents—it is comprised of unique individuals who vary substantially in their opinions of the City's performance in different service areas. Thus, although the arithmetic average of these individuals' opinions is a useful statistic, it does not capture the variation in opinions that occurs among residents, and it is this variation that is critical for truly assessing how well the City is meeting the needs of its residents.

TABLE 4 RESIDENT SERVICE NEEDS & PRIORITY MATRIX

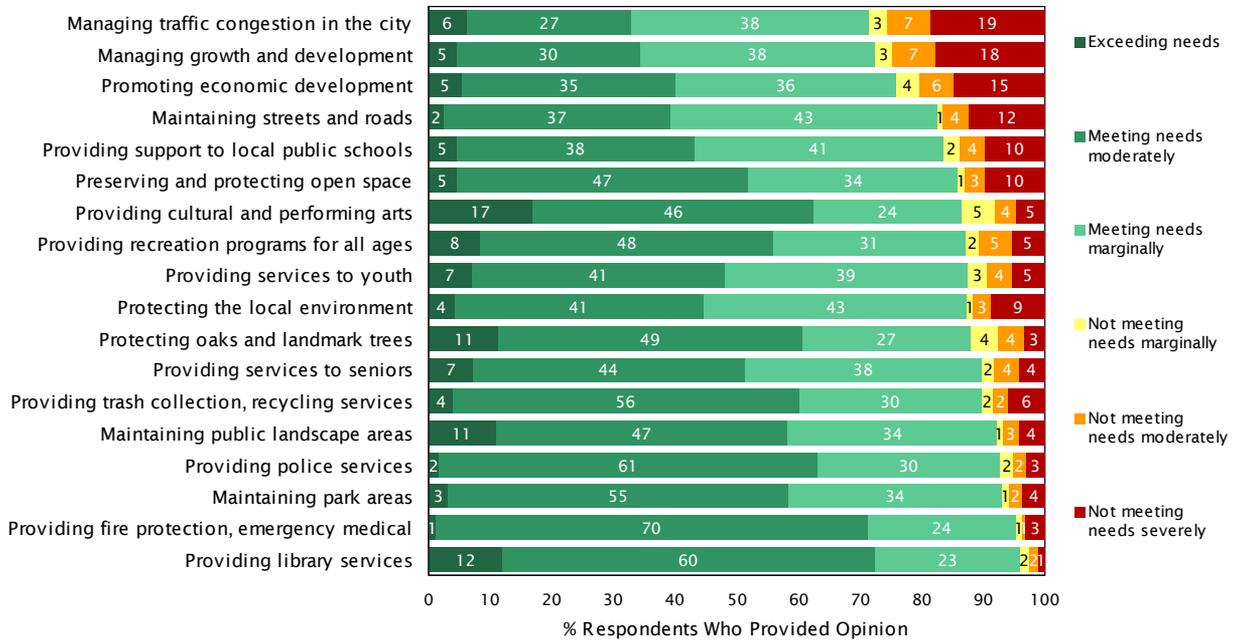
		Importance			
		Not at all important	Somewhat important	Very important	Extremely important
Satisfaction	Very satisfied	Exceeding needs	Exceeding needs	Meeting needs	Meeting needs
	Somewhat satisfied	Exceeding needs	Meeting needs	Meeting needs, moderately	Meeting needs, moderately
	Somewhat dissatisfied	Not meeting needs, moderately	Not meeting needs, moderately	Not meeting needs	Not meeting needs, severely
	Very dissatisfied	Not meeting needs	Not meeting needs	Not meeting needs, severely	Not meeting needs, severely

Using this framework, True North categorized respondents individually for each of the 18 services tested. For example, a respondent who indicated that managing traffic congestion was somewhat important and they were very satisfied with the City’s efforts in this service area would be categorized in the *exceeding needs* group for this service. The same respondent may be grouped in the *marginally not meeting needs* group for another service if they were somewhat dissatisfied with the City’s efforts to provide the service, but the service was viewed as only somewhat important.

Figure 13 on the next page presents each of the 18 services, along with the percentage of respondents grouped into each of the six possible categories. For ease of interpretation, the color-coding in Figure 13 is consistent with that presented in Table 4. For example, in the service area of managing traffic congestion in the City, the City is exceeding the needs of 6% of respondents, moderately meeting the needs of 27% of respondents, marginally meeting the needs of 38% of respondents, marginally not meeting the needs of 3% of respondents, moderately not meeting the needs of 7% of respondents, and severely not meeting the needs of 19% of respondents.

Perhaps the most important pattern that is shown in the figure is that for all but three of the services tested, the City is meeting the needs of at least 80% of residents. Operating from the management philosophy that, all other things being equal, the City should focus on addressing services that have the highest percentage of residents for which the City is currently *not* meeting their needs, the services have been sorted by order of priority. Thus, managing traffic congestion is the top priority, followed by managing growth and development, promoting economic development for a healthy business community, and maintaining city streets and roads. It is worth noting that the top-four priorities in 2020 are identical to those identified in the 2017 survey.

TABLE 5 RESIDENT SERVICE NEEDS



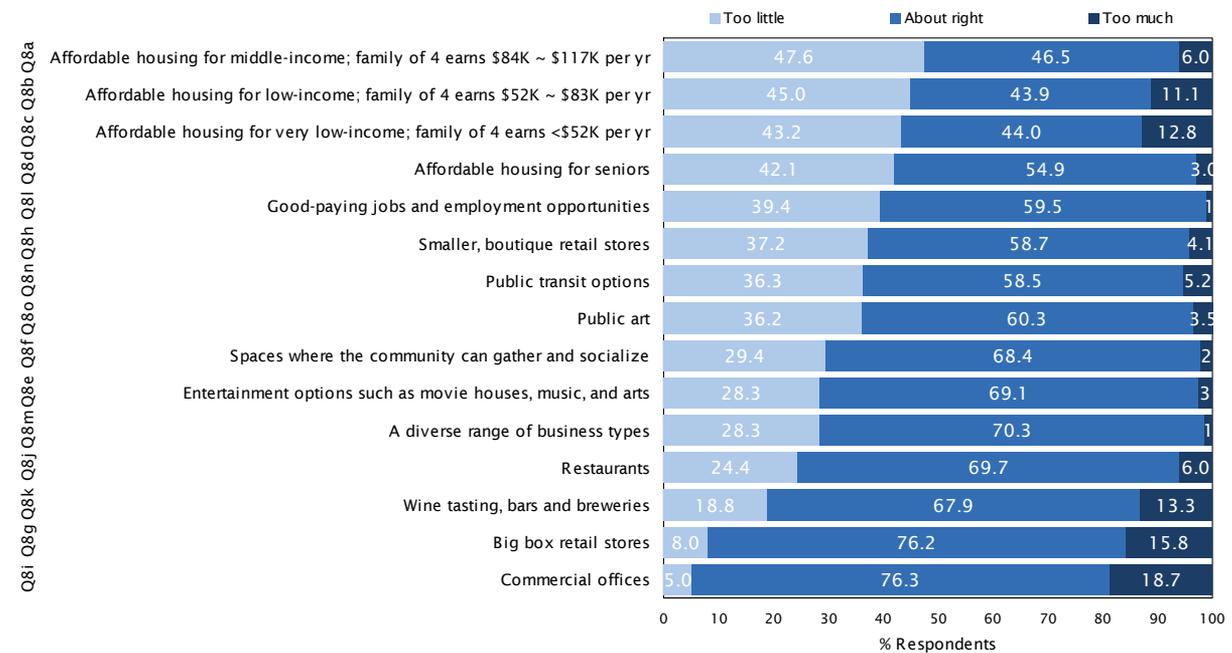
GENERAL PLAN

The City of Thousand Oaks is in the process of updating its General Plan, which will guide the City's future decisions on a variety of topics that affect the quality of life in the City including land use, housing, and the types of businesses and amenities that are available in Thousand Oaks. To help inform the General Plan Update, the 2020 survey included several questions related to land use and affordable housing.

DEVELOPMENT TYPES & AMENITIES The General Plan will help shape the nature of Thousand Oaks' future development and redevelopment—including the size, type, character and location of new developments and redevelopment projects—as well as the pace at which these changes occur. Recognizing that opinions about development often hinge on the *type* of use being considered, Question 8 sought to profile residents' opinions about a variety of different development types and amenities. For each item shown on the left of Figure 13, respondents were simply asked whether there is currently too much, about the right amount, or too little in Thousand Oaks.

Question 8 *The City of Thousand Oaks is in the process of updating its General Plan. The General Plan will guide the City's future decisions on a variety of topics that affect the quality of life in the City including land use, housing, and the types of businesses and amenities that are available in Thousand Oaks. As I read the following list of items, please tell me whether you feel there is currently too much, about the right amount, or too little of this item in Thousand Oaks.*

FIGURE 13 OPINION OF FUTURE DEVELOPMENT & AMENITY TYPES



As expected, residents expressed quite different opinions depending on the type of development. Although the dominant response in most cases was that the amount of a particular development type is about right, more than four-in-ten Thousand Oaks residents perceived that there is too little affordable housing for middle-income families (48%), low-income families (45%), very

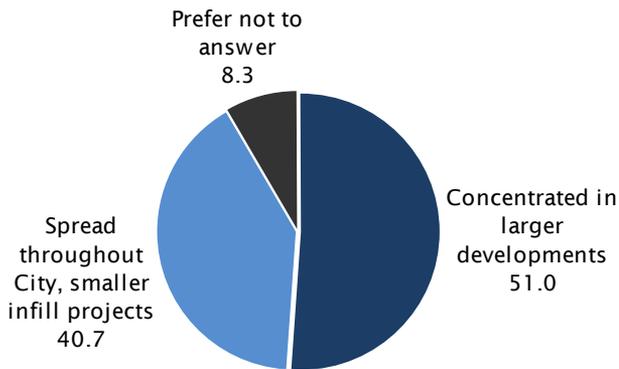
low-income families (43%), and seniors (42%) in Thousand Oaks. At least one-third of respondents also perceived a lack of good-paying jobs and employment opportunities (39%), smaller, boutique retail stores (37%), public transit options (36%), and public art (36%) in the City.

At the other end of the spectrum, less than one-in-five respondents felt there were too few commercial offices (5%), big box retail stores (8%), and wine tasting, bars and breweries (19%) in Thousand Oaks.

PREFERENCE FOR FUTURE HOUSING LOCATION California State law requires that all cities plan for additional housing. With a general shortage of housing in California, it is expected that the State will require the City of Thousand Oaks to plan for thousands of new housing units. After informing respondents of the above, the survey inquired as to how they would prefer to accommodate these new units. As shown in Figure 14, just over half (51%) preferred that new homes be **concentrated** in a few larger developments and located in areas of the City that are close to transit, stores, and restaurants. Forty-one percent (41%) of respondents preferred that the new housing be **spread** throughout the City by having smaller infill projects and allowing for more housing units per parcel within existing residential neighborhoods. The remaining 8% were unwilling to share their opinion.

Question 9 *California State law requires that all cities plan for additional housing. With a general shortage of housing in California, it is expected the State will require the City of Thousand Oaks to plan for thousands of new housing units. Understanding that Thousand Oaks may be required by law to plan for thousands of new homes, would you prefer that these homes: _____ OR _____?*

FIGURE 14 PREFERENCE FOR ADDITIONAL HOUSING



Figures 15 and 16 on the next page demonstrate that nearly all subgroups favored future housing to be concentrated in a few larger developments and located in areas of the City that are close to transit, stores, and restaurants. This was especially true for those who had lived in the City between 10 to 14 years, those aged 45 to 54, residents who commute outside of Thousand Oaks for their job, home owners, and those with a child in their home.

