

City of Thousand Oaks Public Works Department Strategic Plan

1. Background

The Public Works Department is one of 10 departments in the City of Thousand Oaks, a community of about 130,000 in eastern Ventura County, California. With almost 200 staff and an annual operating and capital budget of about \$75 million, Public Works is the largest department, currently led by a management team of Director, Deputy Director, and eight Division Managers. The range of services provided by the department is diverse, including water, wastewater, streets, drainage, transit, landscaping, traffic, solid waste, recycling, and engineering. The department is responsible for operating and maintaining infrastructure with a replacement value of over \$2 billion. The Public Works Department has not previously prepared a formal strategic plan.

The greater City organization is at a transition point unlike any other in its history. Established as a municipal corporation on October 7, 1964, the City celebrated its 50th anniversary in 2014. Along with looking back and celebrating five decades of history, the City Council engaged the community to help chart the City's future. "Visioning 2064" involved committees lead by each Councilmember discussing five different focus areas, including Environment, Economy, Infrastructure, Community Services and Civic Engagement. This was a critical endeavor, as the City is nearing buildout and its future will be characterized by maintenance of aging infrastructure and in-fill development. See Attachment #1 for a synopsis of Visioning guiding principles related to the Public Works area.

To address the challenge of shrinking revenues no longer able to meet the rising costs of City services, a Financial Strategic Plan was prepared to assist the City Council and staff in the effective management of City resources. The plan provides a detailed analysis for each separate financial fund with projections into the future. See Attachment #2 for the Financial Strategic Plan executive summary.

Carrying the theme of the Visioning 2064 process into the City organization, the City Manager's Office developed a Citywide strategic planning initiative entitled "Thousand Oaks in 2014...An Organization in Transition, Preparing for the Future." See Attachment #3 for the City Manager's presentation. This initiative called on all departments to assess their strengths, areas needing improvements, and opportunities to add value to the community in the future. Accordingly, the Public Works Department embarked on its own strategic planning effort.

On July 29 and 30, 2014, Public Works Division Managers and senior staff gathered for a strategic planning workshop to help chart the future course for the department. In preparation for the workshop, external customers, other city departments, and Public

Works staff were asked about the department's strengths, weaknesses, and ideas for the future. Responses to these questions, and outcomes from the workshop, are incorporated into this document.

2. Department Profile

Although the Public Works Department has participated in the preparation of numerous citywide operating and capital improvement budgets, as well as financial strategic planning, the department has not previously prepared a strategic plan specific to its own needs and goals. The City as a whole is transitioning from a developing community to buildout. As such, the department's emphasis will need to shift from expansion through major capital projects to maintenance of aging infrastructure.

Almost half of all City staff will be retiring in the next five to ten years, including many in higher management positions. The need to capture institutional knowledge will be a challenge, and a robust staff development and succession planning program is critical to this effort. The number of expected vacancies in the organization, especially in the leadership ranks, provides unprecedented opportunity for realigning the department structure. This strategic plan provides a road map for orienting the department to better meet the challenges of the future.

External changes in the business, regulatory, and cultural environments within which the department operates will also drive the need for internal changes. Future alternative revenue sources, an aging population, more restrictive environmental regulations, ever increasing expectations of residents and businesses, and the general public perception of government all will require a shift in departmental culture.

The Public Works Department also became reaccredited through the American Public Works Association in November 2014. This Strategic Plan fulfills a key best management practice.

Public Works staffing levels have declined over the past decade from 210 to the current budgeted level of 186 positions. This reduction was due to past focused resource analysis in some divisions and in response to the economic downturn beginning in 2007.

Department stakeholders are widely varied. They include residents and businesses, elected officials, other City departments, governmental agencies, utility companies, non-governmental organizations, Conejo Recreation & Park District, Conejo Valley Unified School District, California Lutheran University, contractors, consultants, and customers. Public Works staff serve our stakeholders through technology, communication, and a customer-centric culture. Looking forward, greater emphasis on engaging residents and businesses in the community will be essential. Internal customer service within the department and to other City departments is also part of the department's mission.

3. Mission, Values, and Vision

The Public Works Department mission is to provide essential life services, including water, sanitation, transportation, public safety, and environmental protection, to maintain Thousand Oaks as a premier community for residents and businesses, through innovative, sustainable and cost effective practices.

Department values include the kind of culture we want to create, and how we want to be perceived by the public and by other agencies. Our values are professionalism, customer service, efficiency, teamwork, and ownership of all things public works.

The Public Works Department's vision is to maintain a world-class Public Works Department that everybody wants to work for, that sets the standard in the region, that other agencies want to emulate, that is proud to share our successes and support our profession.

4. Department Strengths, Areas of Improvement, and Work Plans

During the July 2014 strategic planning workshop, the Public Works Department management team developed a list of department strengths (and ways to sustain these strengths) along with areas of improvement to focus on (Attachment #4). Draft work plans to address areas of improvement were also prepared (Attachment #5).

5. Strategic Organization Goals

The future of the Public Works Department will be characterized by a focus on operation and maintenance of aging infrastructure and in-fill development. At the department's July 2014 strategic planning workshop, senior managers established the following as goals for a future-oriented Public Works Department:

- a. Focus on infrastructure operations and maintenance;
- b. Collaboration, innovation, and sustainability;
- c. Development of staff to prepare for the future;
- d. Internal communication and public outreach emphasis;
- e. Expanded use of technology; and
- f. Create a strategic organization structure to more efficiently utilize limited staff and fiscal resources.

The proposed department organization structure includes a number of specific shifts in divisional and other assignments to better align the department with these goals. The proposed structure also addresses the goals set forth by the City Manager's "People Strategy," including:

- More collaboration and fewer staff silos;
- Rethinking operations through innovation and continuous improvement;
- Commitment to meaningful civic engagement and community outreach;

- Recognizing changes in the workforce such as significant number of retirements; and
- Planning for city revenues that will not grow as they have in the past.

6. Past Organization Structure

The previous organization structure of the department is shown in Attachment #6. In many ways, this is a carryover from the merging of the Public Works and Utilities Departments in 1995. Some realignment has occurred over the years, namely the addition of a Deputy Director/City Engineer position in 2001, the elimination of the Utilities Engineering Division in 2003 following the retirement of the division manager, and the reorganization of the remaining four engineering divisions into their current configuration starting in 2005. The past organizational structure has been in place for at least a decade.

Several key managers have recently retired or have indicated they will retire within the next year or so, including the Traffic Engineering Division Manager, Design Engineering Division Manager, Public Works Analyst, WWTP Superintendent, Resources Division Manager, and Construction Engineering Division Manager. A number of vacancies remain in key department leadership and support positions. These near-term retirements and existing vacancies provide an unprecedented opportunity for strategic realignment of the department organization to meet department and citywide goals.

7. Future Organization Structure

The future department organization structure is shown in Attachment #7. This structure is fiscally sound, as there are fewer total positions than in the past structure. The future structure reduces the number of positions at the division manager level from eight to five, and increases the positions at the Deputy Director level by one. Certain divisions have been combined or rearranged according to related functions, which also provides for greater efficiency of resources and personnel. Certain duties and responsibilities have been distributed while others have been concentrated in order to provide a greater coherence in positional responsibility. By aligning, consolidating, and redistributing resources among divisions with related functions, the new structure provides a solution to reduce silos, increase collaboration of resources focusing on operations and maintenance, improve systematic approach to fiscal responsibility, and also improve public outreach with an emphasis on environmental sustainability. These changes are all supported by a strong commitment to improve how the Public Works Department serves its customers, and how it interacts with other City departments as well as among its own departmental divisions.

Many of the ideas developed by Public Works staff over the past several months are incorporated into the proposal, starting with the goals identified in the department strategic planning workshop. Input from both customers and other departments is reflected. Emphasis is placed on looking forward.

A discussion of each change and it aligns with the department strategic goals follows.

a. New Deputy Director – Public Works Operations

As the City matures and development slows down, the focus is changing to the operations and maintenance of infrastructure with increased efficiency and implementation of innovative technology. Well over half of the department's staffing and annual budget relates to O&M. Many of these resources are currently managed by the MSC and HCTP Division Managers, who previously reported directly to the PW Director. The next largest portion of the department's staffing and annual budget is the City Engineering Divisions, which in the past had four Division Managers reporting to the Deputy Director. In this capacity, the current Deputy Director position has direct oversight of the engineering related functions, but also participates in the oversight of the operational functions as the department's only deputy Director.

A second Deputy Director over operations and maintenance functions will balance the department by providing the support and managerial oversight required for successful coordination and collaboration among the divisions with responsibility for these critical functions. This allows the Deputy Director/ City Engineer to focus on the diverse functions of the engineering divisions, including oversight of the capital improvement program. In today's dynamic environment, regulations are becoming more stringent, environmental programs are growing, and the need for greater efficiency and adaptability is escalating, requiring a more focused, nimble and flexible approach to keep ahead of changing conditions. Two Deputy Directors, each with a particular focused area of expertise, will help both the department and City adjust with the changing needs of a maturing city with aging infrastructure.

b. Reassign existing wastewater treatment superintendent to new Utilities Superintendent position

Water and wastewater are two of the most essential public services provided to the community by the Public Works Department. But elements of these services were previously assigned to four different divisions, Water Utilities, Wastewater Utilities, Wastewater Treatment, and Water Quality, with oversight from three Division Managers. Ensuring we can meet public health requirements, ever increasing regulations, operational challenges, and continued emphasis on environmental goals by City Council will require a more innovative and coordinated approach to providing these services in the future. Existing silos in the past departmental structure somewhat impeded collaborative solutions to problems that arose from time to time. A single division manager position with oversight of all these essential functions will better meet the department's strategic goals.

