



Ventura
Local Agency Formation Commission

MUNICIPAL SERVICE REVIEW

Nine Ventura County Cities

Cities of:

CAMARILLO

FILLMORE

MOORPARK

OJAI

OXNARD

SAN BUENAVENTURA

SANTA PAULA

SIMI VALLEY

THOUSAND OAKS

Prepared By

Ventura Local Agency Formation Commission
800 South Victoria Avenue
Ventura, California 93009-1850

Accepted by Ventura LAFCO
March 21, 2007

This Page Intentionally Left Blank

TABLE OF CONTENTS

I.	EXECUTIVE SUMMARY	1
II.	INTRODUCTION.....	3
III.	CITY PROFILES	5
	A...City of Camarillo – Profile	5
	B...City of Fillmore - Profile.....	9
	C...City of Moorpark - Profile.....	11
	D...City of Ojai - Profile	16
	E. ..City of Oxnard - Profile	21
	F. ..City of San Buenaventura (Ventura) - Profile	24
	G...City of Santa Paula - Profile	28
	H...City of Simi Valley - Profile.....	32
	I ...City of Thousand Oaks - Profile.....	36
IV.	SERVICES	41
	A. Overview	41
	B. Infrastructure Needs and Deficiencies.....	43
	C. Growth and Population.....	45
	D. Financing Constraints and Opportunities.....	48
	E. Cost Avoidance Opportunities	50
	F. Rate Restructuring Opportunities	51
	G. Opportunities for Shared Facilities	52
	H. Government Structure Options	53
	I. Evaluation of Management Efficiencies	55

J. Local Accountability and Governance..... 57

V. DETERMINATIONS..... 61

 City of Camarillo – Determinations..... 61

 City of Fillmore – Determinations 65

 City of Moorpark – Determinations 69

 City of Ojai – Determinations 73

 City of Oxnard – Determinations..... 77

 City of San Buenaventura (Ventura) – Determinations..... 83

 City of Santa Paula – Determinations 87

 City of Simi Valley – Determinations 91

 City of Thousand Oaks – Determinations 95

VI. SPHERES OF INFLUENCE 99

 City of Camarillo – Sphere Review Discussion..... 101

 City of Fillmore – Sphere Review Discussion 103

 City of Moorpark – Sphere Review Discussion 105

 City of Ojai – Sphere Review Discussion 107

 City of Oxnard – Sphere Review Discussion..... 108

 City of San Buenaventura – Sphere Review Discussion 111

 City of Santa Paula – Sphere Review Discussion..... 115

 City of Simi Valley – Sphere Review Discussion 117

 City of Thousand Oaks – Sphere Review Discussion 119

LIST OF MAPS

Map 1.	City of Camarillo.....	7
Map 2.	City of Fillmore	11
Map 3.	City of Moorpark.....	15
Map 4	City of Ojai.....	19
Map 5.	City of Oxnard	23
Map 6.	City of San Buenaventura	27
Map 7.	City of Santa Paula.....	31
Map 8.	City of Simi Valley	35
Map 9.	City of Thousand Oaks	39
Map 10.	City of Camarillo SOI/CURB	102
Map 11.	City of Fillmore SOI/CURB	104
Map 12.	City of Moorpark SOI/CURB	106
Map 13.	City of Ojai SOI.....	108
Map 14.	City of Oxnard SOI/CURB	110
Map 15.	City of San Buenaventura SOI/SOAR (1 of 2)	112
Map 16.	City of San Buenaventura SOI/SOAR (2 of 2)	113
Map 17.	City of Santa Paula SOI/CURB	116
Map 18.	City of Simi Valley SOI/CURB	118
Map 19.	City of Thousand Oaks SOI/CURB.....	120

LIST OF TABLES

Table 1	Overview of Services & Per Capita Service Cost	42
Table 2	CIP Information as of 2005	44
Table 3	City Population: 2000, 2005, 2025	46
Table 4	Bond Rating as of 2005	50

Appendices

Appendix 1 - Financial Tables.....	123
Appendix 2 – Staffing	145
Appendix 3 – Compensation.....	147
Appendix 4 – Guidelines for Orderly Development.....	149
Appendix 5 – Comparison of Ventura County Soar and Related Ordinances.....	153