FIGURE 15 PREFERENCE FOR ADDITIONAL HOUSING BY YEARS IN THOUSAND OAKS & AGE

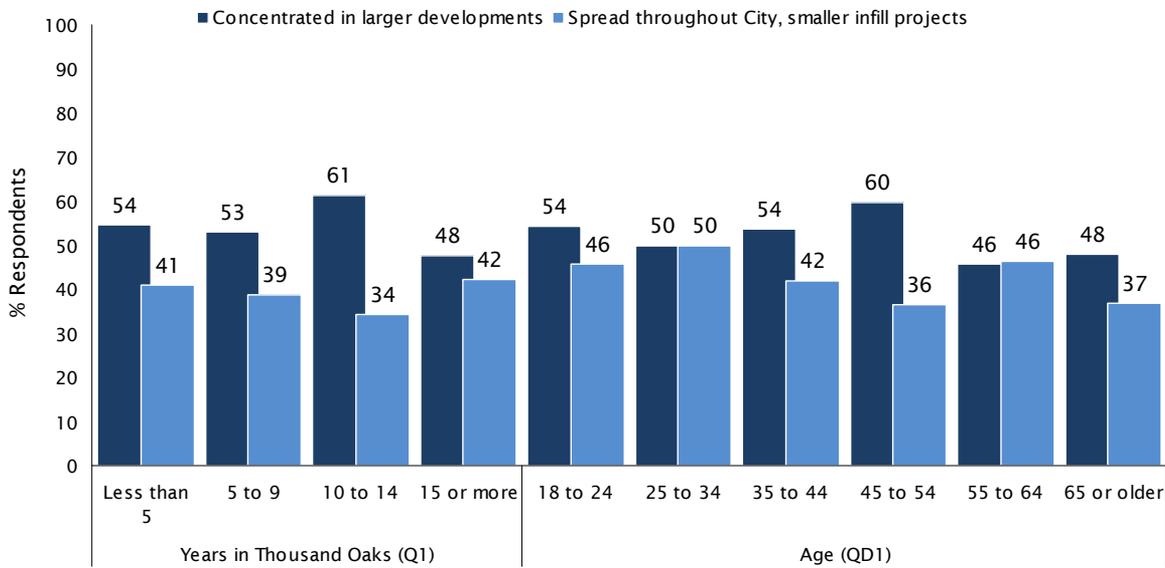
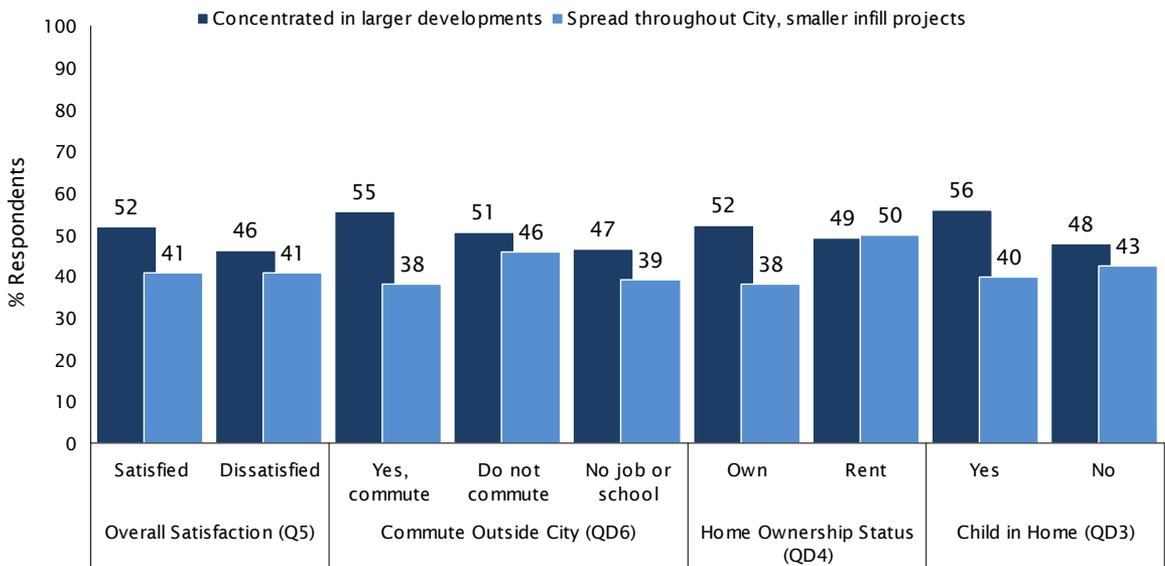


FIGURE 16 PREFERENCE FOR ADDITIONAL HOUSING BY OVERALL SATISFACTION, COMMUTE OUTSIDE CITY, HOME OWNERSHIP STATUS & CHILD IN HOME



PREFERENCE FOR FUTURE HOUSING TYPE In a manner similar to that described above, respondents were also asked about the *type* of housing they would prefer be added to meet State requirements. One-quarter (24%) preferred that most of the housing be townhomes, duplexes, triplexes and fourplexes, 6% preferred that most of the housing be condominiums and apartments, whereas most respondents (59%) preferred an even mix of townhomes, condominiums and apartments. Approximately 11% were unsure or preferred to not answer the question. Figures 18 and 19 demonstrate that an even mix of townhomes, condominiums and apartments was the preferred option among all subgroups except residents 35 to 44 years in age.

Question 10 Understanding that Thousand Oaks may be required by law to add several thousand new homes, would you prefer that these homes: _____ OR _____ OR _____?

FIGURE 17 PREFERENCE FOR ADDITIONAL HOUSING DEVELOPMENT PLAN

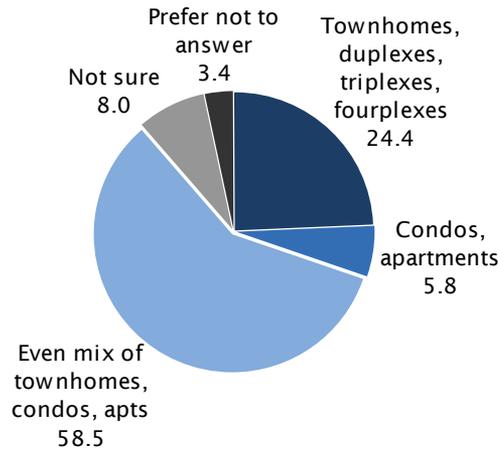


FIGURE 18 PREFERENCE FOR ADDITIONAL HOUSING DEVELOPMENT PLAN BY YEARS IN THOUSAND OAKS & AGE

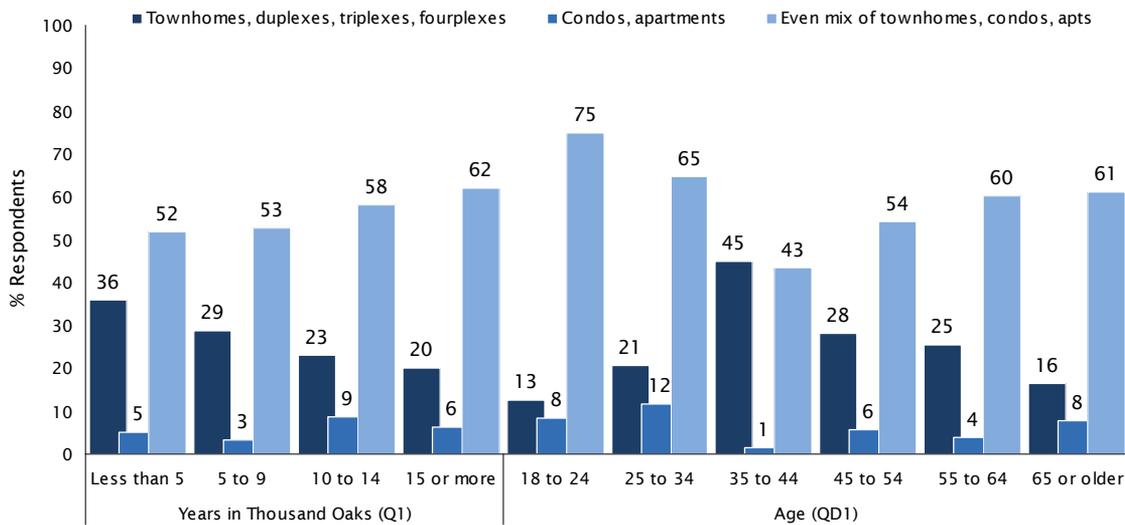
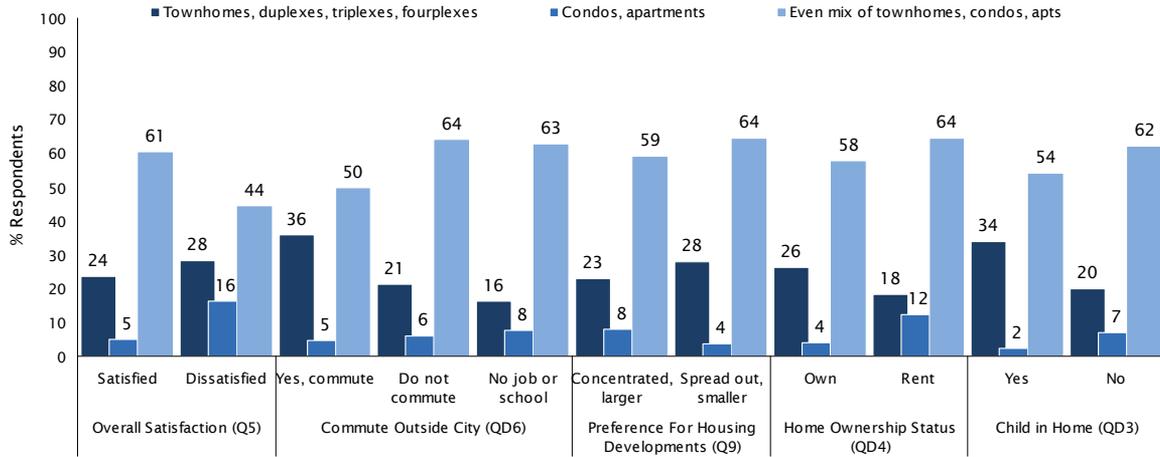


FIGURE 19 PREFERENCE FOR ADDITIONAL HOUSING DEVELOPMENT PLAN BY OVERALL SATISFACTION, COMMUTE OUTSIDE CITY, PREFERENCE FOR HOUSING DEVELOPMENTS, HOME OWNERSHIP STATUS & CHILD IN HOME



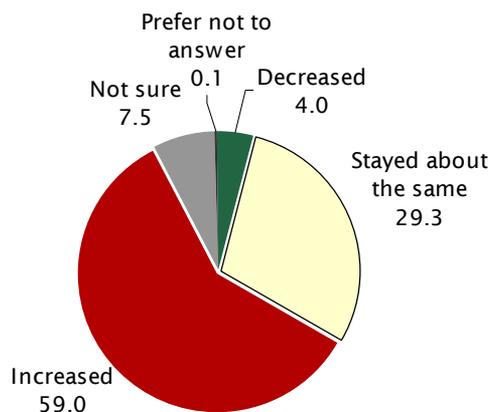
HOMELESSNESS

Like many cities in California, the City of Thousand Oaks has witnessed an apparent increase in its homeless population during the past several years. According to a recent point-in-time count of homeless populations, Ventura County's homeless population rose for a third straight year in 2020, totaling 1,743 homeless adults and children in January of this year. Moreover, homelessness is especially visible in California, as more than two-thirds of California's homeless are unsheltered—living in parks, along streets, or other areas not meant for habitation. The rate of unsheltered homeless in California is the highest in the nation.⁶ The 2020 survey included several questions to profile residents' perceptions and opinions as they relate to homelessness in Thousand Oaks.

HAS THE AMOUNT OF HOMELESS PEOPLE CHANGED? The first question in this series simply asked respondents whether, over the past three years, they perceive that the amount of homeless people in Thousand Oaks has decreased, stayed about the same, or increased. As shown in Figure 20 below, nearly six-in-ten respondents (59%) perceived that the amount of homeless in the City of Thousand Oaks had increased during the past three years, whereas 29% perceived it to be about the same. Just 4% felt that the homeless population in Thousand Oaks had decreased during this period, while an additional 8% were unsure or preferred to not answer the question.

Question 11 *Next I have a few questions about homelessness in Thousand Oaks. Over the past three years, would you say the amount of homeless people you have observed in the City of Thousand Oaks has decreased, stayed about the same, or increased?*

FIGURE 20 OPINION OF AMOUNT OF HOMELESS IN CITY OVER PAST THREE YEARS



Figures 21 and 22 on the next page show how the percentage of respondents who perceived the number of homeless in Thousand Oaks to have increased during the past three years varied by length of residence, age, overall satisfaction with the City's performance, commute status, home ownership, and presence of a child in the home.

6. Sources: Ventura Continuum of Care 2020, US Department of Housing and Urban Development (2017-2018), and *A Snapshot of Homelessness in California*, Public Policy Institute of California (February 2019).