- c. Reassign water quality section to Utilities Superintendent

See 3.b above.

- d. Merge existing development and traffic divisions into new Engineering Services Division

As the City nears built out, fewer development projects are expected, and developer fee revenues continue to decline. Historically, larger developments have been managed within the department by outsourcing plan check, traffic studies and management services to consultants. While staffing levels had mostly remained stable in the Development Division, use of consultant services declined to essentially zero. Similarly, traffic planning workload related to development has declined, while citywide traffic management and resident expectations are expanding. Greater community involvement in addressing both development and community traffic issues necessitates the need to maintain focused management in these functional areas. A combined division will enhance the department's ability to address emerging traffic issues and changing development engineering services needs through more efficient and collaborative utilization of resources.

- e. Merge existing design and construction divisions into new Capital Engineering Division

In recent years a number of significant and high-profile capital projects have been challenged to meet approved budgets and schedules, as well as community expectations. These project challenges can be tied, at least in part, to compartmentalization of staff into silos that had divided the design and construction phases of public works projects and hindered collaboration and communication between the previous Engineering Services and Construction Divisions. The Capital Improvement Program of the future will be characterized by fewer, smaller, higher profile and more complex projects. Revenue sources which have historically funded projects will diminish. Resident expectations for community engagement will continue to increase. All of these factors point to the immediate need for greater teamwork in delivering capital projects in an efficient and sustainable manner. Recent cross training efforts across these divisions have begun to be successful and can only be enhanced by consolidating management responsibilities.

- f. Realign the existing resources division into new Environmental Division

Environmental sustainability is one of the department's strengths and remains a key City Council goal. The need for a more focused approach to such sustainability functions as recycling, water conservation, energy efficiency, climate action planning and community outreach for these areas, has been

apparent within the department for several years. Reorganization and renaming of the existing resources division will accomplish this strategic goal while building on the successes of ongoing programs. A new Sustainability Analyst position will focus the department's sustainability mission and would be a resource for other divisions.

g. New Financial Analyst position

The Public Works Department has the largest operating and capital budgets in the City. An essential strength the department must maintain and enhance is accurate and timely budget information dissemination to all project and program managers. The biennial capital and operating budgets, updating of user fees, water and wastewater financial plans, and LLAD assessments all require focused analytical effort. Operational analysis of various public works functions and revenue funds would also be provided by this position. A new Financial Analyst position reporting directly to the Director will fill this need.

h. Transfer business management Accounting Specialists to Finance Department

Decentralization of certain accounting functions was implemented in the past to help meet the needs of the merging of former utilities and public works departments into a new and larger Public Works Department. As the department has matured and functions have grown over the years, the level of effort for routine accounting transactions (AR and AP) has exceeded existing staff resources, necessitating ongoing use of overtime. Closer supervision and collaboration with Finance Department staff will provide opportunities for greater efficiencies and reduce staff conflicts and duplication of fiscal functions. The need for a dedicated department financial analyst as recommended in 3.g above requires the current supervisory role of the business management analyst to be changed. The transfer of the three Accounting Specialists from Public Works to Finance will improve utilization of fiscal staff resources and provide more efficient service to the department.

i. Reassign transit program oversight to City Engineer

The transfer of the transit program from within the MSC to City Hall under the City Engineer will help balance the overall span of control and resource responsibility within the new department organization context. This change would also align this function with engineering operations that focus on transportation planning and grants, traffic operations and capital engineering support.

- j. Transfer vacant public works analyst to new Public Outreach Analyst position in the City Manager's Office

A key City and department strategic goal is commitment to meaningful civic engagement and community outreach. Some department-wide public outreach functions were taken on by the previous Public Works Analyst position. The success of providing effective and proactive customer service for the entire department will be tied to maintaining and enhancing communications with the public. At the same time, integration and coordination with city-wide civic engagement efforts and messaging will become ever more critical in the future. A new Public Outreach Analyst position in the City Manager's Office, dedicated to the outreach needs of the Public Works Department, will fill these needs.

- k. Other position transfers

The Crossing Guard Crew Leader DPT position, currently vacant, will be transferred to the Human Resource Department. HRD will take on the oversight and management of the crossing guard program.

An analyst position will be transferred to the Finance Department and to focus on process improvement throughout the City organization. This change supports the City wide goal of continuous improvement and innovation.

8. Benchmarking

Organization structures of several other public works departments were reviewed to provide context within which to evaluate the strategic reorganization efforts of the City of Thousand Oaks Public Works Department. A summary of public works structures for three cities in Ventura County follows:

- a. Simi Valley

Budget = \$58 million (capital not included). Staffing = 185. Two assistant directors report to the Director (one position is currently vacant), overseeing six divisions covering functions very similar to Thousand Oaks.

- b. Camarillo

Budget = \$77 million (with capital). Staffing = 72; some services are contracted out. One assistant director and one deputy director report to the director, responsible for eight divisions covering functions very similar to Thousand Oaks.

c. Ventura

Budget = \$134 million (with capital). Staffing = 179. This data is for the Public Works and the Ventura Water departments; previously these were combined; recent reorganization split utilities functions into a separate department. Each department has a director, with five division managers reporting to the director in Public Works, and four in Ventura Water. Similar functions are covered as in Thousand Oaks, except that Ventura Water also includes potable water treatment.

This abbreviated benchmarking analysis yields several findings. The new organization structure for the Thousand Oaks Public Works Department is in line with these agencies structures. Overall, the functional responsibilities, budget level and staffing are similar. Simi and Camarillo have two assistant/deputy directors reporting to the Director. All have primary fiscal functions located in finance departments. All emphasize environmental services and public communications. Utility functions are coordinated in common divisions.

9. Organization Structure Implementation

The future organization structure for the Public Works Department includes changes that will require planned implementation steps over time to assure smooth transition of resources and responsibilities with a minimum of disruption to customers and staff. It is anticipated that certain changes may be made immediately through administrative approval while others require incorporation into the new budget approval process.

a. Organization implementation completed or underway

- Transfer Accounting Specialists to Finance Department
- Recruitments for all vacancies in MSC divisions
- Recruitments for two (possibly three) engineering positions
- Recruitment for one PW inspector position
- Recruitment for Sustainability Analyst position

b. Organization implementation following adoption of the Fiscal Year 2015/16, 2016/17 budget

- Merging of engineering divisions
- Realignment of resources division into new Environmental Division
- Recruitment for Deputy PW Director position
- Recruitment for Capital Engineering Division Manager
- Recruitment for Environmental Division Manager position
- Recruitment for Utilities Superintendent position
- Recruitments for other vacant, new or reassigned positions
- Transfers of other positions and functions

10. Closing Message from the Director

The Public Works Department strategic plan is a framework for preparing the department to meet the challenges of the future. The plan captures opportunities offered from existing and future staff vacancies. It is in line with the overall City organization goals. It addresses existing department weaknesses and builds on existing strengths. It recognizes our changing community, aging infrastructure, and resource challenges. As such, changes to our goals and proposed organization structure will likely be needed as implementation proceeds. This Strategic Plan is a living document.

This is an exciting time, for the opportunity before us is unique. I am honored and humbled to be the Director at this moment in our department's history. I ask for and value the thoughts, comments and suggestions of every staff member. I truly appreciate the outstanding work the department accomplishes each and every day.



Jay T. Spurgin, PE, MPA
Public Works Director

Date: 7/27/15

Attachments:

1. Visioning 2064 guiding principles
2. Financial Strategic Plan executive summary
3. Thousand Oaks in 2014...An Organization in Transition, Preparing for the Future presentation
4. Department Strengths and Areas of Improvement
5. Public Works Department Work Plans
6. Public Works Department Existing Organization Structure
7. Public Works Department Proposed Organization Structure

DPW:440-70/jts/h:common/jay/dpw vision & goals/DPW strategic plan final 7-27-15.doc

Thousand Oaks Visioning 2064 Infrastructure Committee

Guiding Principles Summary

May 6, 2014 meeting – HOUSING

1. Provide a balance of future housing
2. Consider increasing Measure E cap
3. Allow innovative housing options
4. Integrate housing with infrastructure
5. Integrate housing with open spaces

June 3, 2014 meeting – WATER RESOURCES

1. Promote residential responsibility for water conservation
2. City to provide water conservation resources and examples
3. Consider revisions to City infrastructure/private development standards related to water use and conservation
4. Promote water education

July 1, 2014 meeting – TRANSPORTATION

1. Reconfigure roadway infrastructure for more efficient transportation
2. Increase City transit services with more accessibility and affordability
3. Improve traffic flow and monitoring
4. Expand safe bike and pedestrian path options throughout the City

September 16, 2014 meeting – STREETSCAPE

1. Create a pedestrian friendly downtown Thousand Oaks area
2. Focus on ecologically-minded pavement
3. Provide for citywide uniformity in streetscape and street tree canopies while reflecting unique area needs
4. Less signage in roadways
5. Adequately managed lighting in streets

October 21, 2014 meeting – UTILITIES

1. Underground remaining overhead utility lines
2. Promote local energy production including rooftop solar, wind and cogen.
3. Partner with utility companies and VCREA to develop a citywide smartgrid
4. Support utility companies efforts to improve infrastructure capacity and reliability



PURPOSE

This Financial Strategic Plan (Plan) is intended to serve as an information and policy document that is aimed at assisting City Council and staff in the effective and efficient management of City services, finances, operations, facilities, and capital improvement projects over both the short-term and long-term. Developing a comprehensive Plan is a hallmark of prudent financial management that will enable the City to proactively prepare for the future.