I. EXECUTIVE SUMMARY

In creating Local Agency Formation Commissions (LAFCo) the state legislature recognized, "...that the logical formation and determination of local agency boundaries is an important factor in promoting orderly development and in balancing that development with sometimes competing state interests of discouraging urban sprawl, preserving open-space and prime agricultural lands, and efficiently extending governmental services."¹ One of the statutory requirements for each LAFCo is to establish spheres of influence for cities and special districts. A sphere of influence may be separate from an agency's boundary and is defined as a plan for the probable physical boundaries and service area of a local agency, as determined by LAFCo. Notwithstanding this definition the legislature has now required the LAFCo in each county in the state to, as necessary, review and update each sphere of influence on or before January 1, 2008 and every five years thereafter. In order to prepare and to update a sphere of influence, however, LAFCo must conduct a service review of the municipal services provided and prepare a written statement of its determinations with respect to each of the following:

1. Infrastructure needs or deficiencies.
2. Growth and population projections for the affected area.
3. Financing constraints and opportunities.
4. Cost avoidance opportunities.
5. Opportunities for rate restructuring.
6. Opportunities for shared facilities.
7. Government structure options, including advantages and disadvantages of consolidation or reorganization of service providers.
8. Evaluation of management efficiencies.
9. Local accountability and governance.

Cities in California, as single multipurpose governmental agencies, are generally considered as the preferred providers of local community services. There are ten cities in Ventura County. The City of San Buenaventura² was formally incorporated in 1886 while the newest city, Moorpark, was incorporated in 1983. Each city was formed for the purpose of providing local governance and a variety of services, but no two cities provide all the same services. Cities, like people, have their own history, reason for being and in many ways their own personalities. The City of Oxnard, for example, boasts on its web site that it is the only "full service" city in the County while the City of Thousand Oaks web site proudly states that Thousand Oaks provides services "which other communities only dream about." The common thread, however, is that cities, unlike special districts, provide a multitude of services and control land use and development within their boundaries.

This municipal service review (MSR) is for nine of the ten cities in Ventura County. The Ventura LAFCo determined that no sphere of influence update was necessary for the City of Port Hueneme and, therefore, no comprehensive service review needed to be conducted. The water and wastewater services provided by the City of Port Hueneme were, however, part of the overall water and wastewater service review finalized in 2004 and the appendices to this MSR contain information about the City of Port Hueneme for comparative purposes.

¹ CA Government Code §56000, et seq, known as the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000, is the primary law governing LAFCos. All references to LAFCo law and mandates refer to this statute.

² San Buenaventura is the legal name for the City of Ventura. As such, San Buenaventura is used throughout this MSR.

To gather information necessary to conduct this service review the Ventura LAFCo developed a comprehensive questionnaire. Each city completed the questionnaire based primarily on information as of 2005, but some cities did not reply to some questions and the level of detail provided about financial and budget information varied considerably. Thus, while the LAFCo questionnaire is the basic source of information for this MSR, information was also obtained from other public sources including the internet and, for all financial data, the *Cities Annual Report* published annually by the State Controller. Given the diversity of information sources, the date and timeliness of the information varies.

Municipal service reviews should be considered as studies, not investigative reports. LAFCos have no investigative authority. In reviewing this study, the reader is encouraged to focus on the recommended determinations contained in Section V for each of the nine cities. These recommended determinations will be the basis for separate resolutions that will be adopted by the Ventura LAFCo for each of the nine cities. Even though LAFCo has only very limited authority to follow-up about any of the written determinations that are the result of the service review process, the adopted determinations will be considered as a part of a subsequent review and, as necessary, update of each city's sphere of influence and future boundary change proposals.

The recommended determinations reflect that each of the nine cities is in compliance with all major legal requirements relating to operations and financial affairs. As a result of this service review no significant problems were found in any of the cities, but each city does have financial and other operational constraints that do affect service delivery. While citizens may take issue with how a city prioritizes service responsibilities, sets rates and fees or otherwise conducts business, the fact is that cities are the most scrutinized units of local government. Due to legal mandates, press coverage and citizen involvement they are also perhaps the most accountable. If errors or lack of compliance with legal requirements do occur there are a variety of ways citizens can and do seek remedies, including elections and the courts. Nothing in this service review identified any issues that have not already been widely reported and reviewed.

This MSR also contains a discussion about each city's sphere of influence in relation to LAFCo policies and existing service areas (section VI). This discussion is preliminary and for the purpose of providing a starting point for the subsequent sphere of influence reviews and updates that will occur very shortly after final action on the individual resolutions to adopt written determinations for each of the nine mandatory factors for each city. This discussion reflects that the sphere of influence for the cities of San Buenaventura and Santa Paula are perhaps the most inconsistent with current policies and service areas, while the City of Thousand Oaks, at least preliminarily, has no inconsistencies. It is anticipated that the sphere of influence of each city reviewed in this MSR will be updated by LAFCo well before the January 1, 2008 deadline.