FIGURE 21 OPINION OF AMOUNT OF HOMELESS IN CITY OVER PAST THREE YEARS BY YEARS IN THOUSAND OAKS & AGE

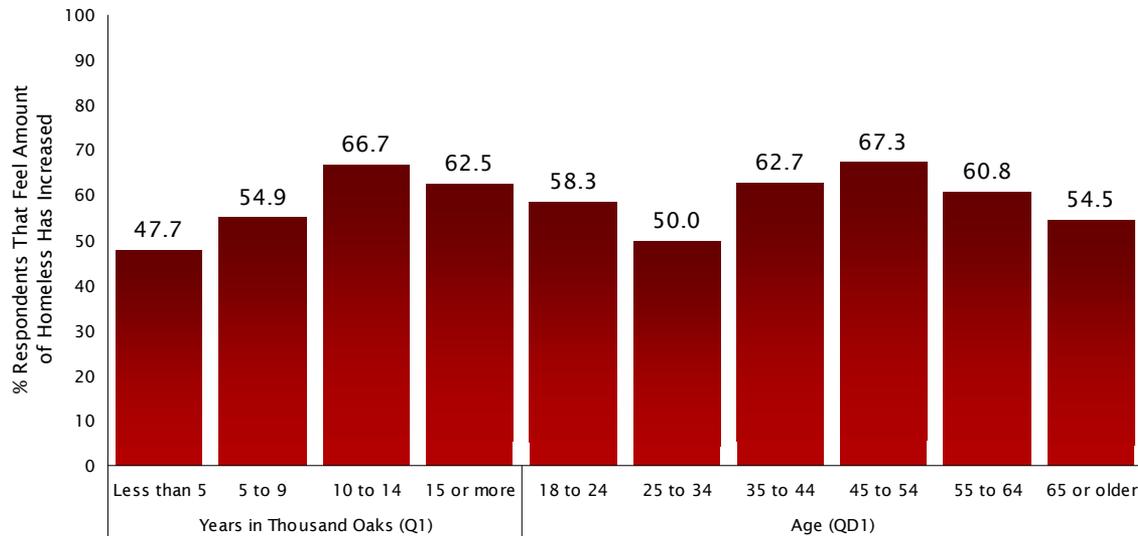
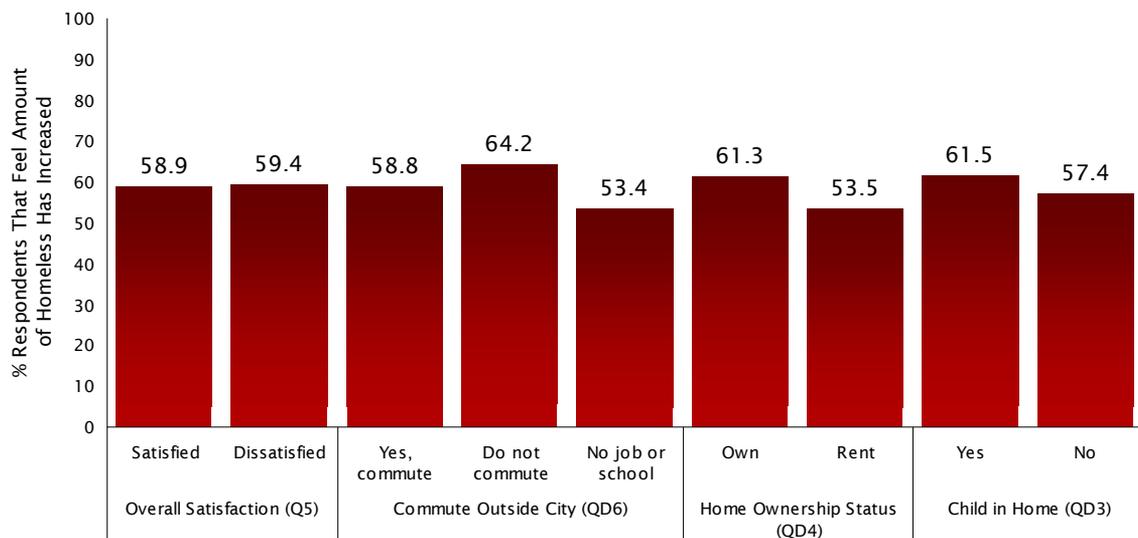


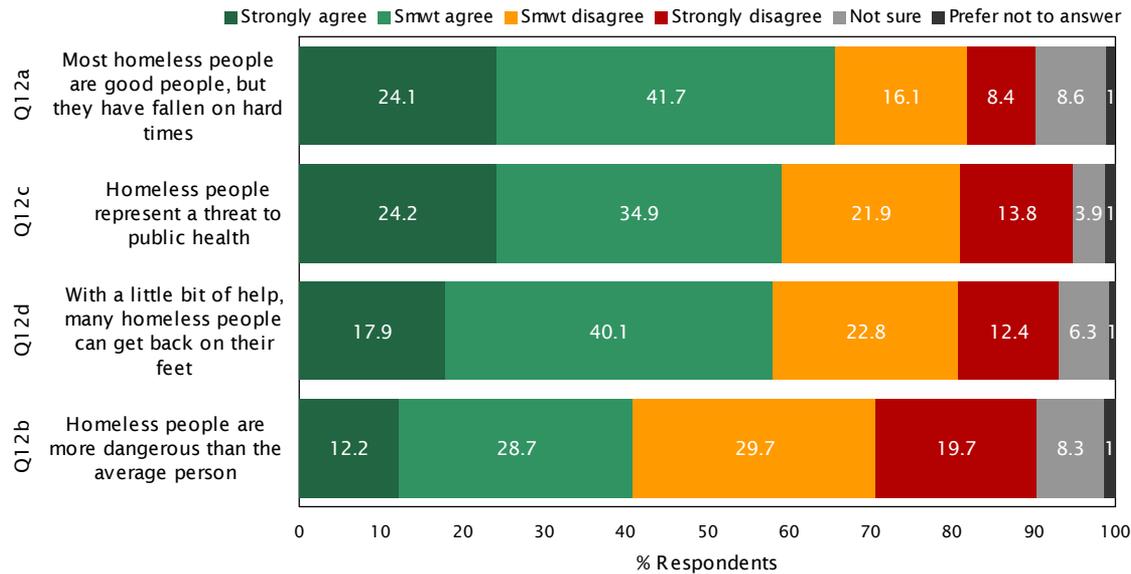
FIGURE 22 OPINION OF AMOUNT OF HOMELESS IN CITY OVER PAST THREE YEARS BY OVERALL SATISFACTION, COMMUTE OUTSIDE CITY, HOME OWNERSHIP STATUS & CHILD IN HOME



VIEWS OF HOMELESS PEOPLE The next question in this series presented respondents with each of the statements about homeless people shown to the left of Figure 24 on the next page and asked the extent to which they personally agreed or disagreed with each statement. The results indicate that Thousand Oaks residents often have a mixed and somewhat nuanced view of homeless people. On the one hand, nearly two-thirds agreed that *most homeless people are good people, but they have fallen on hard times* (66%), and most also were of the opinion that *with a little bit of help, many homeless people can get back on their feet* (58%). On the other hand, a majority of residents also perceived that *homeless people represent a threat to public health* (59%), and approximately four-in-ten agreed that *homeless people are more dangerous than the average person* (41%).

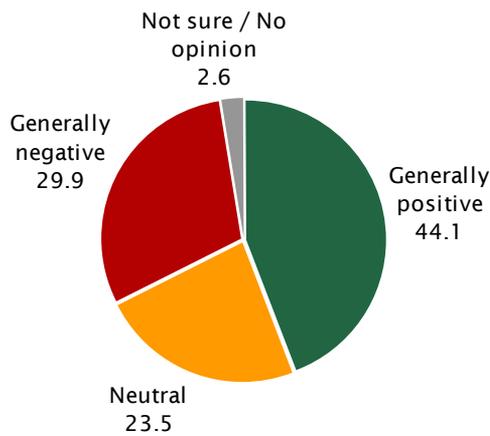
Question 12 Next, I'm going to read you a series of statements. For each, I'd like you to tell me whether you agree or disagree with the statement.

FIGURE 23 AGREEMENT WITH STATEMENTS ABOUT HOMELESS



To help shed light on how Thousand Oaks residents view homeless people, True North used the four statements tested in Question 12 to create an index variable. For each statement, respondents' views toward homeless people were assigned a value using the following scale: -2 (most negative), -1 (somewhat negative), +1 (somewhat positive), +2 (most positive). The values for all statements were then summed to define three segments. Those with a total score ranging from +2 to +8 were labeled as *generally positive* in their views of homeless people, whereas those with a score of -2 to -8 were characterized as *generally negative*. Respondents whose summary score ranged between -1 and +1 displayed mixed opinions about homeless people and were accordingly classified as *neutral*.

FIGURE 24 OVERALL OPINION OF HOMELESS



As shown in Figure 24, Thousand Oaks residents were divided across the three segments, with a lean toward positive. Specifically, 30% were generally negative in their views of homeless people, 44% were generally positive, whereas 24% were neutral.

Table 6 on the next page shows how the three segments compare on key attitudinal, behavioral, and demographic characteristics. When compared to their counterparts, those with generally negative views of homeless people were more likely to have lived in Thousand Oaks less than 10 years, be male, work full-time or be self-employed, and own their home.

TABLE 6 OVERALL OPINION OF HOMELESS: DEMOGRAPHIC PROFILE

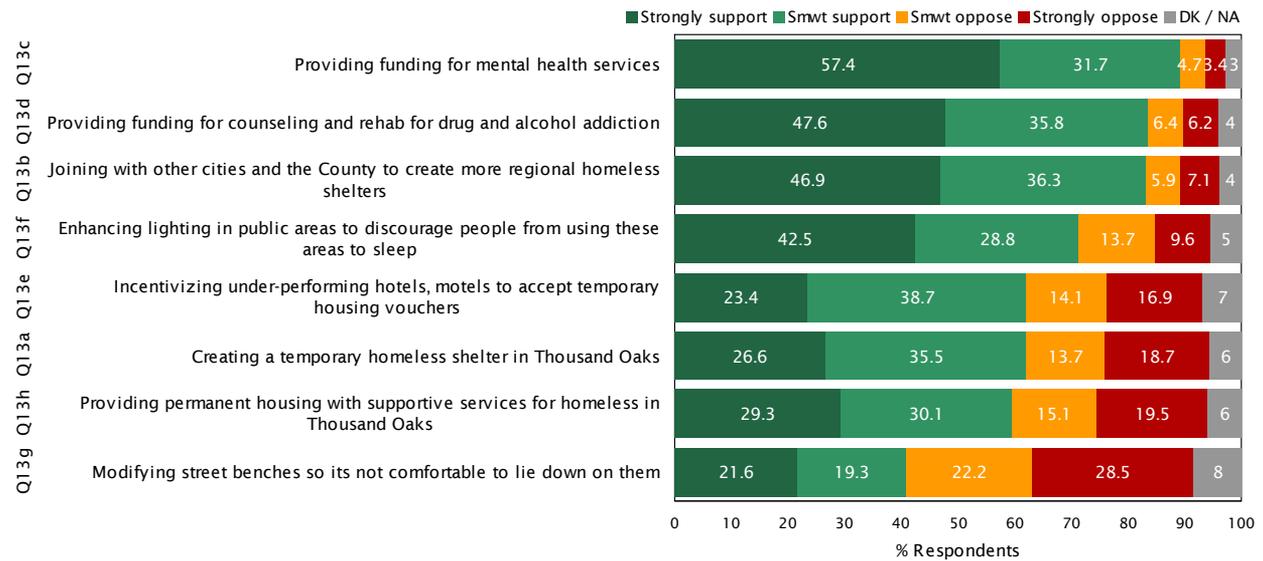
	Overall	Opinion of Homeless (Q12)		
		Generally positive	Neutral	Generally negative
Years in Thousand Oaks (Q1)				
Less than 5	17.1	16.8	14.5	20.1
5 to 9	16.8	16.9	12.0	20.4
10 to 14	9.0	8.8	7.2	10.2
15 or more	57.1	57.5	66.3	49.3
Quality of Life (Q2)				
Excellent	54.3	54.2	54.6	53.0
Good	39.7	39.6	41.5	39.9
Fair, poor, very poor	5.9	6.2	3.9	7.1
Gender (QD2)				
Male	50.6	46.9	46.9	59.0
Female	49.4	53.1	53.1	41.0
Child in Home (QD3)				
Yes	31.4	34.4	29.3	30.0
No	68.6	65.6	70.7	70.0
Employment Status (QD5)				
Full time	41.3	40.8	33.8	48.6
Part time	7.2	8.2	5.7	7.0
Self-employed	10.7	8.9	12.0	13.4
Retired	26.7	24.3	31.8	24.4
Other	14.0	17.9	16.7	6.6
Home Ownership Status (QD4)				
Own	77.7	70.7	79.4	85.3
Rent	22.3	29.3	20.6	14.7
Overall Satisfaction (Q5)				
Satisfied	90.6	93.1	90.1	87.1
Dissatisfied	9.4	6.9	9.9	12.9
Age (QD1)				
18 to 24	11.2	15.4	6.2	9.4
25 to 34	11.5	14.2	7.6	11.4
35 to 44	15.3	14.1	19.4	14.6
45 to 54	19.5	17.7	21.1	20.2
55 to 64	19.1	17.6	22.2	18.7
65 or older	23.3	20.9	23.5	25.9

STRATEGIES FOR ADDRESSING HOMELESSNESS The final question in this series focused on potential strategies for addressing homelessness in Thousand Oaks. Overall, there was widespread support for providing funding for mental health services (89%) and counseling and rehab for drug and alcohol addiction (83%), joining with other cities and the County to create more regional homeless shelters (83%), as well as enhancing lighting in public areas to discourage people from using these areas to sleep (71%).

Approximately six-in-ten respondents also supported the City incentivizing under-performing hotels and motels to accept temporary housing vouchers (62%), creating a temporary homeless shelter in Thousand Oaks (62%), and providing permanent housing with supportive services for homeless in Thousand Oaks (59%). When compared to the other strategies tested, support was notably lower for modifying street benches so its not comfortable to lie down on them as a way of addressing homelessness in Thousand Oaks (41%).

Question 13 Next, I'd like to ask about whether you support or oppose several strategies for addressing homelessness in Thousand Oaks.

FIGURE 25 OPINION OF STRATEGIES FOR ADDRESSING HOMELESS IN THOUSAND OAKS



As one might expect, support for specific strategies for addressing homelessness in Thousand Oaks was strongly influenced by respondents’ general views of homeless people (see Table 7). Those with positive views of homeless people were generally the most supportive of strategies designed to *help* the homeless, whereas those with negative views of homeless people were the strongest supporters of strategies designed to *discourage* homeless people from locating in public areas. That said, all subgroups exhibited at least two-thirds support for providing funding for mental health services, counseling and rehab for drug and alcohol addiction, and joining with other cities and the County to create more regional homeless shelters.