BACKGROUND

The City of Thousand Oaks was incorporated on October 7, 1964 as a general law city and is celebrating its 50th anniversary this year. The second largest city in Ventura County, the City has an estimated population of 129,039 as of January 1, 2014. The City operates under a City Council – City Manager form of government and provides the following municipal and enterprise services to its residents:



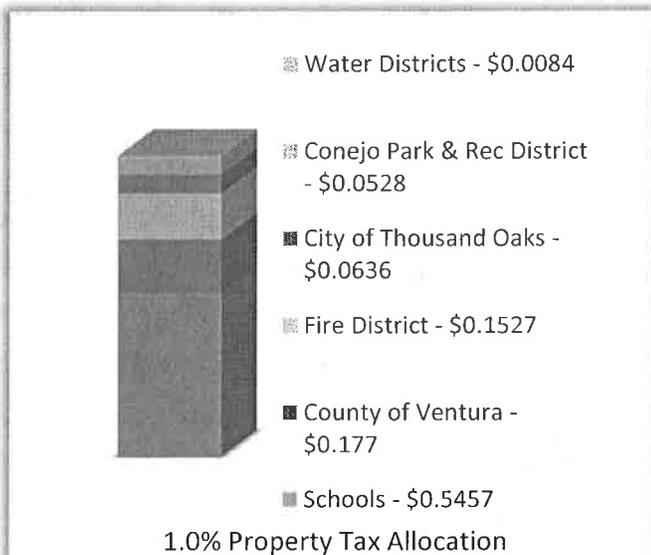
Municipal Services

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

Enterprise Services

- Golf course
- Solid waste management
- Theatres
- Transportation
- Wastewater
- Water

The City is a very low-tax city that incorporated without a general municipal property tax. Although the City now receives a small portion of local property tax revenue (approximately six cents per dollar paid as shown in the chart below), the City is largely reliant on sales tax to fund its municipal services as it comprises 39 percent of the General Fund revenue budget. The City receives only 0.967 percent of the



7.5 percent sales tax and has not passed any add-ons. Sales tax is a revenue source that responds quickly to economic cycles, and is prone to large fluctuations both positively and negatively. The City also has a ten percent transient occupancy tax and a business tax, which are also impacted by economic cycles, although this has a lesser impact on the City’s finances as they comprise 4.4 percent and 2.9 percent of General Fund revenues respectively. Further information on the City’s revenue sources can be found in the General Fund Summary.

In addition to being a very low-tax city, Thousand Oaks has reached residential build-out and is near commercial build-out, and has transitioned from a growth-oriented community to a maintenance-oriented community. Residents approved Measure E in 1996 which requires voter approval for General Plan amendments that either cumulatively increases commercial acreage or total residential capacity above the 1996 General Plan baseline. Current Measure E capacity space totals 407 residential units and 4.56 commercial acres. The City also experienced a sharp decline in building permits, although the strengthening of the economy coupled with the shifting focus of developers from new construction to rehabilitation of existing properties have led to a slight increase in building permits over the past few years. The City is thus faced with future challenges of declining revenue streams from development-related activities and increasing maintenance costs for aging infrastructure, further heightening the importance of this Plan to prepare the City for the next 50 years.



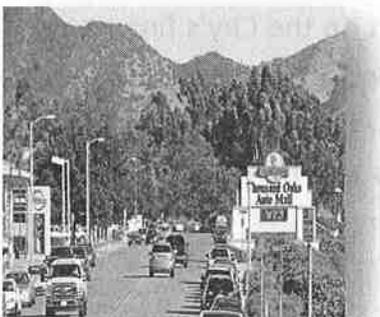
This Plan builds upon the first financial strategic model introduced to the City in February 2005. The model forecasted both revenues and allocations/expenditures based on past history, growth index factors, current economic trends, and consultants' projections. Staff has not only reviewed the General Fund, as done in the 2005 Plan Study, but widened the scope to include all major funds, as well as minor funds that could impact on the General Fund over the next ten fiscal years.

CITY RESERVE POLICY

The establishment of, and adherence to, a sound reserve policy is a hallmark of prudent financial practice. The City has established a 20 percent reserve policy which is comprised of a 15 percent working capital reserve and a 5 percent emergency reserve. The City currently has reserves set aside that adheres to the reserve policy and is available in case of severe financial distress.

RECENT AND ONGOING CHALLENGES FROM THE STATE AND COUNTY

Since the adoption of the 2005 Financial Strategic Plan, the City has faced significant fiscal challenges due to the economic downturn and raids on local revenue from the state. One of the biggest challenges the City currently faces is how to continue economic development in the wake of the elimination of the City's Redevelopment Agency (RDA) by the state. The RDA contributed millions towards capital improvement projects throughout the Thousand Oaks Boulevard Project Area and the Newbury Road Project Area, providing a means for economic



development and revitalization of these areas. Several major projects were also planned in the upcoming years, including improvements along Auto Mall Drive, which the state has stripped funding for. The estimated annual on-going loss of City RDA funds is \$1.5 million in local property tax revenue now being forwarded to the state and county.

The state passed legislation eliminating the use of Transportation Development Act (TDA) funds for street maintenance and improvements beginning in July 2014, resulting in an estimated recurring annual loss to the City of \$1.9 million. There are 377 miles of streets throughout the City that require ongoing maintenance efforts in order to maintain the existing quality of streets. Although the City's average annual street maintenance costs are approximately \$7.0 million, in 2014 the City has planned to resurface and rehabilitate approximately 50 miles of City streets at a cost of \$10 million, leveraging traditional gasoline

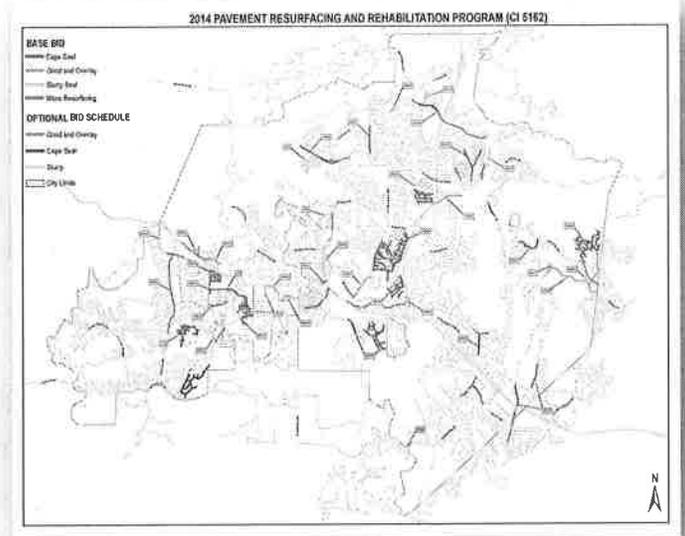
tax revenue with the balance of TDA funding. The loss of TDA funding will greatly affect the City's ability to maintain and improve existing City street infrastructure at levels funded in the past.

Further state takeaways included legislation that shifted motor vehicle license fee revenue away from cities to fund state law enforcement grants resulting in an estimated recurring annual loss to the City of \$0.4 million, and the state's elimination of funding for libraries, resulting in a recurring annual loss of approximately \$45,000 in library revenue. The City has also been forced to deal with the elimination of the longstanding Library Participation Agreement with Ventura County, resulting in an estimated recurring annual loss of \$0.4 million in library revenue.

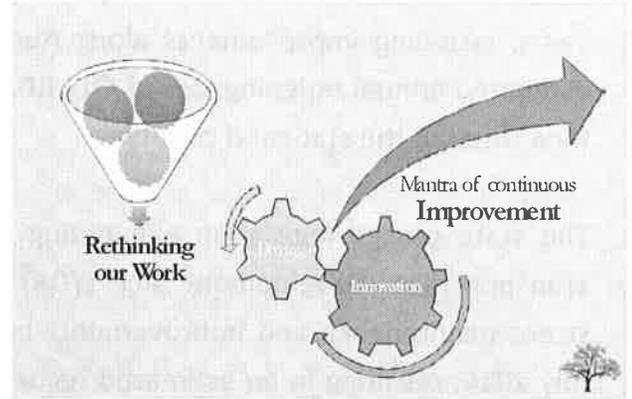
The revenue reductions amount to approximately \$4.2 million in annual recurring losses to City revenues. Despite the passage of Proposition 22 in November 2010 by voters, which was designed to protect local revenues sources and prohibit the state from raiding local revenues to balance their budget, recent state takeaways such as the shift of motor vehicle license fee revenue highlight the importance of the City's need to reduce its reliance on state and county revenue sources.