II. INTRODUCTION

Beginning in 2001 the Local Agency Formation Commission (LAFCo) in each county in the state was required to review and, as necessary, update the sphere of influence of each city and special district. No sphere of influence can be updated, however, unless the LAFCo first conducts a municipal service review. California Government Code §56430 provides that municipal service reviews (“service reviews” or “MSRs”) consist of written determinations relating to the following nine factors:

1. Infrastructure needs or deficiencies.
2. Growth and population projections for the affected area.
3. Financing constraints and opportunities.
4. Cost avoidance opportunities.
5. Opportunities for rate restructuring.
6. Opportunities for shared facilities.
7. Government structure options, including advantages and disadvantages of consolidation or reorganization of service providers.
8. Evaluation of management efficiencies.
9. Local accountability and governance.

Municipal service reviews are:

- The written determinations adopted by a LAFCo for the services provided by cities and special districts. LAFCo service review reports are essentially only studies with recommended determinations for each of the nine factors.
- Not applicable to counties, except for special districts governed by a county board of supervisors, and are not applicable to private providers of public services, such as private water companies or public utilities regulated by the state Public Utilities Commission. This is because service reviews are based on the preparation or update of spheres of influence and LAFCOs do not establish spheres of influence for counties or private service providers.
- Not investigations. While authorized to prepare studies relating to their role as boundary agencies, LAFCOs have no investigative authority.

As required by Government Code §56430, the Governor’s Office of Planning and Research (OPR) adopted advisory guidelines for municipal service reviews. Because of the timing of the issuance of the guidelines and widely varying local circumstances, each LAFCo in the state is following its own process and procedures for meeting the sphere of influence update and related municipal service review mandate.

The Ventura LAFCo’s municipal service review process is being completed in three phases based on a work plan that has been periodically updated and is available on the Ventura LAFCo web site (www.ventura.LAFCo.ca.gov). The process used to prepare all service review reports to date involved a four-part questionnaire that each affected agency was requested to complete. The first part collected general information about the agency (contact information, governing body, financial information, etc), the second part asked for service specific data, the third part included both questions and a map relating to boundary issues and the fourth part was a signature page. The questionnaire was the basis for most of the information in the service review reports and was designed to ensure the efficient transfer of information into a database designed to serve as a base of information for future service reviews. For this MSR, information provided by each city in

responding to the questionnaire was supplemented by information from other public sources, especially including the three most recent *Cities Annual Report* published by the State Controller.

The first phase of the Ventura LAFCo's municipal service review work plan, completed in January 2004 reviewed the water and/or wastewater services provided by public agencies in Ventura County. The cities Camarillo, Fillmore, Oxnard, Port Hueneme, San Buenaventura, Santa Paula, Simi Valley and Thousand Oaks were included in those municipal service reviews as providers of water and/or wastewater services.

The second phase of the MSR work plan, conducted from 2004 through 2006 included service reviews of the functions of nineteen special districts, not including water and/or wastewater services. This phase is now complete, except for the MSR relating to the three public cemetery districts in the County. It is expected that the MSR for the three public cemetery districts will be completed based on updated information shortly after this MSR.

This MSR is part of the third and final phase of the Ventura LAFCo's MSR work plan. It is for nine of the ten cities in Ventura County; all cities except the City of Port Hueneme. The City of Port Hueneme is surrounded by the City of Oxnard on three sides and the Pacific Ocean on the fourth, and the City boundary and sphere of influence are co-terminus. The Ventura LAFCo reviewed the sphere of influence for the City of Port Hueneme and determined, on March 24, 2004, that no update was necessary. Because it was determined that no sphere of influence update was necessary, no municipal service review is required.

This service review contains six sections and five appendices. In addition to the Executive Summary and this Introduction section, the other four sections are:

- III Profiles - a summary profile of important information for each of the nine cities;
- IV Services - containing a summary table showing the services provided by each city and the per capita expenditures for each service based on the most recent *Cities Annual Report* published by the State Controller, plus a summary review of information relating to each of the nine mandatory service review factors;
- V Determinations - contains the recommended determinations for each of the nine mandatory factors for each of the nine cities; and
- VI Sphere of Influence - a discussion and maps that will form the basis for subsequent sphere of influence reviews for each of the nine cities.

The Appendices contain detailed revenue and expense information, including averages and per capita information, for each city based on the three most recent *Cities Annual Report*, information about staffing and elected official compensation, the Guidelines for Orderly Development and a summary table of the various SOAR and other voter approved ordinances that have an influence on growth and population.

The result of this MSR will be the adoption of determinations by LAFCo, via a separate resolution for each city addressing each of the nine mandatory factors, based on the recommendations in section V. Everything else in this MSR should be considered as background information.