TABLE 7 SUPPORT FOR STRATEGIES FOR ADDRESSING HOMELESS IN THOUSAND OAKS BY OPINION OF HOMELESS

	Opinion of Homeless (Q12)		
	Generally positive	Neutral	Generally negative
Providing funding for mental health services	97.1	87.0	80.4
Providing funding for counseling and rehab for drug and alcohol addiction	95.3	79.3	69.7
Joining with other cities and the County to create more regional homeless shelters	93.4	85.9	66.8
Enhancing lighting in public areas to discourage people from using these areas to sleep	52.7	86.3	87.7
Incentivizing under-performing hotels, motels to accept temporary housing vouchers	79.2	62.9	38.9
Creating a temporary homeless shelter in Thousand Oaks	81.4	54.4	39.2
Providing permanent housing with supportive services for homeless in Thousand Oaks	83.0	53.3	29.6
Modifying street benches so its not comfortable to lie down on them	22.3	47.0	64.3

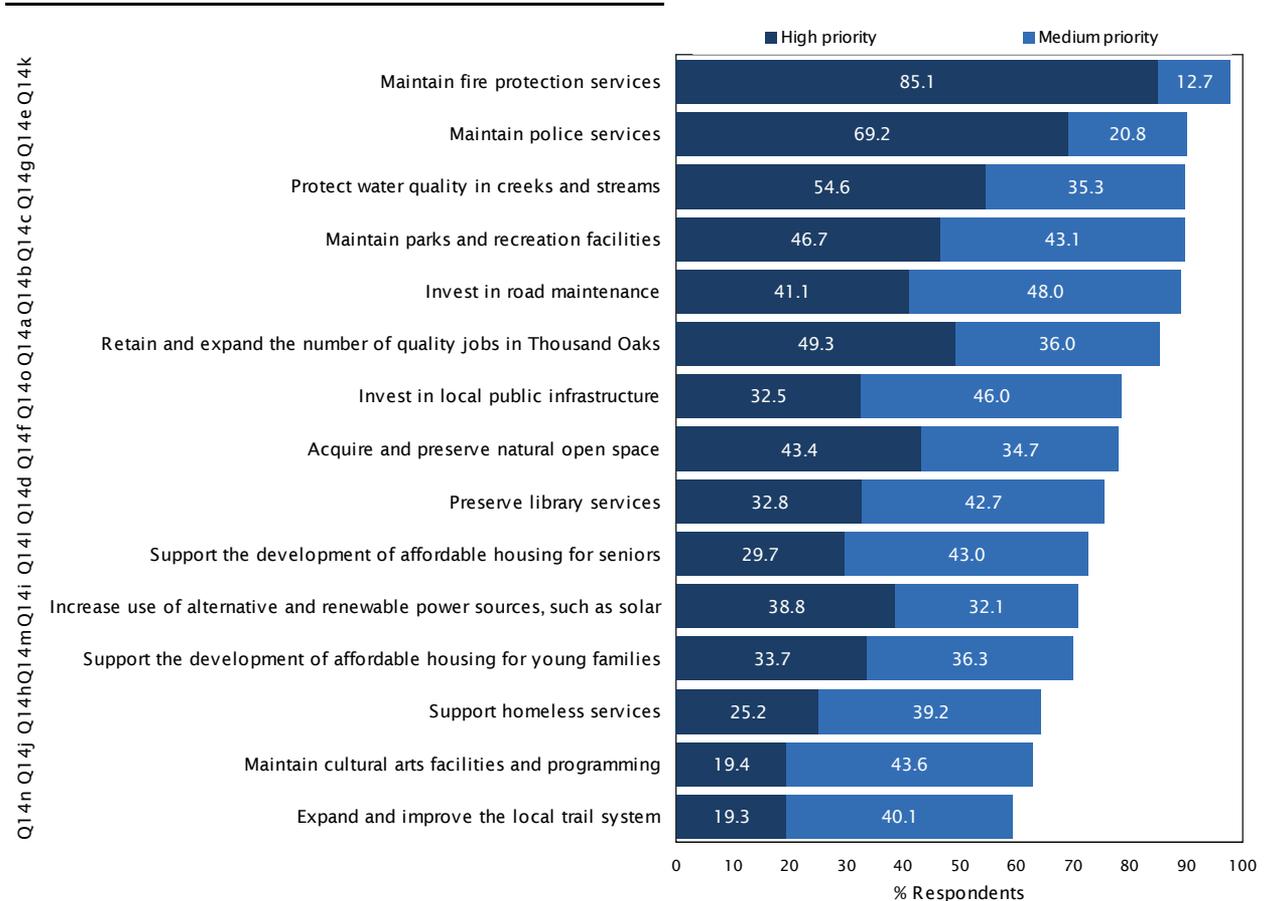
SPENDING PRIORITIES

It is often the case that residents’ desires for public facilities and programs exceed a city’s financial resources. In such cases, a city must prioritize projects and programs based upon a variety of factors, including the preferences and needs of residents.

Question 14 was designed to provide Thousand Oaks with a reliable measure of how residents, as a whole, prioritize a variety of projects, programs, and improvements to which the City could allocate resources in the future. The format of the question was straightforward: after informing respondents that the City does not have the financial resources to fund *all* of the projects and programs that may be desired by residents, respondents were asked whether each project or program shown in Figure 26 should be a high, medium, or low priority for future City spending—or if the City should not spend money on the project at all.

Question 14 *The City of Thousand Oaks has limited financial resources to provide local services, programs and projects desired by residents. Because it can't fund every service, program and project, however, the City must set priorities. As I read each of the following items, please indicate whether you think the City should make the item a high priority, a medium priority, or a low priority for future city spending. If you feel the City should not spend any money on this item, just say so. Please keep in mind that not all of the items can be high priorities.*

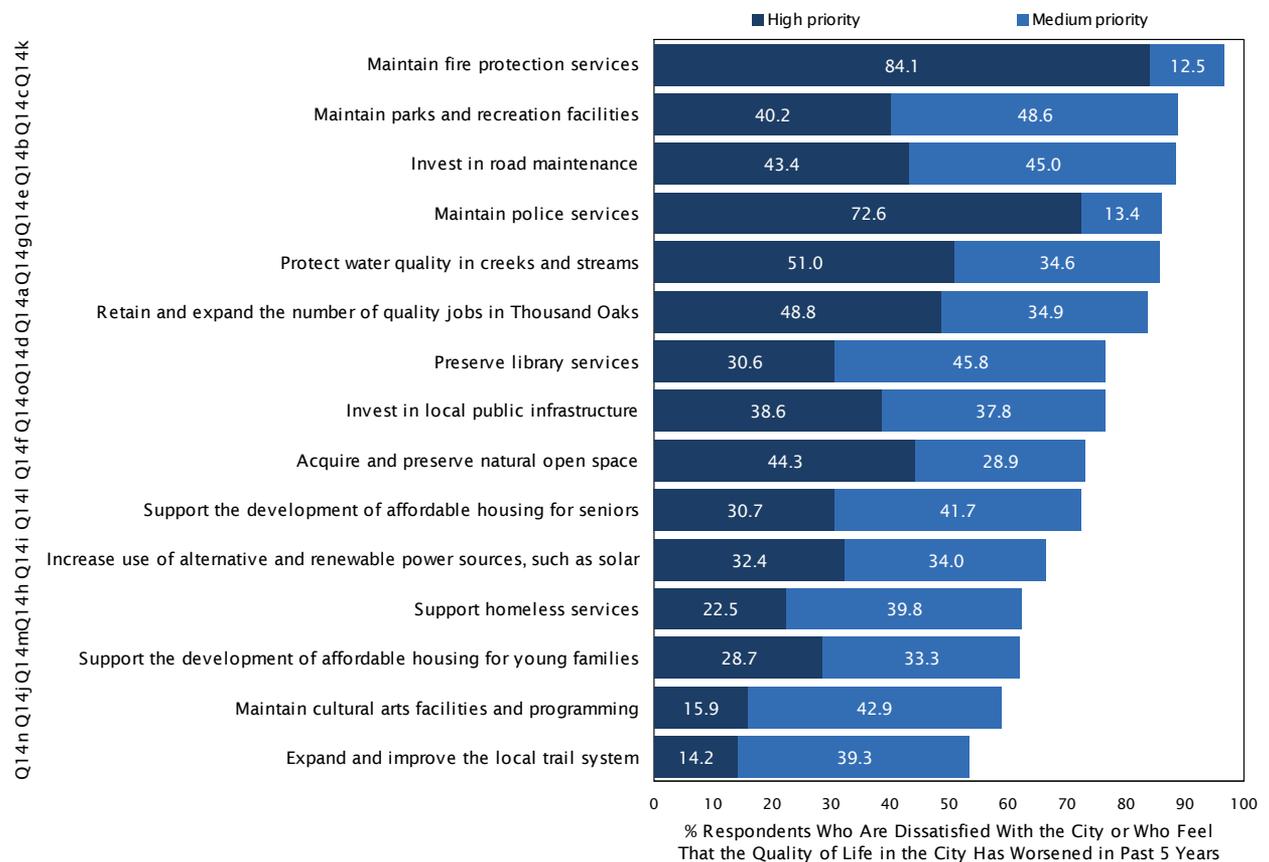
FIGURE 26 SPENDING PRIORITIES



The projects and programs are sorted in Figure 26 on the previous page from high to low based on the percentage of respondents who indicated that an item was *at least* a medium priority for future city spending. Among the projects and programs tested, maintaining fire protection services was assigned the highest priority (98% high or medium priority), followed by maintaining police services (90%), protecting water quality in creeks and streams (90%), maintaining parks and recreation facilities (90%), investing in road maintenance (89%), and retaining and expanding the number of quality jobs in Thousand Oaks (85%).

For the interested reader, Figure 27 presents the top priorities among the subset of residents who are dissatisfied with the City’s overall performance and/or felt that the quality of life in Thousand Oaks has declined during the past five years. It is worth noting that the top five priorities for this subgroup were the same as for residents in general, although the ordering is a bit different within the top five.

FIGURE 27 SPENDING PRIORITIES AMONG THOSE WHO ARE DISSATISFIED WITH CITY OR WHO FEEL THAT QUALITY OF LIFE HAS WORSENERD IN PAST FIVE YEARS



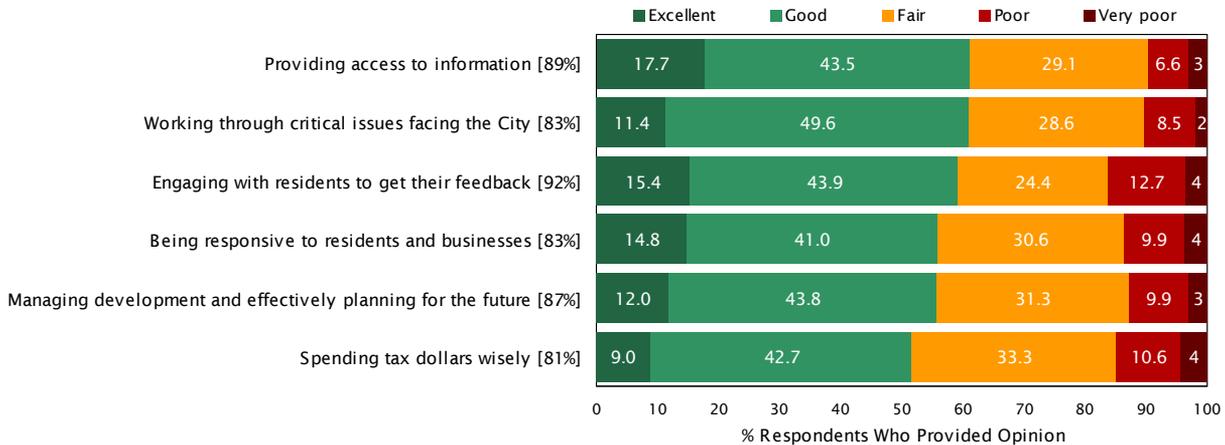
STAFF & GOVERNANCE

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

LOCAL GOVERNANCE The first question in this series was designed to measure how residents perceive the City on topics such as accessibility, responsiveness, fiscal accountability and effectively planning for the City’s future. The format of the question was straightforward: for each of the statements shown at the left of Figure 28, respondents were asked if they agreed or disagreed with the statement. Percentages shown in the figure are among those with an opinion.⁷

Question 15 *For each of the items I read next, please tell me how good of a job you think the City of Thousand Oaks is doing.*

FIGURE 28 RATING ASPECTS OF CITY GOVERNANCE



Among those with an opinion, the City was rated highest for its performance in providing access to information (61% excellent or good) and working through critical issues facing the City (61%), followed by engaging with residents to get their feedback (59%), being responsive to residents and businesses (56%), managing development and effectively planning for the future (56%), and spending tax dollars wisely (52%). As shown in Table 8 on the next page, there were no statistically significant differences in responses to Question 15 during the past three years.