PEOPLE STRATEGY

Management is embarking on the "People Strategy" to begin laying the framework to prepare for the staffing needs of the City for the future. As the City has transitioned to a maintenance community, technological advances are constantly changing the way people work, and openness, transparency, and public outreach is more important than ever before, there is a need to ensure the City's workforce is structured and prepared in order to continue to provide outstanding service to the public. With close to



50 percent of the City’s workforce projected to retire within seven years, management is proactively planning for this transition in the upcoming year. The City has a talented workforce and the People Strategy aims to optimize the talent in the organization and develop a strong leadership base. Emphasis will be placed on collaboration across all departments, continuous improvement of services, and meaningful civic engagement and outreach in order to build upon the existing foundation to ensure continued effective service delivery and to strengthen the City’s brand.



2013 COMMUNITY ATTITUDE SURVEY

In an effort to understand the residents’ priorities, concerns, and satisfaction of City services and facilities, a Community Attitude Survey (Survey) is performed by the City. With the most recent Survey conducted, the results of the Survey provide City Council and Staff information that is used to make strategic decisions on how to best allocate financial resources in the future. Thus, it is important for the Survey to be used in conjunction with this Plan to assist in guiding the vision of the City’s future. The overall results showed that resident satisfaction remains high in the areas of quality of life, overall performance, specific services, staff performance, and communication.

The Survey results indicate residents rank fire protection, police protection, and maintenance of streets and roads as the highest priorities. Resident satisfaction of fire and police protection both rank high with an 87 and 76 percent rating of very satisfied, respectively, however, maintenance of streets and roads was lower with only 51 percent of respondents very satisfied. Satisfaction of other City services, including library, maintenance of public landscape, cultural and performing arts, and open space preservation all ranked higher than maintenance of streets and roads. The Survey results highlight the need for continued and perhaps heightened emphasis on maintaining streets and roads.

2013 Community Attitude Survey			
Categories	Importance of Service (Extremely/Very)	Satisfaction with Service (Very Satisfied)	Spending Priority (High/Medium)
Fire Services	95%	87%	98%
Police Services	88%	76%	95%
Streets and Roads	85%	51%	95%
Open Space	73%	59%	82%
Economic Development	70%	31%	90%
Traffic	70%	36%	N/A
Library Services	68%	70%	83%



VISIONING 2064

As part of the commemoration of the City's 50th anniversary, City Council is preparing for the next 50 years through its Visioning 2064 Program. This is a community exercise to develop a general roadmap with guiding principles for the City over the next 50 years. Five focus areas were created: Civic & Community, Economy, Environment,

Infrastructure, and Municipal Services. In conjunction with City staff, City Council has held monthly Visioning 2064 meetings with the community in order to strategize and plan for the vision and shape of the City's future. This Plan will be a guiding force behind the Visioning 2064 Program, establishing a framework for implementing the goals of the focus areas.



ORGANIZATION OF THE FINANCIAL STRATEGIC PLAN DOCUMENT

Following this Executive Summary, the Plan document is organized by City fund. Per governmental accounting standards, revenues and expenditures must be accounted for in separate funds specific to their purpose, with the General Fund used to account for all non-specific revenues and expenditures, such as Sales Tax. The following funds have been analyzed and included within the Plan document as they are used for the main municipal services the City provides:

Governmental Funds

- General Fund
- Library Fund
- State Gas Tax Fund
- Capital Improvements Fund
- Lighting Fund
- Landscape Fund
- Stormwater Fund

Enterprise (Business-type) Funds

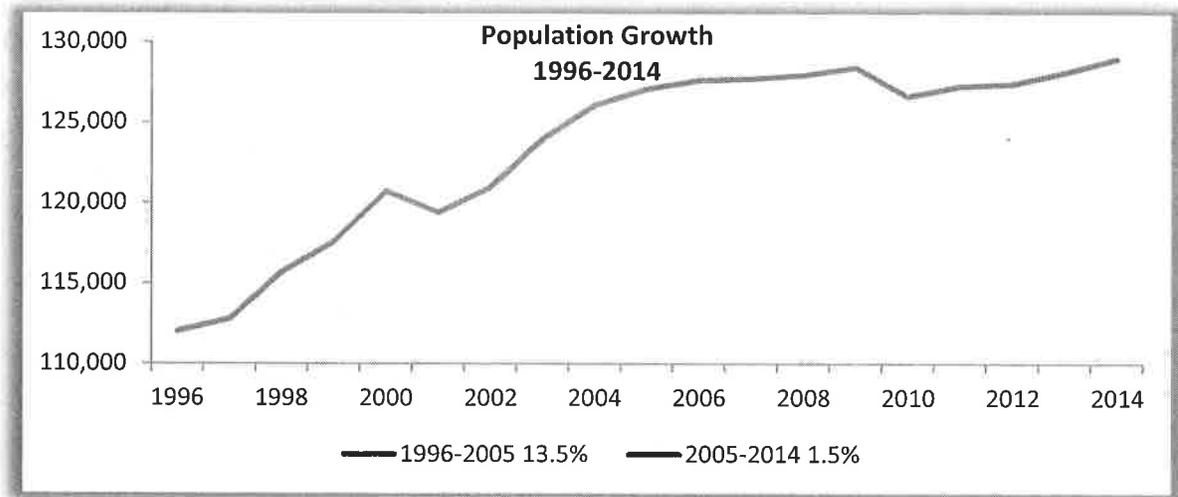
- Water Fund
- Wastewater Fund
- Solid Waste Fund
- Transportation Fund
- Golf Course Fund
- Theatres Fund

ASSUMPTIONS

In order to project ten years of revenue and expenditure data, several assumptions were used after extensive discussion. Staff researched key data trends that could potentially impact revenues and expenditures over the next ten years, such as inflation trends and the City's population growth.

- The inflation rate for the region during the past ten years has averaged 2.5 percent per year, as measured by the Consumer Price Index (CPI), All Urban Consumers (Los Angeles-Riverside-Orange County – All Items).

- The City's population has also grown slowly over the past ten years, only increasing 1.5 percent since January 2005 in comparison to 13.5 percent the prior ten years as depicted on the chart below, further emphasizing that the City has reached build-out.



Staff also took into consideration historical trends, the recent Great Recession, the City reaching residential build-out, and the current and future economic environment in determining revenue and expenditure assumptions. As fluctuations can, and often do, occur, this Plan attempts to provide a range of potential impacts to revenues and expenditures/expenses. Although discussion is not included in each fund narrative on impacts outside the most likely assumption, graphs presented throughout the document reflect this range through shading above and below the projected trend line.

It is important to note that since one of the goals of this Plan is to anticipate future financial needs so staff can begin strategizing and planning for the future, this Plan maintains the status quo. Therefore, no new programs or services, no changes in staffing levels, and no additional General Fund subsidies of other funds that do not currently exist. The Plan paints the financial picture of the performance of funds citywide based on revenue and expenditure/expense projections and depicts whether additional financial support will be needed or whether there is the potential for growth in additional capacity via new programs or positions, without assuming what decisions will be made by City Council and staff.

Assumptions for major revenues and expenditures are discussed as follows.

Revenues:

- Sales Tax – 2.5% annual increase:

Although the City has experienced greater increases in the past ten years, consideration was taken as to past declines in revenue, modest increases since the Great Recession, projections from the City's sales tax consultant, limited growth potential due to the City being close to commercial build-out, and robust development occurring in neighboring cities. Current sales tax rate within the City limit is 7.5%.

- **Property Tax – 2% annual increase:**
In accordance with Proposition 13, assessed valuation of properties can increase at a maximum annual rate of 2% based on CPI. Considering the current real estate market, the City only experienced one year of negative assessed valuation during the recent housing downturn, and the value of potential Proposition 8 recaptures.
- **Motor Vehicle License Fee (MVLF) – 2% annual increase:**
MVLF will experience the same percentage change as property tax since its growth is linked to assessed valuation.
- **Franchise Fees – 2% annual increase:**
Although the rates of these services can go up from year to year, consideration was taken to the promotion of energy efficiency and the impact it may have on future collections. Refuse and cable fees may go up while utility fees may remain flat or see a decline due to energy efficiency. Current refuse franchise fee is 9%, cable franchise fee is 5%, and utility franchise fee is 2%.
- **Transient Occupancy Tax (TOT) – 2.5% annual increase:**
The current TOT rate within City limits is 10% and can only be changed with majority voter approval. Similar to sales tax, TOT is tied to economic activity and consumer confidence. Although increases have been higher in the past five fiscal years, this was partly due to the addition of new hotels built in the City. No new hotels are anticipated during the next ten years.

Expenditures:

- **Salaries and benefits:**
3% annual increase for salaries; 1.5% annual increase for benefits; CalPERS employer rate projected to increase based upon independent professional actuary, from 16.85% of salary in fiscal year 2013-14 to 24.3% of salary in fiscal year 2022-23.
- **Police contract – 4% annual increase:**
Consideration given to historical trend.
- **Maintenance and operations – 2% annual increase:**
Consideration given to inflation rate and historical trend.
- **Transfers out:**
Varies annually based upon fund requirements, debt service costs, and open space transfer.
- **Capital improvements:**
Varies annually based upon the five-year Capital Improvement Plan and the fifteen-year Facilities Plan.