III. CITY PROFILES

A. City of Camarillo - Profile

Contact Information		
City Hall:	601 Carmen Drive, Camarillo, CA 93010	
Mailing Address:	PO Box 248, Camarillo, CA 93011-0248	
Phone Number:	(805) 388-5307	
Fax Number:	(805) 388-5318	
Web Site	www.ci.camarillo.ca.us	
E-mail	cityhall@ci.camarillo.ca.us	
Governance Information		
Date Incorporated	October 22, 1964	
Organization	General Law	
Form of Government	Council - Manager	
City Council	Five member city council; members elected at-large to staggered, four year terms of office; elections held in even numbered years; Mayor selected by the city council to a two year term. The city council regularly meets on the 2 nd and 4 th Wednesday of each month. The meetings begin at 5:00 p.m. City council meetings are broadcast live on the City's government cable TV channel.	
Population & Area Information		
	Population	Area (sq. mi.)¹
City	64,034 ²	19.65
Sphere of Influence	82,809 ³	22.71
Services		
Animal Regulation ⁴	Public Transit ⁵	
Community Development & Redevelopment	Solid Waste & Recycling ⁵	
Disaster Preparedness	Streets, Highways & Storm Drains	
General Government	Street Trees & Landscaping	
Police ⁴	Water ⁶	
Public Agencies with Overlapping Jurisdiction⁷		
Area Housing Authority of the County of Ventura	Pleasant Valley Recreation & Park District	
Calleguas Municipal Water District	Pleasant Valley School District	
Camarillo Health Care District	Rio School District	
Camarillo Sanitary District	Ventura County Air Pollution Control District	
Camrosa Water District	Ventura County Fire Protection District	
Fox Canyon Groundwater Management Agency	Ventura County Transportation Commission	
Oxnard Union High School District	Ventura County Watershed Protection District	
Pleasant Valley County Water District	Ventura Regional Sanitation District	

¹ Approximate area based on geographic information system calculations

² CA Dept. of Finance estimate – Jan. 1, 2006

³ City estimate

⁴ Contract with County of Ventura

⁵ Contract with private sector

⁶ Treatment and retail water distribution is provided by the City for only portions of the City; remaining areas in the City are served by Camrosa Water District or by private, mutual water companies

⁷ In addition to the County of Ventura the boundaries of these public agencies overlap the City boundaries in whole or in part; each of these separate public agencies provide services to some or all of the residents/property owners in the City

City of Camarillo – Profile (continued)