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

TABLE 8 RATING ASPECTS OF CITY GOVERNANCE BY STUDY YEAR (SHOWING % EXCELLENT & GOOD)

	Study Year				Change in Excellent + Good 2017 to 2020
	2020	2017	2015	2013	
Working through critical issues facing the City	60.9	57.8	58.3	62.2	+3.1
Engaging with residents to get their feedback	59.3	57.1	51.1	45.2	+2.2
Managing development and effectively planning for future	55.7	56.8	56.3	59.1	-1.1
Spending tax dollars wisely	51.7	52.8	50.3	51.2	-1.1
Providing access to information	61.2	66.4	64.1	61.1	-5.2
Being responsive to residents and businesses	55.8	61.5	52.9	55.4	-5.7

STAFF CONTACT The staff at the City of Thousand Oaks are often the “face” of the City for residents who are using city facilities, participating in various programs or events, or in need of assistance from the City on any number of matters. Approximately 30% of respondents indicated that they had contacted Thousand Oaks staff at least once during the 12 months prior to the interview, which is significantly lower than reported in 2017, but also includes several months of shelter-in-place requirements due to COVID-19 (Figure 29). Interaction with City staff was most commonly reported by residents who had lived in the City less than 10 years, those between 25 and 54 years of age, those who own their home, and those without a child in their home (see Figure 30).

Question 16 *In the past 12 months, have you been in contact with staff from the City of Thousand Oaks?*

FIGURE 29 CONTACT WITH CITY STAFF IN PAST 12 MONTHS BY STUDY YEAR

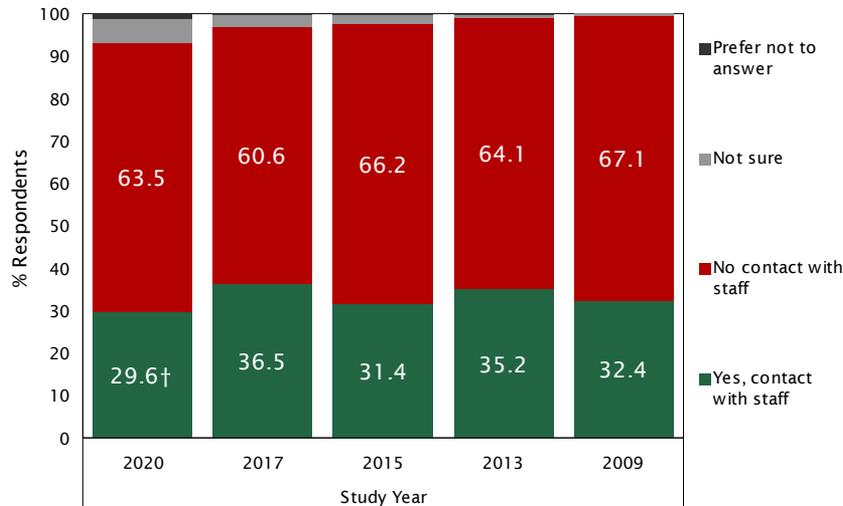
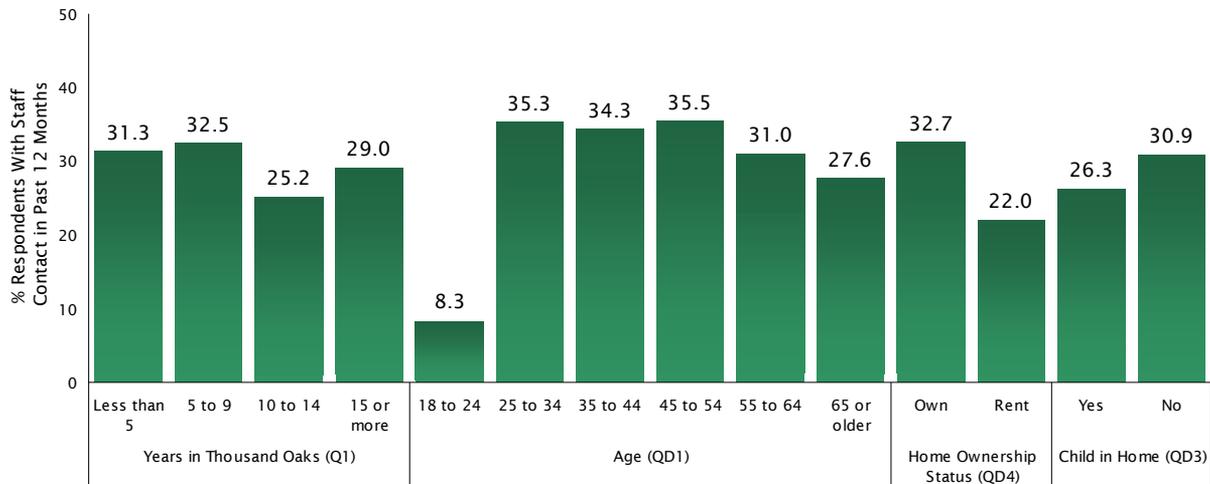


FIGURE 30 CONTACT WITH CITY STAFF IN PAST 12 MONTHS BY YEARS IN THOUSAND OAKS, AGE, HOME OWNERSHIP & CHILD IN HOME



ASSESSMENT OF CITY STAFF The final question in this section asked residents with recent staff contact to rate City staff on three dimensions: helpfulness, professionalism, and accessibility. Respondents who expressed an opinion provided similarly high ratings for City staff on all three dimensions (Figure 31), with at least 9 out of 10 residents indicating that Thousand Oaks staff are very or somewhat helpful (91%), professional (96%), and accessible (95%). Although residents’ ratings of staff increased between 2017 and 2020 on all three performance dimensions, the differences were not statistically significant (see Table 9 on the next page).

Question 17 *In your opinion, was the staff at the City very _____, somewhat _____, or not at all _____.*

FIGURE 31 RATING ASPECTS OF CITY STAFF

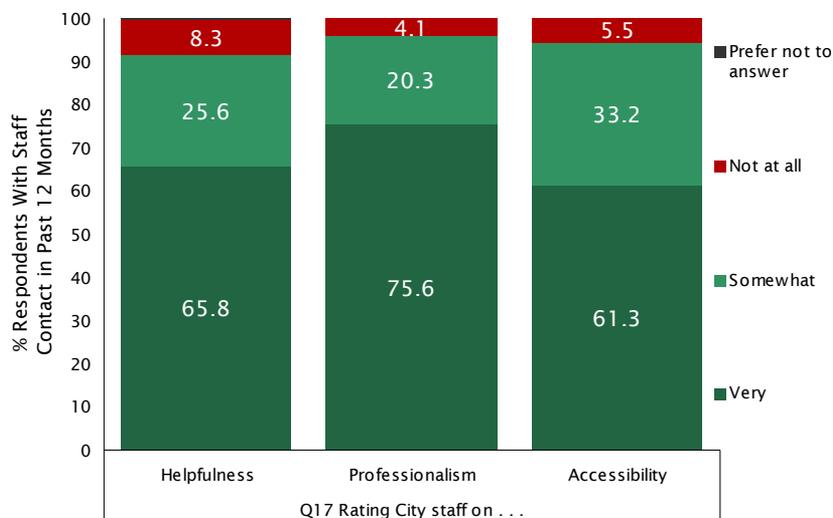


TABLE 9 RATING ASPECTS OF CITY STAFF BY STUDY YEAR (SHOWING % VERY)

	Study Year					Change in % Very 2017 to 2020
	2020	2017	2015	2013	2009	
Accessibility	61.3	56.6	64.6	63.9	61.3	+4.7
Helpfulness	65.8	61.7	60.4	68.5	65.5	+4.1
Professionalism	75.6	74.5	73.3	75.3	66.4	+1.0

CITY-RESIDENT COMMUNICATION

The importance of City communication with residents cannot be overstated. Much of a city’s success is shaped by the quality of information that is exchanged in both directions, from the City to the community and from the community to the City. This study is just one example of Thousand Oak’s efforts to enhance the information flow to the City to better understand citizens’ concerns, perceptions, and needs. In this section of the report, we present the results of several communication-related questions.

OVERALL SATISFACTION Question 18 of the survey asked residents to report their satisfaction with city-resident communication in the City. Overall, 72% of respondents in 2020 indicated they were satisfied with City’s efforts to communicate with residents through newsletters, Internet, Social Media, and other means (Figure 32). The remaining respondents were either dissatisfied with the City’s efforts in this respect (18%) or unsure of their opinion (9%). Between 2017 and 2020, satisfaction with the City’s communication efforts increased by 2%, although the difference is not statistically significant. For the interested reader, figures 33 and 34 on the next page display how satisfaction with the City’s efforts to communicate with residents varied across resident subgroups.

Question 18 Overall, are you satisfied or dissatisfied with the City's efforts to communicate with residents through newsletters, the Internet, Social Media and other means?

FIGURE 32 SATISFACTION WITH COMMUNICATION BY STUDY YEAR

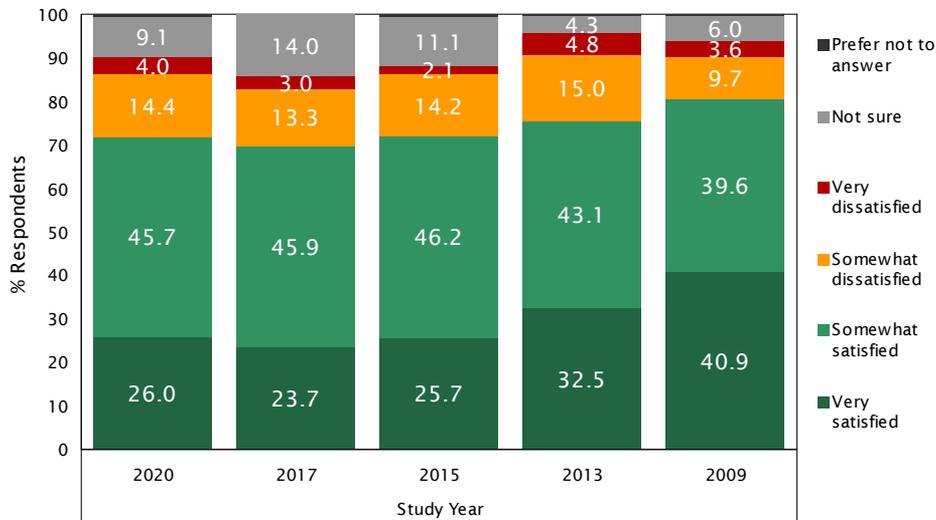


FIGURE 33 SATISFACTION WITH COMMUNICATION BY YEARS IN THOUSAND OAKS & EMPLOYMENT STATUS

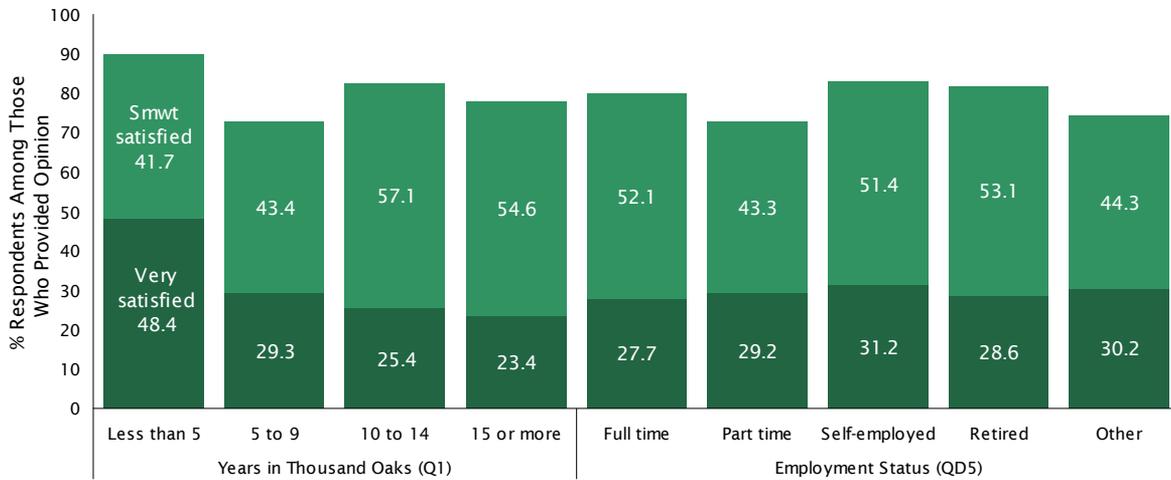
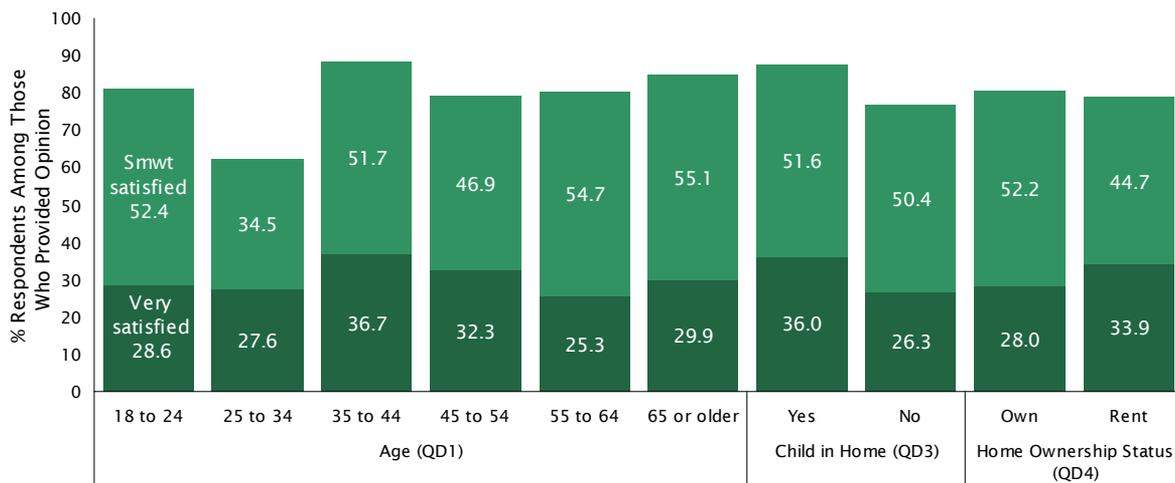


FIGURE 34 SATISFACTION WITH COMMUNICATION BY AGE, CHILD IN HOME, & HOME OWNERSHIP STATUS



INFORMATION SOURCES To help the City identify the most effective means of communicating with residents, it is helpful to understand what information sources they currently rely on for this type of information. In an open-ended manner, residents were asked to list the information sources they typically use to find out about Thousand Oaks news, information, and programming. Because respondents were allowed to provide up to three sources, the percentages shown in Figure 35 on the next page represent the percentage of residents who mentioned a particular source, and thus sum to more than 100.