FUND SUMMARIES

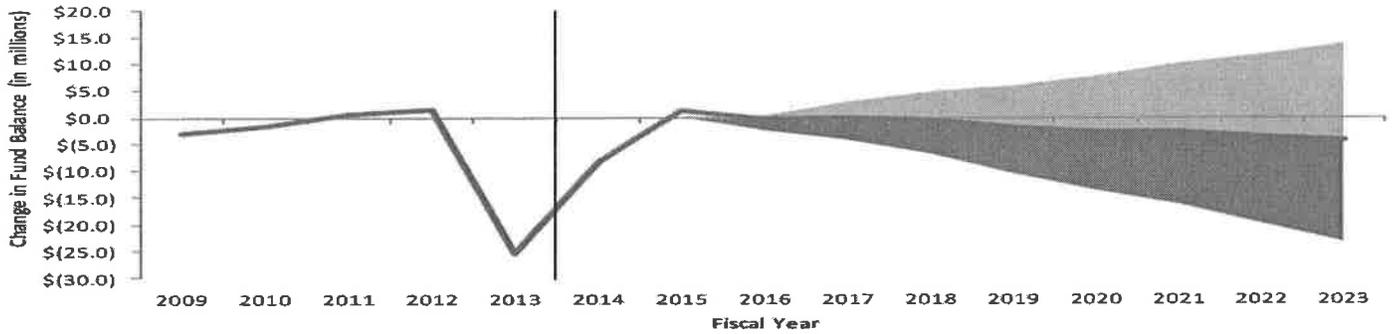
The Plan forecasts revenues and expenditures/expenses for governmental and enterprise funds over the next ten fiscal years (through fiscal year 2022-23). A history of actuals is provided in some of the charts to provide context as to the projections for the next ten years. A brief summary of each fund is provided below, with detailed narratives provided on pages 9-42. As previously discussed, this Plan assumes no new programs or services, no changes in staffing levels, and no additional General Fund subsidies of other funds even if the fund is projected to require support within the next ten years.

General Fund - With the economy regaining strength and the housing market rebounding, the General Fund has experienced a 4.6 percent increase over the past five fiscal years in revenue. General Fund revenue is projected to continue increasing over the next ten fiscal years, although not at the levels experienced prior to the Great Recession. As a low-tax City, there is a strong reliance on the taxes the City does receive, particularly sales tax. However, the City has limited ability to raise taxes or enact new taxes, and must use the ballot process in order to implement changes to taxes to increase funding for City services.

The City implemented short and long-term gap-closing strategies, leading to a decrease in General Fund expenditures of \$5.7 million, or 8.2 percent over the past five fiscal years. With short-term strategies no longer needed, focus is now on long-term strategies, such as the aforementioned People Strategy, and the City's Process Improvement Program which focuses on implementing process improvements to maximize efficiencies and streamline process. These are intended to have a positive impact on General Fund expenditures over the next ten fiscal years.

Despite these savings, annual increases in expenditures are projected to exceed annual increases in revenues over the next ten fiscal years due to slower growth in sales tax, reduced investment earnings, combined with increases in police contract costs, utilities costs, and personnel costs. Based on current projections, fund balance will begin declining in fiscal year 2015-16 and each fiscal year thereafter, with a total projected reduction in fund balance of \$15.6 million between fiscal years 2014-15 and 2022-23. Due to the City's strong reserve policies, it is positioned to absorb this reduction over the next ten years, however, strategies should be put in place to strengthen the position of the General Fund as the Plan projects that other areas such as funding for streets and roads will need additional revenue support.

**General Fund
Fund Balance
For the Fiscal Years 2008-09 through 2022-23**

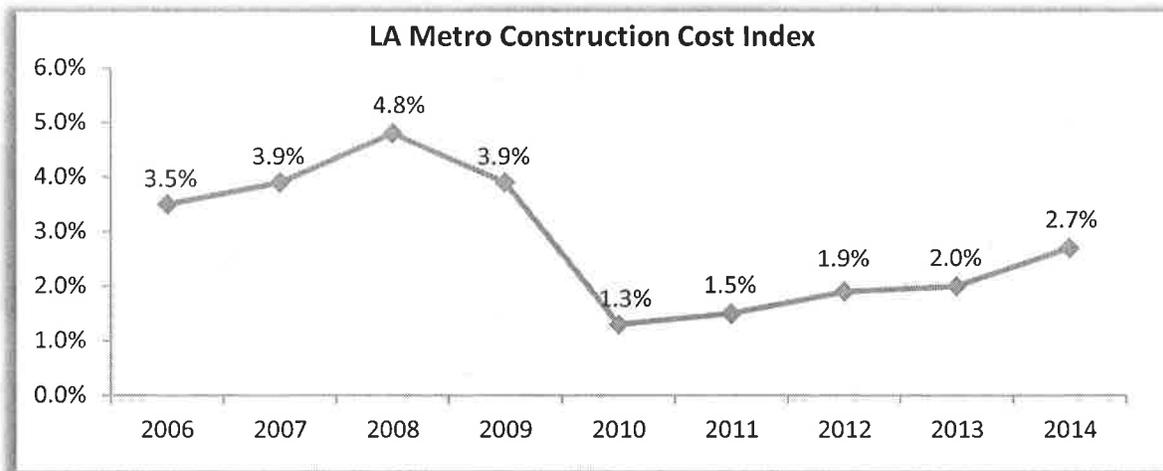


Library Fund - Library Fund revenues are derived mostly from property taxes and General Fund financial support. Approximately \$0.5 million in annual revenue was eliminated over the past five fiscal years due to termination of the County Participation Agreement and loss of state grant funding. Although Library staff was reduced over the past ten fiscal years, this Plan does not anticipate any further staff reductions.

Revenues and operating expenditures are projected to steadily increase each year while capital expenditures are projected to decline due to the completion of major capital projects and only minor capital projects planned in the future. The decline in capital expenditures is projected to result in General Fund financial support of \$1.7 million in fiscal year 2014-15, down from \$2.6 million in fiscal year 2013-14, ultimately reaching \$1.9 million in fiscal year 2022-23.

State Gas Tax Fund - State gas tax revenue funds a majority of construction, improvement, and maintenance of City streets and sidewalks. Funding is also received from state and federal grants for specific projects, such as the recently completed Wendy Drive/101 interchange project. Traditionally, Transportation Development Act (TDA) revenue has been eligible to be spent on maintenance of streets and roads after the City has met its transit requirements. However, due to recent legislation that was passed, beginning in fiscal year 2014-15 TDA funds must solely be spent on transit requirements and are no longer eligible for streets and roads. This is a major hit to the funding of the maintenance of streets and roads as the City's TDA revenue for streets and roads has average \$1.9 million over the past ten fiscal years. In addition, state gas tax revenue has steadily declined over the past five fiscal years and is projected to continue to decline due to increasing use of alternative fuel vehicles and the increase in fuel economy of vehicles.

Based on projected revenues and expenditures, the Fund will have a negative fund balance beginning in fiscal year 2014-15. The anticipated minimum requirement of maintaining the current level of service for City's streets is \$7.0 million, with costs projected to increase based on recent trends as shown in the graph below. As previously mentioned, streets and roads are of high importance to residents and are a top spending priority per the 2013 Community Attitude Survey. With revenue projected to continue a downward trend and then flatten, the City will need to seek additional revenue sources and develop alternative resurfacing methods in order to maintain existing levels of service.



Capital Improvements Fund - The primary revenue source for the Capital Improvements Fund is derived from developer fees. This Fund has enabled the City to fund various infrastructure improvements related to development occurring throughout the City. Developer fee revenue averaged \$3.0 million prior to fiscal year 2008-09 and only \$0.6 million in the past five fiscal years. This significant decline in developer fee revenue can be attributed to the City reaching build-out and the economic downturn experienced in the past few years. This decline in developer fee revenue is projected to continue over the next ten fiscal years as the potential for new development projects is limited.

Based on declining revenue and planned capital improvement projects, the Fund is projected to have a negative fund balance beginning in fiscal year 2020-21. Without fund balance available, the Capital Improvements Fund will not be a funding source for future capital improvement projects. The City will have to look to other areas for infrastructure improvement.

Lighting Fund - The Lighting Fund provides funding for the City's street lighting and traffic signal safety lighting. The two primary revenue sources in the Lighting Fund are property tax and special assessments, totaling approximately \$1.5 million. The largest expenditure in the Fund is for electricity totaling approximately \$1.1 million. With revenues projected to increase at a slower rate than expenditures, the Fund has a structural imbalance and will require General Fund support as early as fiscal year 2013-14. Staff is aware of the challenges facing the Fund and is in the process of strategizing creative ways to reduce electricity consumption, such as the conversion of street lights from traditional High-Pressure Sodium (HPS) light bulbs to Light-Emitting Diodes (LED) which is estimated to save \$40,000 annually.