Summary Financial Information¹

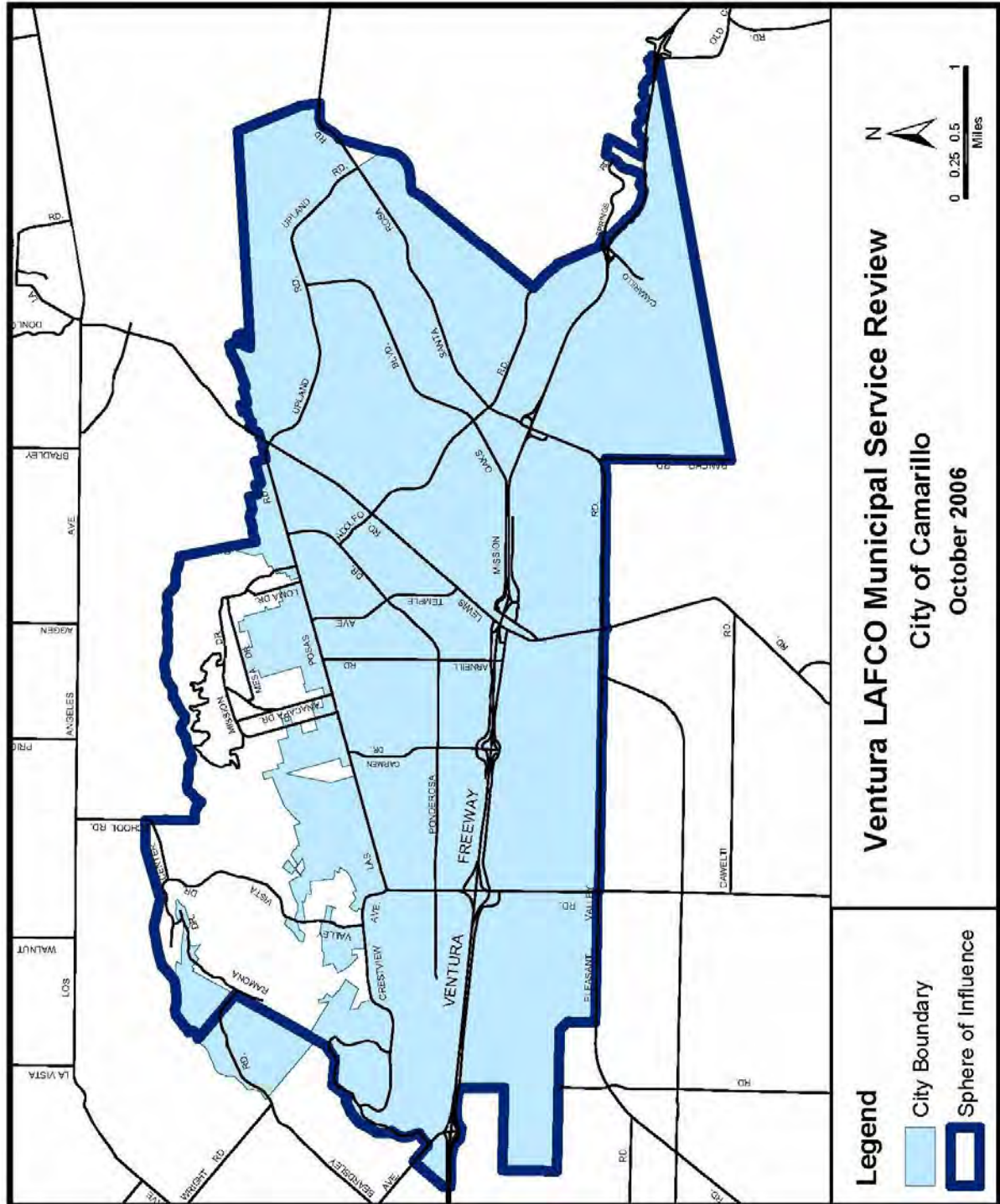
Revenue		Percent	Per Capita ²
Property taxes	\$3,212,278	6.90%	\$51.92
Sales & use taxes	\$9,866,703	21.19%	\$159.49
Other taxes	\$6,912,397	14.85%	\$111.74
Special Benefit Assessments (total)	\$261,220	0.56%	\$4.22
Licenses & permits (total)	\$1,220,246	2.62%	\$19.72
Fines & forfeitures (total)	\$451,495	0.97%	\$7.30
Use of money & property (total)	\$862,293	1.85%	\$13.94
Intergovernmental (total)	\$5,542,918	11.90%	\$89.60
Solid waste service charges	\$4,317,374	9.27%	\$69.79
Water service charges/connection fees	\$8,193,612	17.60%	\$132.45
Other service charges	\$4,532,986	9.74%	\$73.27
Other revenue (total)	\$1,187,257	2.55%	\$19.19
Total Revenue	\$46,560,779	100.00%	\$752.63
Expenses ³		Percent	Per Capita
General government	\$3,700,279	8.65%	\$59.81
Police	\$9,337,013	21.82%	\$150.93
Animal regulation	\$190,858	0.45%	\$3.09
Other public safety	\$457,897	1.07%	\$7.40
Streets and highways	\$9,867,993	23.06%	\$159.51
Street trees and landscaping	\$565,305	1.32%	\$9.14
Public transit	\$675,638	1.58%	\$10.92
Community development	\$5,738,376	13.41%	\$92.76
Solid waste	\$4,444,176	10.39%	\$71.84
Health – other	\$30,835	0.07%	\$0.50
Parks	\$60,823	0.14%	\$0.98
Libraries	\$415,830	0.97%	\$6.72
Water	\$7,334,703	17.14%	\$118.56
Total Expenses	\$42,788,891	100.00%	\$691.66

¹ Source: CA State Controller *Cities Annual Report* 2003-04; see Appendix A for details and prior year information

² Based on CA Dept. of Finance Jan, 1, 2004 population estimate of 61,864

³ Includes both operating and capital expenses

Map 1. City of Camarillo



This Page Intentionally Left Blank.

B. City of Fillmore - Profile

Contact Information		
City Hall:	250 Central Avenue, Fillmore, CA 93015-1907	
Mailing Address:	250 Central Avenue, Fillmore, CA 93015-1907	
Phone Number:	(805) 524-3701	
Fax Number:	(805) 524-5707	
Web Site	www.fillmoreca.com	
E-mail	firstinitiallastname@ci.fillmore.ca.us	
Governance Information		
Date Incorporated	July 10, 1914	
Organization	General Law	
Form of Government	Council - Manager	
City Council	Five member city council; members elected at-large to staggered, four year terms of office; elections held in even numbered years; Mayor selected by the city council to a two year term The city council regularly meets on the 2 nd and 4 th Tuesday of each month. The meetings begin at 6:30 p.m.	
Population & Area Information		
	Population	Area (sq. mi.)¹
City	15,180 ²	3.2
Sphere of Influence	Not available	3.93
Services		
Animal Regulation ³		Public Transit
Community Development & Redevelopment		Solid Waste & Recycling ⁴
General Government		Streets, Highways & Storm Drains
Fire		Street Trees & Landscaping
Parks & Recreation		Sewer
Police ³		Water
Public Agencies with Overlapping Jurisdiction⁵		
Area Housing Authority of the County of Ventura		Ventura County Air Pollution Control District
Bardsdale Cemetery District		Ventura County Transportation Commission
Fillmore-Piru Memorial District		Ventura County Watershed Protection District
Fillmore Unified School District		Ventura Regional Sanitation District
United Water Conservation District		