The most frequently-cited source for City information was *The Acorn* newspaper (65%), followed by Nextdoor (26%), social media like Facebook, Twitter or Instagram (25%), the *Ventura County Star* newspaper (23%), the Internet in general (18%), the City’s website (18%), and email notifications from the City (16%).

Table 10 compares the top information sources cited in response to Question 19 in 2020, 2017, 2015, 2013, and 2009, whereas Figures 36 and 37 show how the information sources residents cited in 2020 varied by age, homeownership status, the presence of children in the home, and whether they were satisfied or dissatisfied with the City’s communication efforts. Reliance on Nextdoor and social media like Facebook, Twitter and Instagram for information about news, services, programs and events in Thousand Oaks has increased during the past three years.

Question 19 *What information sources do you use to find out about City of Thousand Oaks news, services, programs and events?*

FIGURE 35 SOURCE FOR THOUSAND OAKS INFO

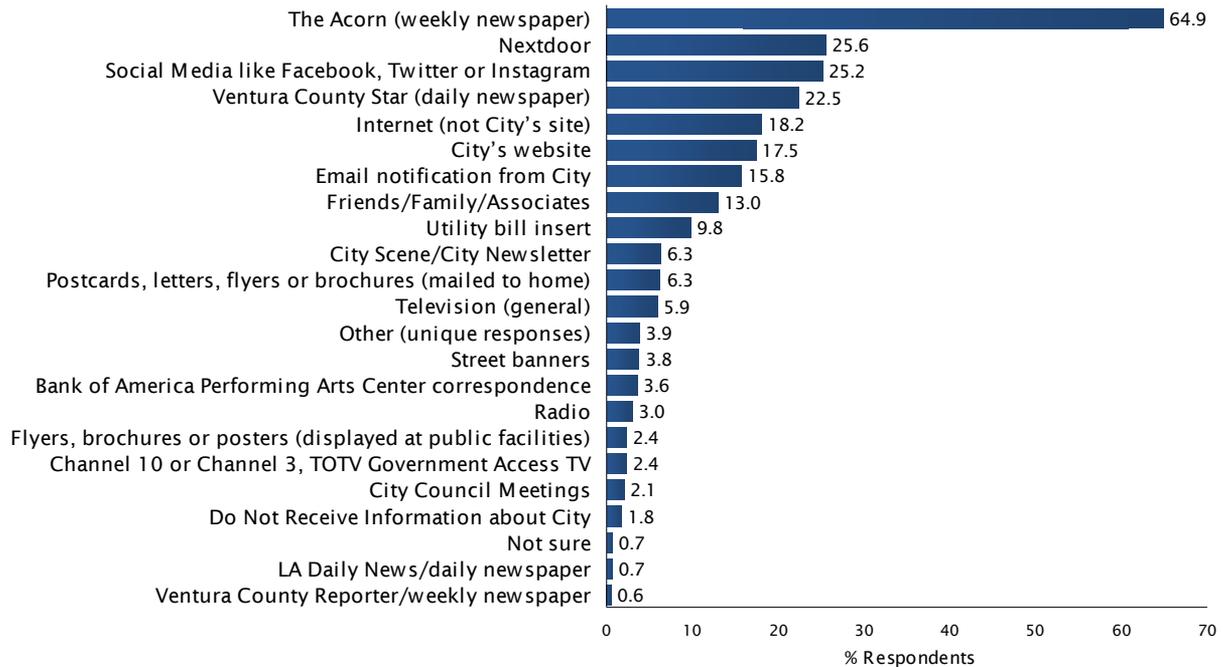


TABLE 10 TOP SOURCES FOR THOUSAND OAKS INFO BY STUDY YEAR

Study Year				
2020	2017	2015	2013	2009
The Acorn	The Acorn	The Acorn	Internet (general)	The Acorn
Nextdoor	Ventura County Star	Internet (general)	The Acorn	Ventura County Star
Social Media like Facebook, Twitter or Instagram	City's website	City website	Ventura County Star	Internet (general)
Ventura County Star	Internet (not City's site)	Ventura County Star	City website	City website
Internet (not City's site)	Utility bill insert	TV (general)	Postcards, letters, brochures (mailed to home)	City Newsletter

FIGURE 36 INFORMATION SOURCES CATEGORIES BY OVERALL & AGE

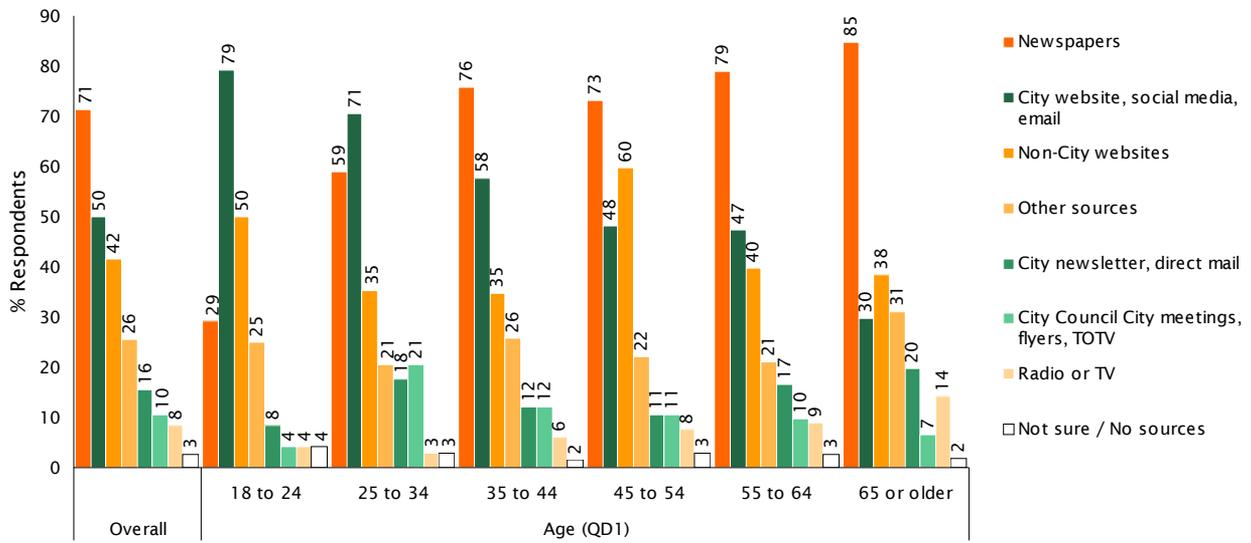
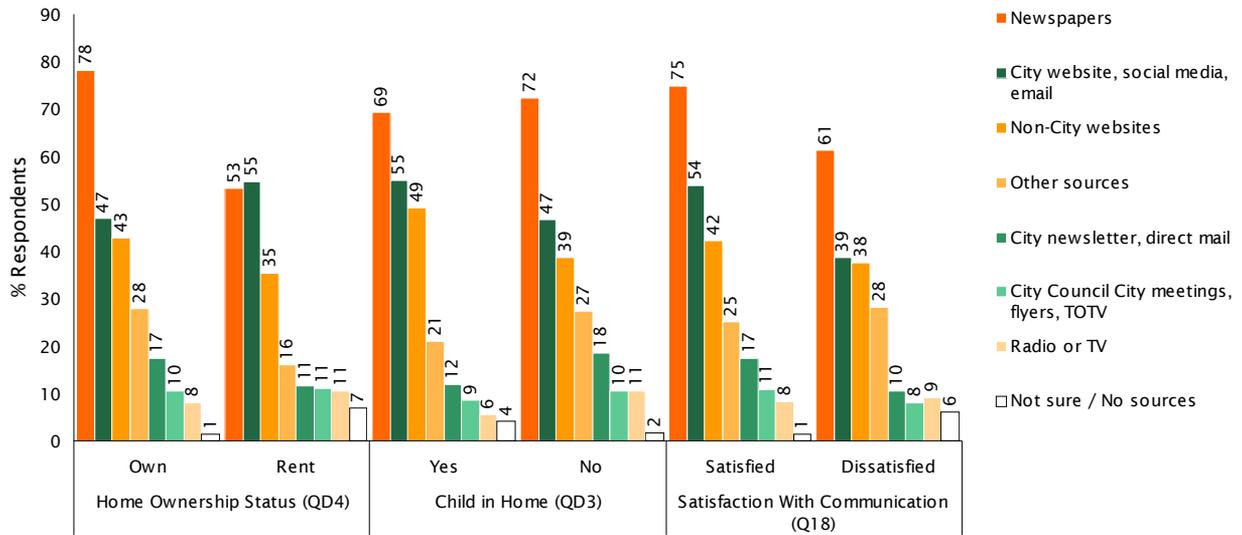


FIGURE 37 INFORMATION SOURCES CATEGORIES BY HOME OWNERSHIP STATUS, CHILD IN HOME & SATISFACTION WITH COMMUNICATION



BACKGROUND & DEMOGRAPHICS

Table 11 presents the key demographic and background information that was collected during the study. Because of the probability-based sampling methodology and screening protocols used in selecting the sample (see *Sample, Recruiting & Data Collection* on page 46), the results shown are representative of the universe of adults within the City of Thousand Oaks. The primary motivations for collecting the background and demographic information were to manage the sampling process and provide insight into how the results of the substantive questions of the survey vary by demographic characteristics (see crosstabulations in Appendix A for a full breakdown of each question).

TABLE 11 DEMOGRAPHICS OF SAMPLE BY STUDY YEAR

	Study Year				
	2020	2017	2015	2013	2009
<i>Total Respondents</i>	690	567	400	400	400
Age (QD1)	%	%	%	%	%
18 to 24	10.5	10.3	10.4	10.3	11.1
25 to 34	10.8	12.4	12.6	12.5	13.7
35 to 44	14.4	14.6	17.7	17.5	19.1
45 to 54	18.3	18.7	21.9	21.6	21.7
55 to 64	17.9	15.3	16.7	16.5	14.6
65 and over	21.9	22.7	18.8	18.6	15.6
Prefer not to answer	6.2	6.0	1.9	3.0	4.2
Gender (QD2)					
Male	49.8	50.2	52.0	50.6	50.0
Female	48.6	45.1	48.0	49.4	50.0
Prefer not to answer	1.6	4.7	0.0	0.0	0.0
Child in Home (QD3)					
Yes	29.6	33.0	42.1	36.0	47.3
No	64.7	62.6	55.3	63.5	51.9
Prefer not to answer	5.7	4.4	2.7	0.4	0.8
Home Ownership Status (QD4)					
Own	73.9	81.0	74.9	79.6	81.8
Rent	21.2	16.5	21.6	18.3	16.2
Prefer not to answer	4.9	2.5	3.5	2.1	2.0
Employment Status (QD5)					
Full time	39.2	50.2	48.0	50.4	50.0
Part time	6.9	7.0	9.9	11.3	9.9
Self-employed	10.1	N/A	N/A	N/A	N/A
Student	6.5	4.3	5.7	6.6	6.9
Homemaker	4.4	5.9	8.8	8.8	6.7
Retired	25.3	24.7	21.2	17.8	18.5
In-between jobs	2.3	3.4	1.8	4.2	6.8
Not sure / Prefer not to answer	5.2	4.5	4.6	0.9	1.2
Commute Outside City (QD6)					
Not employed or in school	37.3	38.5	36.4	31.7	33.2
Yes	28.7	36.2	36.3	38.5	34.4
No	32.8	23.0	26.5	29.8	32.0
Not sure	0.5	0.1	0.5	0.0	0.2
Prefer not to answer	0.7	2.2	0.4	0.0	0.2
Typical Commute Minutes (QD7)					
No commute	64.9	63.8	63.7	61.5	65.6
20 or less	4.2	4.2	5.1	4.8	6.1
21 to 39	5.6	4.9	6.3	6.0	8.6
40 to 59	6.0	3.4	6.7	7.7	6.4
60 or more	11.6	20.7	16.1	18.4	11.9
Prefer not to answer	7.7	2.9	2.1	1.7	1.4



M E T H O D O L O G Y

The following sections outline the methodology used in the study, as well as the motivation for using certain techniques.