Landscape Fund - The Landscape Fund provides funding for landscaped medians and parkways located within the City's Landscape Assessment District. The two primary revenue sources in the Fund are property tax and special assessments, totaling approximately \$4.0 million. Contracted landscaping services and water are the two largest expenditures in the Fund. Based on projected revenues and expenditures, the Fund will steadily draw upon its fund balance to support operations over the upcoming ten fiscal years, however the Fund is not projected to have a negative fund balance. Based on

expenditures outpacing revenues, staff is researching creative ways to reduce expenditures, including utilization of water conservation techniques such as installation of drought-resistant landscaping.

Stormwater Fund - The Stormwater Fund ensures the City is compliant with the Clean Water Act and the Stormwater Quality Management Program. Revenue is minimal, totaling approximately \$0.5 million from the City's share of a countywide special assessment and the sale of reclaimed water by Hill Canyon Treatment Plant. The Fund has operated with General Fund support in two of the past five fiscal years. As expenditures continue to exceed revenue, this fund will require increased support from the General Fund, projected to reach \$0.4 million annually by fiscal year 2022-23.

Water Fund - The City's water utility serves approximately 17,000 accounts with potable drinking water daily. The revenue to support the Water Fund's operations is primarily from the sale of water to customers. City Council recently adopted the Water Financial Plan which implemented a 3.1 percent adjustment in base rates in February 2014 and January 2015, as well as a water pass-thru component rate to mitigate the uncertainty in wholesale water costs.

The net position of the Water Fund is projected to steadily increase. This will enable the Fund to set aside reserves as recommended in the Water Financial Plan and ensure financial stability of the Fund. The Plan also includes the projected debt issuance of \$24.0 million in fiscal year 2015-16 to fund major capital projects.

Wastewater Fund - The City's wastewater utility serves approximately 37,000 accounts through the operation of the Hill Canyon Wastewater Treatment Plant. The revenue to support the Wastewater Fund's operations is primarily from service charges and fees. The recent City Council adopted Wastewater Financial Plan implemented a 5.5 percent and 5.0 percent adjustment in service charge in February 2014 and January 2015, respectively. This is the first increase since 2004 and was necessary to fund increased capital expenses for infrastructure improvements.

The net position of the Fund is projected to steadily increase. This will enable the Fund to set aside reserves as recommended in the Wastewater Financial Plan to ensure financial stability of the Fund. The Plan also includes the projected debt issuance of \$11.8 million in fiscal year 2019-20 to fund major capital projects.

Solid Waste Fund - The Solid Waste Fund receives revenue from various sources averaging \$1.5 million over the past five fiscal years, with the primary revenue source coming from commercial recycling fees. Expenses are increasing due to rising costs in contracted services and salaries and benefits. With the recent construction of the Household Hazardous Waste Facility, the Fund is anticipated to realize annual savings of approximately \$60,000 due to reduced staff time and mobilization costs. Net position is

projected to decline from \$6.7 million in fiscal year 2012-13 to \$3.0 million in fiscal year 2022-23 due to expenses exceeding revenues.

Transportation Fund - The City's Thousand Oaks Transit (TOT) provides convenient, reliable, and affordable public transportation services. The City has contracted with MV Transportation since 2004 to operate the TOT. The Transportation Fund receives revenues from sales tax on gasoline, bus and Dial-a-Ride (DAR) fares, and grants. The Fund has also been operating with support from the Air Quality Developer Fee Fund to meet the 20%/10% farebox requirements. Although revenue fluctuates depending upon grants received for capital projects, revenue and expenses are projected to increase proportionately over the next ten fiscal years with the Fund projected to experience a positive net position.

As briefly mentioned, the Fund requires a 20 percent fare-box return for bus service and a 10 percent return for Dial-a-Ride service to comply with TDA requirements in order to continue receiving funding. Excluding fiscal year 2012-13, the required farebox returns have not been met during the past five fiscal years, thus the Transportation Fund has been supported by the Air Quality Developer Fee Fund (in lieu of General Fund financial support) to meet farebox requirements. Although the support is projected to decline annually from \$75,000 in fiscal year 2013-14 to \$30,000 in fiscal year 2022-23, the Air Quality Developer Fee Fund is projected to be unable to continue this support, requiring funding to come from another City source.

Golf Course Fund - The Los Robles Greens Golf Course (LRGGC) generates approximately \$4.5 million per year in gross revenues with matching expenses and has been managed by Evergreen Alliance Golf Limited (EAGLE) since 2007. The agreement with EAGLE is projected to provide approximately \$0.7 million annually to the Golf Course Fund to cover costs outside of the agreement such as depreciation, debt service, and City cost allocation. This ensures that LRGGC remains a self-supporting business enterprise with no General Fund support anticipated in the next ten fiscal years.

Theatres Fund - The Theatres Fund currently operates without General Fund financial support. However, the theatres have experienced decreasing revenues due to declines in performances and attendance, requiring the Fund to draw down on its reserves over the past five fiscal years. Staff has worked diligently to increase attendance at performances by strengthening its marketing efforts and bringing in well-known artists and shows. In June 2013, City Council created an Ad Hoc Committee (Committee) to work with staff to formulate options for long-term strategies to achieve a balanced budget by June 2016. The Committee has been meeting regularly over the past year and has devised several recommendations for achieving this goal. Successful implementation of the Committee's recommendations are projected to result in a net position of \$3.2 million by fiscal year 2022-23.

CONCLUDING RESULTS

The City is currently in good fiscal health with a balanced budget in fiscal year 2014-15. Strong leadership and management combined with sound financial and reserve policies have enabled the City to weather economic downturns with minimal impact on public services. The City's transition to a maintenance community will present unique challenges that the City has not had to face over the past fifty years. Slow population growth, slow economic growth, and a shifting focus from new development to rehabilitation of existing development all combine to lead to a slower growth in revenue over the next ten fiscal years than the City has experienced in the past.

Based on projections, most funds have adequate fund balance over the next ten fiscal years. Although the General Fund is projected to maintain a positive fund balance throughout the duration of the Plan years, it is nonetheless projected to draw upon fund balance beginning in fiscal year 2015-16 in order to meet operating and capital requirements of existing services and programs. Thus, little capacity exists for the General Fund to support existing or additional services and programs that have historically been supported with non-General Fund revenue such as streets and roads. Although not projected in this Plan, further cuts or takeaways by the federal, state, or county government would add increasing strain on the City's ability to provide outstanding services to residents.

On a positive note, General Fund financial support to the Library Fund is projected to decrease in fiscal year 2014-15 and only gradually increase annually thereafter, but remain below the average financial support of the past five fiscal years.

The recent City Council adoption of the Water and Wastewater Financial Plans and Asset Management Plans addressed projected challenges in funding necessary capital improvements for those utilities. This Plan projects that the City Council adoption of rate adjustments and reserve policies recommended by the Financial Plans will ensure on-going financial stability of both the Water and Wastewater Funds.

An Ad Hoc City Council Theatres Fund Budget Committee (Committee) was formed by City Council in June 2013, with a goal to formulate options for long-term strategies to achieve a balanced Theatres Fund budget by June 2016. This Plan assumes successful implementation of half of the Committee recommendations, resulting in net position slowly growing over the next decade and eliminating the need of General Fund financial support for capital improvements.

Immediate Challenges - In order to maintain existing programs, service levels, and quality of infrastructure, the following funding challenges should be addressed within the next two fiscal years:

- The *State Gas Tax Fund* is projected to be unable to meet annual maintenance and capital improvement needs of the City's street and sidewalk infrastructure in order to maintain existing levels of service and quality.

- The *Capital Improvements Fund* is projected to deplete available fund balance and will no longer be a funding source for major capital improvement projects.
- The *Lighting Fund* is projected to be unable to meet operational expenditure needs to provide lighting for street lights and traffic signal safety lights, as well as electricity for traffic signals beginning in fiscal year 2013-14.

Long-term Challenges - The development of this Plan highlights future issues and allows staff adequate time to begin developing strategies over the upcoming fiscal years to bring revenues in alignment with expenditures/expenses.

- The *Landscape Fund* is projected to have an on-going structural imbalance as annual expenditures are greater than annual revenue.
- The *Solid Waste Fund* is projected to have on-going structural imbalance as annual expenditures are greater than annual revenue.
- The *Transportation Fund* will no longer be able to rely on the Air Quality Developer Fee Fund in order to meet farebox requirements thus an alternative funding source will need to be identified.

This Plan serves as a roadmap to focus the City's efforts in specific areas in order to strategize ways to increase revenues, decrease dependency on the General Fund, and develop more efficient ways of operating in order to continue providing excellent services to its residents.

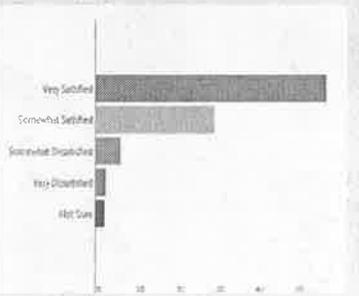
THOUSAND OAKS IN 2014...