¹ Approximate area based on geographic information system calculations

² CA Dept. of Finance estimate Jan. 1, 2006

³ Contract with the County of Ventura

⁴ Contract with private sector

⁵ In addition to the County of Ventura, the boundaries of these public agencies overlap the City boundaries in whole or in part; each of these separate public agencies provide services to some or all of the residents/property owners in the City

City of Fillmore – Profile (continued)

Summary Financial Information¹

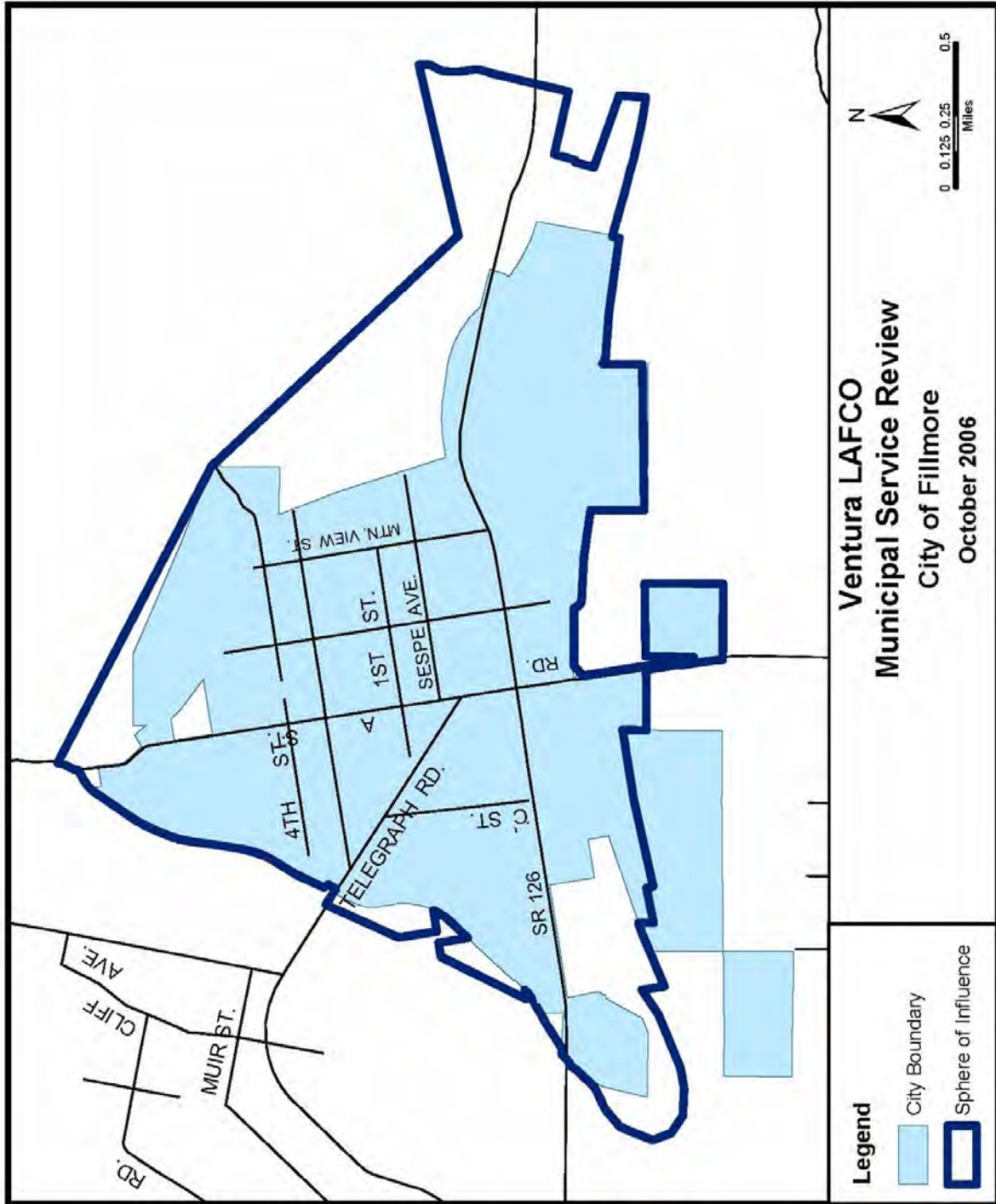
Revenue		Percent	Per Capita ²
Property taxes	\$313,074	2.95%	\$20.66
Sales & use taxes	\$829,279	7.82%	\$54.71
Other taxes	\$1,621,979	15.29%	\$107.01
Special Benefit Assessments (total)	\$203,987	1.92%	\$13.46
Licenses & permits (total)	\$196,707	1.85%	\$12.98
Fines & forfeitures (total)	\$130,834	1.23%	\$8.63
Use of money & property (total)	\$136,956	1.29%	\$9.04
Intergovernmental (total)	\$1,318,949	12.43%	\$87.02
Sewer service charges/connection fees	\$1,319,512	12.44%	\$87.06
Solid waste service charges	\$44,062	0.42%	\$2.91
Water service charges/connection fees	\$1,957,773	18.46%	\$129.17
Other service charges	\$1,075,928	10.14%	\$70.99
Other revenue (total)	\$1,458,483	13.75%	\$96.23
Total Revenue	\$10,607,563	100.00%	\$699.85
Expenses ³		Percent	Per Capita
General Government	\$1,180,184	11.50%	\$77.86
Police	\$2,307,978	22.48%	\$152.27
Fire	\$1,053,305	10.26%	\$69.49
Animal Regulation	\$43,079	0.42%	\$2.84
Streets and Highways	\$558,698	5.44%	\$36.86
Street Trees and Landscaping	\$262,430	2.56%	\$17.31
Public Transit	\$259,326	2.53%	\$17.11
Transportation – Other	\$1,596	0.02%	\$0.11
Community Development & Redevelopment	\$489,472	4.77%	\$32.29
Sewers (collection & treatment)	\$1,619,172	15.77%	\$106.83
Solid Waste	\$57,856	0.56%	\$3.82
Parks	\$413,114	4.02%	\$27.26
Water	\$1,822,001	17.75%	\$120.21
Public Utilities – Other	\$198,564	1.93%	\$13.10
Total Expenses	\$10,266,777	100.00%	\$677.36