QUESTIONNAIRE DEVELOPMENT Dr. McLarney of True North Research worked closely with the City of Thousand Oaks to develop a questionnaire that covered the topics of interest and avoided the many possible sources of systematic measurement error, including position-order effects, wording effects, response-category effects, scaling effects, and priming. Several questions included multiple individual items. Because asking items in a set order can lead to a systematic bias in responses, the items were asked in random order for each respondent.

Several questions asked in this study were presented only to a subset of respondents. For example, only respondents who had interacted with City staff in the past 12 months were asked about their interactions with staff. The questionnaire included with this report (see *Questionnaire & Toplines* on page 49) identifies skip patterns used during the interview to ensure that each respondent received the appropriate questions. It is also worth noting that most of the questions asked in the 2020 survey were tracked directly from the 2017 survey to allow the City to reliably track its performance over time.

PROGRAMMING & PRE-TEST Prior to fielding the survey, the questionnaire was CATI (Computer Assisted Telephone Interviewing) programmed to assist the live interviewers when conducting the telephone interviews. The CATI program automatically navigates skip patterns, randomizes the appropriate question items, and alerts the interviewer to certain types of key-punching mistakes should they happen during the interview. The survey was also programmed into a passcode-protected online survey application to allow online participation for sampled residents. The integrity of the questionnaire was pre-tested internally by True North and by dialing into random homes in the City prior to formally beginning the survey.

SAMPLE, RECRUITING & DATA COLLECTION There were two separate samples (and phases) of this study. In the first phase, households were selected at random from the City of Thousand Oaks using a comprehensive database of residential addresses. After random selection, households were recruited to participate in the survey using a combination of mailed letters, email invitations and telephone calls to both land lines and mobile lines, as appropriate. Both mailed and email invitations contained a unique passcode so that only those invited could access the secure survey site, and they could complete the survey one time only. Following a period of online data collection, True North began placing calls to land lines and mobile phone numbers of households that had yet to participate in the online survey as a result of the mailed and/or emailed invitations, or for which only telephone contact information was available.

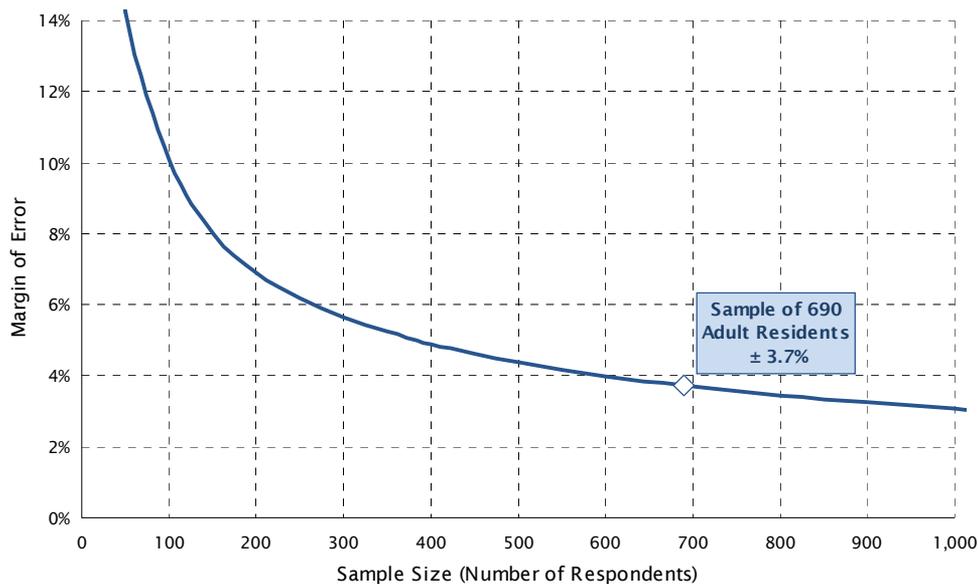
Telephone interviews averaged 18 minutes and were conducted during weekday evenings and on weekends. It is standard practice not to call during weekdays because most working adults are unavailable and thus calling during those hours would likely bias the sample. A total of 690 completed surveys were gathered online and by telephone between May 6 to May 26, 2020. These interviews constitute the *Main*, phase one sample as they represent a statistically reliable, representative cross-section of the adult population in Thousand Oaks. The results discussed in the body of this report and the crosstabulations in Appendix A are based on the Main sample.

To accommodate the City's interest in allowing all residents the opportunity to participate in the study—not just those who were selected at random for the Main sample—the second phase of the study will make an identical (but separate) survey available to interested residents. All households in the City will be mailed a postcard inviting them to participate in the survey online at a secure web site. The postcards will include two unique personal identification numbers for each household, thereby preventing non-residents from accessing the online survey and preventing resident households from participating more than twice. Surveys collected in this second phase of the study will constitute the *Supplemental* sample.

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

MARGIN OF ERROR DUE TO SAMPLING By using a random sample and monitoring the sample characteristics as data collection proceeded, True North ensured that the Main sample was representative of adult residents who live in the City of Thousand Oaks. The results of the sample can thus be used to estimate the opinions of *all* adult residents of the City. Because not every adult resident of the City participated in the survey, however, the results have what is known as a statistical margin of error due to sampling. The margin of error refers to the difference between what was found in the survey of 690 adult residents for a particular question and what would have been found if all of the estimated 100,711 adult residents⁸ had been surveyed.

FIGURE 38 MAXIMUM MARGIN OF ERROR



8. Source: Census ACS 2018 1-Year Estimates.

Figure 38 on the previous page provides a graphic plot of the *maximum* margin of error for this study. The maximum margin of error for a dichotomous percentage result occurs when the answers are evenly split such that 50% provide one response and 50% provide the alternative response. For this survey, the maximum margin of error is $\pm 3.7\%$ for questions answered by all 690 respondents.

Within this report, figures and tables show how responses to certain questions varied by demographic characteristics such as age of the respondent and presence of children in the home. Figure 38 is thus useful for understanding how the maximum margin of error for a percentage estimate will grow as the number of individuals asked a question (or in a particular subgroup) shrinks. Because the margin of error grows exponentially as sample size decreases, the reader should use caution when generalizing and interpreting the results for small subgroups.

DATA PROCESSING Data processing consisted of checking the data for errors or inconsistencies, coding and recoding responses, and preparing frequency analyses and crosstabulations.

ROUNDING Numbers that end in 0.5 or higher are rounded up to the nearest whole number, whereas numbers that end in 0.4 or lower are rounded down to the nearest whole number. These same rounding rules are also applied, when needed, to arrive at numbers that include a decimal place in constructing figures and charts. Occasionally, these rounding rules lead to small discrepancies in the first decimal place when comparing tables and pie charts for a given question.

QUESTIONNAIRE & TOPLINES



City of Thousand Oaks
Community Satisfaction Survey
Final Toplines (n=690)
May 28, 2020

Section 1: Introduction to Study

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

If needed: This is a survey about community issues in Thousand Oaks - I'm NOT trying to sell anything and I won't ask for a donation.

If needed: The survey should take about 12 minutes to complete.

If needed: If now is not a convenient time, can you let me know a better time so I can call back?

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

Section 2: Land Line (only) Screener for Inclusion in the Study

SCI	To begin, are you at least 18 years of age?		
	1	Yes	Qualified
	2	No	Ask to speak to someone in household that is at least 18 years of age
	99	Prefer not to answer	Terminate

Section 3: Quality of Life

I'd like to begin by asking you a few questions about what it is like to live in the City of Thousand Oaks.

Q1	How long have you lived in Thousand Oaks?		
	1	Less than 1 year	1%
	2	1 to 4 years	16%
	3	5 to 9 years	17%
	4	10 to 14 years	9%
	5	15 years or longer	57%
	99	Prefer not to answer	0%

Q2	How would you rate the overall quality of life in Thousand Oaks? Would you say it is excellent, good, fair, poor or very poor?		
	1	Excellent	54%
	2	Good	40%
	3	Fair	5%
	4	Poor	0%
	5	Very Poor	0%
	98	Not sure	0%
	99	Prefer not to answer	0%
<i>Only ask Q3 if Q1 = (3,4,5).</i>			
Q3	Over the past five years, would you say that the quality of life in Thousand Oaks has improved, stayed about the same, or gotten worse? <i>If better or worse, ask: Would that be much (improved/worse) or somewhat (better/worse)?</i>		
	1	Much improved	4%
	2	Somewhat improved	15%
	3	About the same	53%
	4	Somewhat worse	24%
	5	Much worse	4%
	98	Not sure	0%
	99	Prefer not to answer	0%
Q4	If the city government could change one thing to make Thousand Oaks a better place to live now and in the future, what change would you like to see? <i>Verbatim responses recorded and later grouped into categories shown below.</i>		
	Limit growth, preserve open spaces		15%
	Not sure / Cannot think of anything		14%
	No changes needed / Everything is fine		12%
	Address homeless issues		11%
	Increase recreational facilities, programs		8%
	Reduce traffic congestion		6%
	Provide more affordable housing		6%
	Improve public safety		6%
	Engage in economic development		5%
	Improve, maintain streets and roads		4%
	Improve environmental efforts		3%
	Reduce taxes, fees		3%
	Provide more bike lanes, walking paths		3%
	Improve traffic light synchronization		3%

Provide more restaurants, shopping opportunities	3%
Improve public transportation	2%
City Council change, improvement	2%
Address water issues, conservation	2%
Enforce City codes	2%
Improve downtown area	2%
Beautify city, landscaping	2%
Improve schools, education	1%
Lower utilities rates	1%
Improve communication, outreach efforts	1%
Provide assistance to disabled, seniors	1%
Improve parking	1%
Improve budgeting, spending	1%
Allow medical marijuana dispensaries	1%
Provide more street lighting	1%
Improve economy, jobs	1%

Section 4: City Services

Next, I would like to ask a series of questions about services provided by the City of Thousand Oaks.

Q5	Generally speaking, are you satisfied or dissatisfied with the job the City of Thousand Oaks is doing to provide city services? <i>Get answer, then ask:</i> Would that be very (satisfied/dissatisfied) or somewhat (satisfied/dissatisfied)?		
	1	Very satisfied	43%
	2	Somewhat satisfied	44%
	3	Somewhat dissatisfied	7%
	4	Very dissatisfied	2%
	98	Not sure	3%
	99	Prefer not to answer	0%

Q6 For each of the services I read, please tell me whether the service is extremely important to you, very important, somewhat important, or not at all important.							
	<i>Randomize</i>	Extremely Important	Very Important	Somewhat Important	Not at all Important	Not sure	Prefer not to answer
A	Providing police services	63%	27%	7%	3%	0%	0%
B	Providing fire protection and emergency medical services	76%	20%	3%	0%	0%	0%
C	Providing support to local public schools	49%	31%	16%	4%	0%	0%
D	Maintaining city streets and roads	53%	40%	6%	0%	0%	0%
E	Managing traffic congestion in the city	44%	37%	16%	2%	0%	0%
F	Maintaining public landscape areas	37%	39%	21%	3%	0%	0%
G	Providing library services	35%	34%	25%	5%	0%	0%
H	Providing trash collection, recycling and household hazardous waste services	55%	34%	9%	1%	0%	0%
I	Promoting economic development for a healthy business community	38%	36%	21%	4%	1%	0%
J	Managing growth and development	44%	34%	18%	3%	1%	0%
K	Providing recreation programs for all ages	31%	36%	27%	6%	0%	0%
L	Maintaining park areas	47%	39%	13%	1%	0%	0%
M	Providing cultural, performing arts and live entertainment	19%	32%	38%	10%	0%	0%
N	Protecting the local environment	54%	31%	11%	3%	1%	0%
O	Preserving and protecting open space	58%	29%	11%	3%	0%	0%
P	Providing services to seniors	34%	42%	20%	3%	0%	0%
Q	Providing services to youth	31%	41%	23%	4%	0%	0%
R	Protecting oaks and landmark trees	31%	34%	27%	8%	0%	0%
Q7 For the same list of services I just read, I'd like you to tell me how satisfied you are with the job the city is doing to provide the service.							
Q7 Are you satisfied or dissatisfied with the city's efforts to: _____, or do you not have an opinion? <i>Get answer. If 'satisfied' or 'dissatisfied', then ask: Would that be very (satisfied/dissatisfied) or somewhat (satisfied/dissatisfied)?</i>							
	<i>Randomize</i>	Very Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Very Dissatisfied	Not sure	Prefer not to answer
A	Provide police services	57%	31%	4%	2%	4%	1%
B	Provide fire protection and emergency medical services	67%	24%	4%	0%	4%	0%

C	Provide support to local public schools	28%	40%	11%	2%	17%	2%
D	Maintain city streets and roads	36%	45%	13%	4%	1%	0%
E	Manage traffic congestion in the city	24%	45%	20%	7%	4%	1%
F	Maintain public landscape areas	44%	45%	5%	3%	3%	1%
G	Provide library services	53%	34%	2%	1%	8%	1%
H	Provide trash collection, recycling and household hazardous waste services	54%	32%	8%	2%	4%	1%
I	Promote economic development for a healthy business community	22%	43%	16%	5%	13%	1%
J	Manage growth and development	20%	45%	17%	8%	9%	1%
K	Provide recreation programs for all ages	33%	41%	10%	1%	13%	2%
L	Maintain park areas	49%	42%	6%	1%	2%	0%
M	Provide cultural, performing arts and live entertainment	33%	46%	9%	3%	6%	2%
N	Protect the local environment	34%	46%	8%	3%	7%	1%
O	Preserve and protect open space	42%	40%	10%	4%	4%	1%
P	Provide services to seniors	29%	40%	7%	1%	20%	2%
Q	Provide services to youth	28%	42%	8%	2%	19%	1%
R	Protect oaks and landmark trees	42%	38%	8%	3%	8%	1%

Section 5: General Plan

The City of Thousand Oaks is in the process of updating its General Plan. The General Plan will guide the City's future decisions on a variety of topics that affect the quality of life in the City including land use, housing, and the types of businesses and amenities that are available in Thousand Oaks.