AN ORGANIZATION IN TRANSITION
PREPARING FOR THE FUTURE

QUALITY OF LIFE: 2013



OVERALL SATISFACTION



WE ARE AT A CROSSROADS



CELEBRATING THE PAST



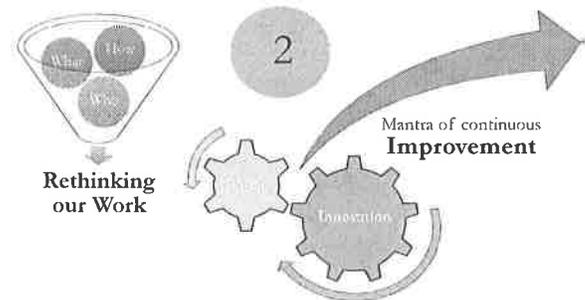
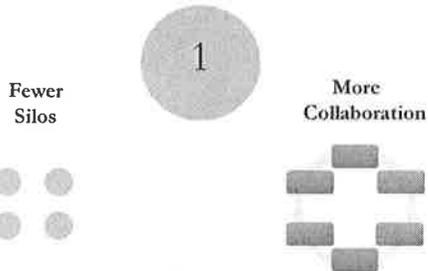
PREPARING FOR OUR FUTURE

Visioning 2064

1. Environment
2. Infrastructure
3. Economy
4. Municipal Services
5. Civic & Community

CHARTING A NEW COURSE

what matters most right now?



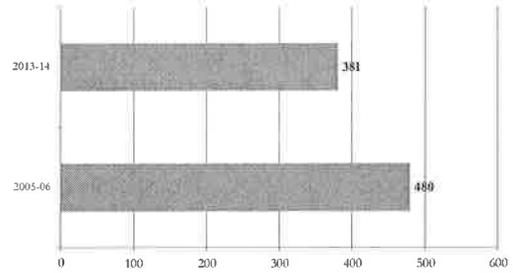
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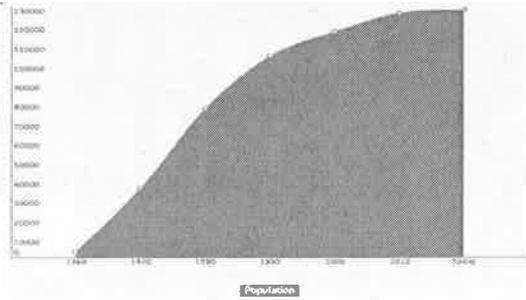
Committed to **meaningful**
civic engagement + community outreach

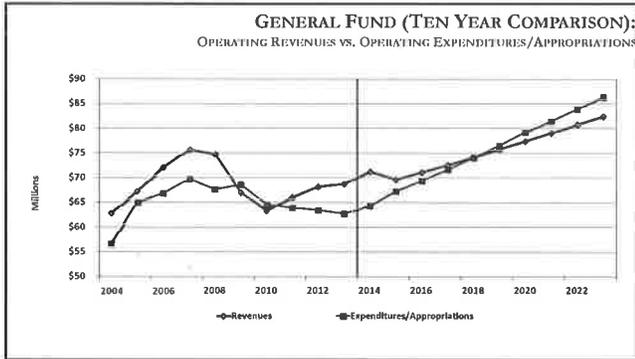
WORKFORCE CHANGES

Year | Number of City Employees

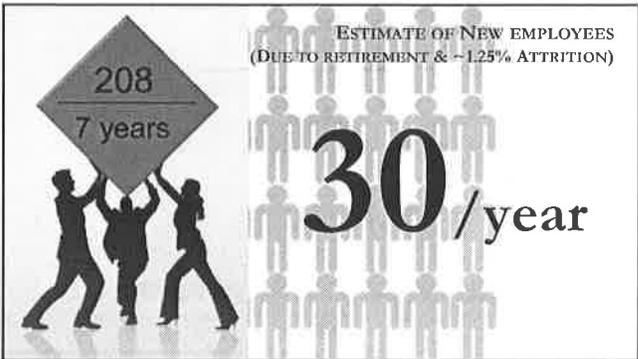


OUR COMMUNITY . . . BY THE NUMBERS





**WORKFORCE DEMOGRAPHIC SNAPSHOT
IN THE NEXT 7 YEARS...**



NEW REALITIES

- Tremendous external change
- Nothing about what we do will ever remain static
- We will be fewer + newer
- This will change the very nature of our work

Tremendous Opportunity & Challenge



Being Proactive > Being Reactive

PEOPLE STRATEGY

WHY A PEOPLE STRATEGY?

- Insure effective service delivery ... designed for the future
- Build upon existing strong foundation
- Align efforts + synchronize approach
- Optimize the talent in the organization
- Develop a leadership bench
- Strengthen the City brand

WHAT DOES IT LOOK LIKE?

- 1) Broad organizational assessment + departmental overview
- 2) Our structure – working from a empty canvas
- 3) The “new model” – an approach that we hone collectively
- 4) Integration: performance measurement, performance management, succession planning, training, and recruitment



STEP #1 BEGINS TODAY

LET'S TAKE A SNAPSHOT OF WHERE WE ARE TODAY . . .



**DESCRIBE YOUR DEPARTMENTAL
CULTURE IN 1 WORD . . .**

WHAT DO YOU DO BEST?

WHERE DO YOU STRUGGLE?

**HOW WILL YOUR DEPARTMENT
ADD VALUE IN THE FUTURE?**



WHAT DOES IT LOOK LIKE?

- 1) Broad organizational assessment + departmental overview
- 2) Our structure – working from a empty canvas
- 3) The “new model” – an approach that we hone collectively
- 4) Integration: performance measurement + management, succession planning, training, and recruitment



Q & A

CITY OF THOUSAND OAKS PUBLIC WORKS DEPARTMENT
STRATEGIC PLANNING WORKSHOP, JULY 29-30, 2014
STRENGTHS AND AREAS OF IMPROVEMENT

Department Strengths

A. Excellent Staff

1. Can Do Attitude
2. Staff Flexibility
3. See "Big Picture"
4. Open minded to change
5. Willingness to improve
6. Flexible to work load

How to Sustain

1. Hiring process should include communication skills
 - a) Email/web/phone/ personal skills
2. Continue to ensure focus is on big picture
3. "Desire" for being trained needs to be a part of our culture and supported in our budgets
4. Vary the locations & approach to training
 - a) Outside/Inside/alternate office location/field
 - b) "Mix it up" – show interest in our employees
5. Cross-training
 - a) Technical /certification CEU's
 - b) Practical
6. Rotate staff representatives at E-Team meetings
7. Maintain and manage staffing levels
8. Invite Department representatives (CMO, Finance) to Division and All Manager Meetings
9. Staff shadowing between Departments
10. Reassignment plan and briefing process for exiting employees
11. HRD input on what positions will be filled vs. absorbing the tasks

B. Customer Service, Communication

1. Customer Service
2. Potential civic engagement opportunity
3. Staff availability to general public by phone, e-mail and after hours
4. Quick response to customers' needs
5. Communication to Council/CMO on key projects/issues
6. Weekend/after-hours emergency response (MSC)
7. Transit program outreach
8. Capital Project Outreach to general public (with room for improvement)

How to Sustain

1. Maintaining public outreach (communication skills)
2. Regular/monthly briefings (bullet points) to Council/CMO
3. Review/expand Council Mail sharing with staff
4. Define expectations about how people are to share information with each other
5. Ask staff for input on improving communications, internal and external
6. Agree in principle that the Department page(s) can be expanded or integrated. IT buy-in along with CMO. Website redesign to include needs of Departments/Divisions
7. Define expectations of staff in responding to general public by title and/ or bargaining unit
8. Review process in place for Citywide (all Departments) response to calls and e-mails. Maximize use of Shortell/answering service and CRMS
9. Define the issues or lack of communication/sharing between Departments
10. Maximize use of key contacts, meetings to share info on policies, funding and large projects
11. Define what is missing and needs to be shared (i.e. Facility news, large projects)
12. Have regular Division meetings to share Division Manager meeting news and encourage a multi-team approach. More regular meetings with MSC + Construction and MSC + Development
13. Division Manager Monthly Project meetings
14. Treat public outreach as a priority for projects, not an afterthought
15. Plan way ahead for Department projects and who is to do what. Department and City plan
16. Focus outreach on those directly impacted as opposed to Citywide canvassing
17. Training!

C. Innovation, Creativity, Sustainability

1. MSC/HCTP
2. Team Collaboration
3. Project Delivery – execute CIP projects, national leader in PW services
4. Innovation/creativity
5. Process Improvement Program (PIP)
6. Learn from failures
7. Culture of leadership in innovation
8. Inter-divisional understanding
9. Cross Training = the “hammer” for breaking silos!
10. Environmental programs website/social media (GoGreen)

How to Sustain

1. Environment open to making suggestions
2. Continual improvement + leadership
3. Supportive environment
4. Continuous evaluation
5. What went right/what went wrong – pros/cons
6. Apply lessons learned – be mindful of unintended consequences
7. Open-door culture
8. Inter-divisional “emissaries”
9. Routine project status reports to the team (& involvement)
10. Ensuring everyone (appropriate) is included as a stakeholder on the team
11. Identify what elements of program can/should be applied to Department wide programs. Can the existing structure/template be expanded Department wide?
12. Secure/allocate funding, staffing and technology needs
13. Implement key elements of PIP to address weak areas between departments. How is a procedure/policy change communicated from Finance to PW?