¹ Source: CA State Controller *Cities Annual Report* 2003-04; see Appendix A for details and prior year information

² Based on CA Dept. of Finance Jan. 1, 2004 population estimate of 15,167

³ Includes both operating and capital expenses

Map 2. City of Fillmore



This Page Intentionally Left Blank.

C. City of Moorpark - Profile

Contact Information		
City Hall:	799 Moorpark Avenue, Moorpark, CA 93012	
Mailing Address:	799 Moorpark Avenue, Moorpark, CA 93012	
Phone Number:	(805) 517-6200	
Fax Number:	(805) 529-8270	
Web Site	www.ci.moorpark.ca.us	
E-mail	<i>firstinitiallastname@ci.moorpark.ca.us</i>	
Governance Information		
Date Incorporated	July 1, 1983	
Organization	General Law	
Form of Government	Council - Manager	
City Council	Five member city council consisting of a directly elected mayor elected at large to a two-year term and four council members elected at large to four year terms in alternate slates of two every two years; elections held in even numbered years. The city council regularly meets on the 1st and 3rd Wednesday of each month. The meetings begin at 7:00 p.m. City Council meetings are broadcast live on the City's government cable TV channel. Recorded regular City Council meetings may also be viewed on the City's web site.	
Population & Area Information		
	Population	Area (sq. mi.)¹
City	35,801 ²	12.47
Sphere of Influence	35,801	12.47
Services		
Animal Regulation ³	Police ³	
Community Centers/Auditoriums	Public Transit	
Community Development & Redevelopment	Solid Waste & Recycling ⁴	
General Government	Streets, Highways & Storm Drains	
Libraries	Street Lighting	
Parks & Recreation	Street Trees & Landscaping	
Public Agencies with Overlapping Jurisdiction ⁵		
Area Housing Authority of the County of Ventura	Ventura County Fire Protection District	
Calleguas Municipal Water District	Ventura County Transportation Commission	
Fox Canyon Groundwater Management Agency	Ventura County Watershed Protection District	
Moorpark Unified School District	Ventura County Waterworks District No. 1	
Ventura County Air Pollution Control District		

¹ Approximate area based on geographic information system calculations

² CA Dept. of Finance estimate Jan. 1, 2006

³ Contract with the County of Ventura

⁴ Contract with private sector

⁵ In addition to the County of Ventura, the boundaries of these public agencies overlap the City boundaries in whole or in part; each of these separate public agencies provide services to some or all of the residents/property owners in the City