Q8	As I read the following list of items, please tell me whether you feel there is <u>currently</u> too much, about the right amount, or too little of this item in Thousand Oaks.					
	<i>Randomize</i>	Too Much	About Right	Too Little	Not sure	Prefer not to answer
A	Affordable housing for middle-income families. A middle-income family of 4 earns between \$83,700 and \$117,350 per year.	6%	36%	47%	9%	1%
B	Affordable housing for low-income families. A low-income family of 4 earns between \$52,300 and \$83,699 per year	11%	27%	44%	16%	2%
C	Affordable housing for very low-income families. A very low-income family of 4 earns less than \$52,300 per year.	13%	24%	42%	19%	2%
D	Affordable housing for seniors	3%	28%	42%	26%	1%
E	Entertainment options such as movie houses, music, and arts	3%	68%	28%	1%	1%
F	Spaces where the community can gather and socialize	2%	64%	29%	3%	1%

G	Big box retail stores	16%	72%	8%	3%	1%
H	Smaller, boutique retail stores	4%	54%	37%	5%	1%
I	Commercial offices	18%	65%	5%	11%	1%
J	Restaurants	6%	69%	24%	1%	0%
K	Wine tasting, bars and breweries	13%	59%	19%	8%	1%
L	Good-paying jobs and employment opportunities	1%	47%	39%	12%	1%
M	A diverse range of business types	1%	64%	28%	6%	1%
N	Public transit options	5%	43%	36%	15%	1%
O	Public art	3%	47%	36%	13%	1%
<p>California State law requires that all cities plan for additional housing. With a general shortage of housing in California, it is expected the State will require the City of Thousand Oaks to plan for thousands of new housing units.</p>						
<p>Q9 Understanding that Thousand Oaks may be required by law to plan for thousands of new homes, would you prefer that these homes: ____ OR ____? <i>Randomize order of options 1 & 2.</i></p>						
	1	Be concentrated in a few larger developments and located in areas of the City that are close to transit, stores and restaurants	51%			
	2	Be spread throughout the City by having smaller infill projects and allowing for more housing units per parcel within existing residential neighborhoods	41%			
	99	Prefer not to answer	8%			
<p>Q10 Understanding that Thousand Oaks may be required by law to add several thousand new homes, would you prefer that these homes: ____ OR ____ OR ____? <i>Randomize order of options 1 & 2, but always present 3 last.</i></p>						
	1	Be mostly townhomes – duplexes, triplexes and fourplexes	24%			
	2	Be mostly condominiums and apartments	6%			
	3	Be an even mix of townhomes, condominiums, and apartments	58%			
	98	Not sure	8%			
	99	Prefer not to answer	3%			

Section 6: Homelessness								
Next I have a few questions about homelessness in Thousand Oaks.								
Q11	Over the past three years, would you say the amount of homeless people you have observed in the City of Thousand Oaks has decreased, stayed about the same, or increased?							
	1	Decreased					4%	
	2	Stayed about the same					29%	
	3	Increased					59%	
	98	Not sure					7%	
	99	Prefer not to answer					0%	
Q12	Next, I'm going to read you a series of statements. For each, I'd like you to tell me whether you agree or disagree with the statement. Here is the (first/next) one: _____. Do you agree or disagree, or do you have no opinion? <i>Get answer, then ask: Would that be strongly (agree/disagree) or somewhat (agree/disagree)?</i>							
	<i>Randomize</i>		Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	Not sure	Prefer not to answer
A	Most homeless people are good people, but they have fallen on hard times		24%	42%	16%	8%	9%	1%
B	Homeless people are more dangerous than the average person		12%	29%	30%	20%	8%	1%
C	Homeless people represent a threat to public health		24%	35%	22%	14%	4%	1%
D	With a little bit of help, many homeless people can get back on their feet		18%	40%	23%	12%	6%	1%
Q13	Next, I'd like to ask about whether you support or oppose several strategies for addressing homelessness in Thousand Oaks. Here is the (first/next) strategy: _____. Do you support or oppose this strategy? <i>Get answer, then ask: Would that be strongly (support/oppose) or somewhat (support/oppose)?</i>							
	<i>Randomize</i>		Strongly support	Somewhat support	Somewhat oppose	Strongly oppose	Not sure	Prefer not to answer
A	Creating a temporary homeless shelter in Thousand Oaks		27%	35%	14%	19%	5%	1%
B	Joining with other cities and the County to create more regional homeless shelters		47%	36%	6%	7%	3%	1%
C	Providing funding for mental health services		57%	32%	5%	3%	2%	1%
D	Providing funding for counseling and rehab for drug and alcohol addiction		48%	36%	6%	6%	3%	1%

Thousand Oaks Resident Survey

5/28/2020

E	Incentivizing under-performing hotels and motels to accept temporary housing vouchers	23%	39%	14%	17%	6%	1%
F	Enhancing lighting in public areas to discourage people from using these areas to sleep	42%	29%	14%	10%	5%	1%
G	Modifying street benches so its not comfortable to lie down on them	22%	19%	22%	29%	7%	1%
H	Providing permanent housing with supportive services for homeless in Thousand Oaks	29%	30%	15%	20%	5%	1%

Section 7: Spending Priorities

The City of Thousand Oaks has limited financial resources to provide local services, programs and projects desired by residents. Because it can't fund every service, program and project, however, the City must set priorities.

Q14 As I read each of the following items, please indicate whether you think the City should make the item a high priority, a medium priority, or a low priority for future city spending. If you feel the City should not spend any money on this item, just say so. Please keep in mind that not all of the items can be high priorities.

Here is the (first/next) one: _____. Should this item be a high, medium or low priority for the City - or should the City not spend any money on this item?

	<i>Randomize</i>	High Priority	Medium Priority	Low Priority	Should not spend money	Not sure	Prefer not to answer
A	Retain and expand the number of quality jobs in Thousand Oaks	49%	36%	10%	3%	1%	0%
B	Invest in road maintenance	41%	48%	9%	1%	0%	0%
C	Maintain parks and recreation facilities	47%	43%	8%	1%	0%	0%
D	Preserve library services	33%	43%	21%	3%	0%	0%
E	Maintain police services	69%	21%	7%	3%	0%	0%
F	Acquire and preserve natural open space	43%	35%	16%	5%	0%	0%
G	Protect water quality in creeks and streams	55%	35%	7%	2%	0%	0%
H	Support homeless services	25%	39%	24%	10%	1%	0%
I	Increase use of alternative and renewable power sources, such as solar	39%	32%	18%	10%	1%	0%
J	Maintain cultural arts facilities and programming	19%	44%	29%	8%	0%	0%
K	Maintain fire protection services	85%	13%	1%	1%	0%	0%
L	Support the development of affordable housing for seniors	30%	43%	19%	6%	1%	1%
M	Support the development of affordable housing for young families	34%	36%	21%	8%	1%	0%
N	Expand and improve the local trail system	19%	40%	32%	7%	1%	0%
O	Invest in local public infrastructure	33%	46%	17%	2%	3%	0%

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Section 8: Staff & Governance									
<p>Q15 For each of the items I read next, please tell me how good of a job you think the City of Thousand Oaks is doing.</p> <p>Here is the (first/next) one: _____. Would you say the City does an excellent, good, fair, poor or very poor job in this area?</p>									
	<i>Randomize</i>		Excellent	Good	Fair	Poor	Very Poor	Not sure	Prefer not to answer
A	Being responsive to residents and businesses	12%	34%	25%	8%	3%	16%	1%	
B	Managing development and effectively planning for the future	10%	38%	27%	9%	3%	13%	1%	
C	Working through critical issues facing the City	9%	41%	24%	7%	2%	16%	1%	
D	Engaging with residents to get their feedback	14%	41%	23%	12%	3%	7%	1%	
E	Providing access to information	16%	39%	26%	6%	3%	10%	1%	
F	Spending tax dollars wisely	7%	35%	27%	9%	4%	18%	1%	
<p>Q16 In the past 12 months, have you been in contact with staff from the City of Thousand Oaks?</p>									
	1	Yes	30%			Ask Q17			
	2	No	64%			Skip to Q18			
	98	Not sure	6%			Skip to Q18			
	99	Prefer not to answer	1%			Skip to Q18			
<p>Q17 In your opinion, was the staff at the City very _____, somewhat _____, or not at all _____. Read one item at a time, continue until all items are read.</p>									
	<i>Randomize</i>		Very	Somewhat	Not at all	Not sure	Prefer not to answer		
A	Helpful	66%	26%	8%	0%	0%			
B	Professional	76%	20%	4%	0%	0%			
C	Accessible	61%	33%	6%	0%	0%			

Section 9: City-Resident Communication			
Q18	Overall, are you satisfied or dissatisfied with the City's efforts to communicate with residents through newsletters, the Internet, Social Media and other means? <i>Get answer, then ask: Would that be very (satisfied/dissatisfied) or somewhat (satisfied/dissatisfied)?</i>		
	1	Very satisfied	26%
	2	Somewhat satisfied	46%
	3	Somewhat dissatisfied	14%
	4	Very dissatisfied	4%
	98	Not sure	9%
	99	Prefer not to answer	1%
Q19	What information sources do you use to find out about City of Thousand Oaks news, services, programs and events? <i>Don't read list. Record up to first 3 responses.</i>		
	1	City Scene/City Newsletter	6%
	2	Ventura County Star (daily newspaper)	22%
	3	Ventura County Reporter (weekly newspaper)	1%
	4	LA Daily News (daily newspaper)	1%
	5	The Acorn (weekly newspaper)	65%
	6	Bank of America Performing Arts Center correspondence	4%
	7	Channel 10 or Channel 3, TOTV Government Access TV	2%
	8	Television (general)	6%
	9	City Council Meetings	2%
	10	Radio	3%
	11	City's website	17%
	12	Internet (not City's site)	18%
	13	Social Media like Facebook, Twitter or Instagram	25%
	14	Nextdoor	26%
	15	Utility bill insert	10%
	16	Email notification from City	16%
	17	Flyers, brochures or posters (displayed at public facilities)	2%
	18	Postcards, letters, flyers or brochures (mailed to home)	6%
	19	Street banners	4%
	20	Friends/Family/Associates	13%
	21	Other	4%
	22	Do Not Receive Information about City	2%

98	Not sure	1%
99	Prefer not to answer	2%

Section 10: Background & Demographics

Thank you so much for your participation. I have just a few background questions for statistical purposes.

D1	In what year were you born? Year recorded and grouped into age categories shown below.	
	18 to 24	10%
	25 to 34	11%
	35 to 44	14%
	45 to 54	18%
	55 to 64	18%
	65 or older	22%
	Prefer not to answer	6%
D2	How do you define your gender?	
	1 Male	50%
	2 Female	49%
	3 Other	0%
	99 Prefer not to answer	1%
D3	How many children under the age of 18 living in your household?	
	0 None	65%
	1 One	12%
	2 Two	14%
	3 Three	4%
	4 Four or more	2%
	99 Prefer not to answer	4%
D4	Do you own or rent your residence in Thousand Oaks?	
	1 Own	74%
	2 Rent	21%
	99 Prefer not to answer	5%

D5	Which of the following best describes your employment status? Would you say you are employed full-time, part-time, a student, a homemaker, retired, or are you in-between jobs right now?			
	1	Employed full-time	39%	Ask D6
	2	Employed part-time	7%	Ask D6
	3	Self-employed	10%	Ask D6
	4	Student	7%	Ask D6
	5	Homemaker	4%	Skip to end
	6	Retired	25%	Skip to end
	7	In-between jobs	2%	Skip to end
	98	Not sure	1%	Skip to end
	99	Prefer not to answer	4%	Skip to end
D6	Do you commute outside of Thousand Oaks on a regular basis for (your job/school)?			
	1	Yes	46%	Ask D7
	2	No	52%	Skip to end
	98	Not sure	1%	Skip to end
	99	Prefer not to answer	1%	Skip to end
D7	How much time does it typically take you to commute to (your job/school), <u>round-trip</u> ?			
	20 or less		15%	
	21 to 39		19%	
	40 to 59		21%	
	60 or more		41%	
	Not sure		1%	
	Prefer not to answer		4%	
Those are all of the questions that I have for you! Thanks so much for participating in this important survey! This survey was conducted for the City of Thousand Oaks				