D. Technology

1. Seek out ways to use new technology

How to Sustain

1. Process improvement and new technology
2. Technical Training – make it routine/on a schedule
3. Cell phone/iPad policy vs. personal cell phones being used for City business
4. Funding allocated for employee use/response and equipment
5. Use GIS to depict upcoming projects
6. Employee website use for Department news/updates or e-mail. Post Council meeting info beyond items passed

Areas of Improvement

A. Communication, Teamwork

1. Lack of communication and coordination
2. Contract management
3. Cross-training
4. Not involving all stakeholders when making changes
5. Public education/engagement
6. Teamwork/team building training

7. Department to Department and Division to Division communications
8. Unclear priorities communicated to the general public
9. Lack of internal information/sharing on changes/updates that impact all
10. Poor vertical communication and visibility/interface (Division Managers not sharing info)
11. No established process/system/budget to follow for program/project outreach
12. Sharing PW policies, programs, project issues that staff should or need to be aware of
13. No budget for PW outreach

B. Follow-Up, Consistency, Efficiency

1. Structural inefficiency
2. Inconsistently applying standards
3. Website specific to Public Works vs. just one Division or the main page of the website
4. PW facilities communication specific to projects and programs

C. Staff Development

1. Staff shortages
2. Training on new technology
3. Need more cross-training
4. Need to broaden scope of cross-training
5. Emphasize Toastmasters
6. Job shadowing
7. Restore TOLA/other such programs
8. Brown bag "Positional Orientation/Project" talks
9. How do we transfer institutional/legacy knowledge?
10. Increase support & budget for professional registration/ certification
11. Encourage/incentivize further certifications "in the ranks"
12. Policy to allow daytime absence for training
13. Career path development for interns
14. Internships limited to field tasks
15. Poor project/employee recognition for job well done

D. Leadership, Management

1. Performance Management
2. Leadership
3. Strategic Planning
4. Sharing info good/bad on past project mistakes. Avoid re-inventing the wheel.

E. Silo Mentality

1. Silo Mentality
2. Reluctance to remove barriers to change
3. Silos hinder communication (unintentional vs. intentional)
4. Bureaucracy hinders

**City of Thousand Oaks / FY 2014-15
Public Works Department Work Plan
Division: Team 1 Program: Teamwork, Collaboration, Structural Change**

Last Update: 7/30/14

Project Title & Description	Project Leader (Individual/Team)	Major Project Milestones (Due Dates)	Project Status/Comments
1. Combine wastewater collection and treatment under one supervisor. - Cost benefit analysis	Cliff/HR	7-01-2015	Improve communication and cost saving, breaking Silo
- Logistics (Staff, Location) Analysis	PW and Business Mgmt. Finance/HR	1-01-2015	
2. Transfer Storm Drain Operation to Wastewater Division	PW Management	2-01-2015	
- Cost Benefit Analysis	MSC Management	7-01-2015	Improve communication and cost saving, breaking Silo
- Logistic Analysis	Business Mgmt./Finance	1-01-2015	
3. Relocate Industrial Waste and Water Quality Analysis	MSC Management	2-01-2015	
- Cost Benefit Analysis	PW/Resource Mgmt./MSC	7-01-2015	Improve communication and cost saving, breaking Silo
- Logistic Analysis	Business Mgmt./Finance	1-01-2015	
4. Combining Engineering Divisions (Land Development/Traffic, Design/Construction)	Division Managers/HR	2-01-2015	
- CBA		7-01-2015	Teamwork, efficiency, saving, collaboration
5. Business Mgmt. Function Analysis	PW/Finance	1-01-2015	
6. Director Update (Monthly)	Business Mgmt. 3 rd party Director/DMs/Admin.	10-01-2014	Routine payable function transfer to Finance Dept.
7. Improve technology/modernize (Study)	PW/IT/Finance	11-01-2014	Improve collaboration (electronic)
		2-01-2015	Better Teamwork and Collaboration

**City of Thousand Oaks / FY 2014-15
Public Works Department Work Plan**

Last Update: 7/30/14

Division: Team 2 Program: Process Improvement, Technology

Project Title & Description	Project Leader (Individual/Team)	Major Project Milestones (Due Dates)	Project Status/Comments
1. Think Cells	Division Managers	10/2014	Small groups of individuals/ departments/divisions
2. Silo E-Solutions	Admin Analyst/Admin/ Admin Intern	9/2014	Drop Box, Basecamp, Mindmixer, E Room
3. Division Updates	Jay Cliff	Fridays	Weekly/monthly sharing
4. Innovation Fund	H.R./Finance	1/2015	Create fund for innovation Modify Excellent Service Award
5. Resource Sharing	Admin	11/2014	E-Library, staff training
6. Website	GoGreen	2/2015	Improve/engage
7. Social Media	GoGreen	2/2015	Review needs/potential
8. Apps	GoGreen	2/2015	Resident engagement/ education
9. School/Youth Outreach	GoGreen	2/2015	Education clips, social media

City of Thousand Oaks / FY 2014-15
Public Works Department Work Plan

Last Update: 7/30/14
Division: Team 3 Program: Staff Development, Succession Planning, Training

Project Title & Description	Project Leader (Individual/Team)	Major Project Milestones (Due Dates)	Project Status/Comments
INDIVIDUALIZED TRAINING			
Tech Level			
Identify Participants /Candidates (Institutional)	Supervisor /Division Manager	Continuous /As-needed	
Certification Training /Select "Targeted" Training	Supervisor /Division Manager	Annual	Ongoing "routine" scheduled
Presentation /Writing /Speaking Skills (Outreach Training)		See Individual Program	
Supervisor /Lead			
Performance Appraisals - Uniformity		See Individual Program	
Project Management		See Individual Program	
Supervisory Skills		See Individual Program	
Training on Labor Contracts		See Individual Program	
Team-building /Field staff		See Individual Program	
Team-building /CI Projects		See Individual Program	
Senior Management			
Conflict Resolution		See Individual Program	
Disciplinary Processes		See Individual Program	
Training on Labor Contracts		See Individual Program	
Negotiations		See Individual Program	
Time Management		See Individual Program	
Interns /Temp. Hourly's		Policy: Allow "Overfill" (Provide Retiree Positional "Overlap) and Multi-Year Retention	
Identify Positions Needed, Budget	Supervisor /Division Manager /Director /Resource	On-Going	
Candidate Evaluation Period -Suitable skills /Personality /Career Goals /Commitment	Supervisor /Division Manager	On-Going	

Project Title & Description	Project Leader (Individual/Team)	Major Project Milestones (Due Dates)	Project Status/Comments
Hiring Practices -College Guidance Centers -Social Media (Facebook) -Career Days (Supervisors /Leads)	HRD /CMO ?		
Nurturing the Candidate -Individual Training Program -Academic – Degree /Cert (Prof. Registrations) -Relational Training (Multi-Divisions, Dept.'s)	Supervisor /Division Manager /Select Staff		
GOAL: Fill Permanent Vacancies			

**City of Thousand Oaks / FY 2014-15
 Public Works Department Work Plan
 Division: Team 4 Program: Communication, Public Outreach**

Last Update:

Project Title & Description	Project Leader (Individual/Team)	Major Project Milestones (Due Dates)	Project Status/Comments
Division to Division			
- Define Required Level of Info	Jay and Division Managers	Sept. 2014	
- Division Managers to disseminate info to staff	Division Managers	Sept. 2014	
- Division Manager quick e-mail recap by Admin	Admin	Sept. 2014	
- Monthly brief Division Updates by all Divisions (e-mailed)	Admin + Division Managers	January 2015	
- All Manager meetings – Division Updates (5 mins. Each)	Jay	Sept. 2014	
- Use GIS to graphically depict projects	PW GIS staff	January 2015	
Department to Department & Vertical			
- Define efficiency	E-Team + input from staff	April 2015	
- Invite/bring, staff from other Departments to our meetings. Staff shadowing between Departments	Jay + Division Managers	Sept. 2014	
- Increase M.B.W.A. and visibility /communication Undercover Boss throughout organization	E-Team	Sept. 2014	

Project Title & Description	Project Leader (Individual/Team)	Major Project Milestones (Due Dates)	Project Status/Comments
Communicating/Planning Organizational Change			
- Re-Assignment Planning with all Division Managers prior to Departure of Employees	Division Managers and Jay	August 2014	
- Clearly convey new allocation of projects to all (entire Department)	Cliff	August 2014	
Public Outreach Process/Plan			
- Develop a plan for outreach on all projects (checklist)	CMO + Cliff	October 2014	
- Include outreach in original project plan	Project Managers	January 2015	
- Define roles between CMO + DPW	CMO/Cliff	October 2014	
• Outreach			
• Social Media			
- Establish Budget	Cliff + Resource	January 2015	
- Who is Webmaster to unify web info	IT/CMO	January 2015	
- Training	CMO/HR	March 2015	
Post-Project Lessons Learned Meetings			
- All projects to conduct lessons learned meeting after completion	Division Manager	August 2014	
City Website			
- Revamp to be more user friendly, synchronized	IT/CMO	January 2015	
- Hire Consultant			
- Unify Department pages			

**CITY OF THOUSAND OAKS
PUBLIC WORKS DEPARTMENT
PROPOSED ORGANIZATION STRUCTURE**

**(PROPOSED)
7/27/15**