City of Moorpark – Profile (continued)

Summary Financial Information¹

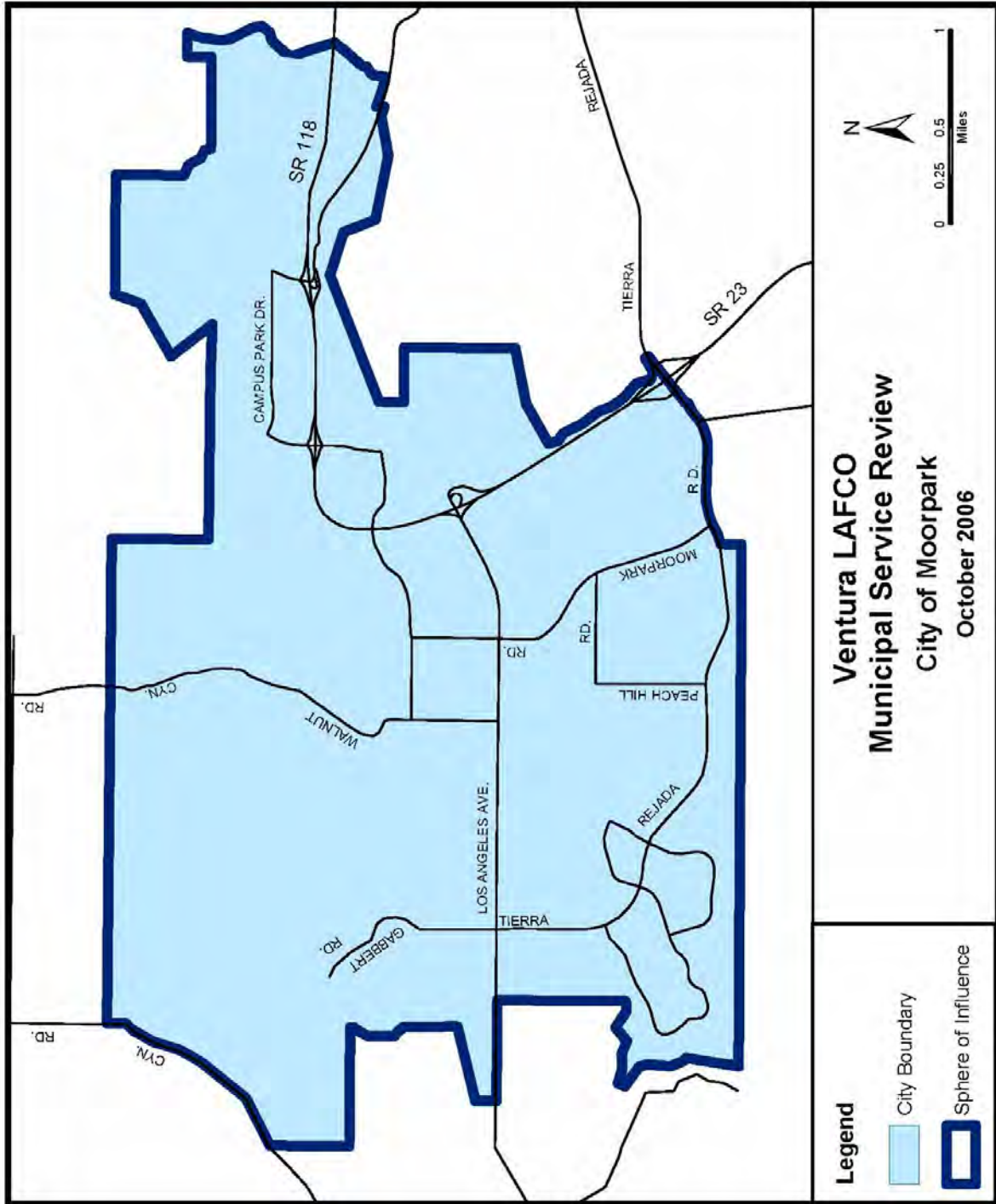
Revenue		Percent	Per Capita ²
Property taxes	\$2,321,818	9.43%	\$66.60
Sales & use taxes	\$2,176,893	8.84%	\$62.44
Other taxes	\$5,555,713	31.04%	\$219.32
Special Benefit Assessments (total)	\$2,572,958	10.45%	\$73.81
Licenses & permits (total)	\$1,169,397	4.75%	\$33.54
Fines & forfeitures (total)	\$306,401	1.24%	\$8.79
Use of money & property (total)	\$870,172	3.53%	\$24.96
Intergovernmental (total)	\$3,831,038	15.55%	\$109.89
Solid waste service charges	\$267,758	1.09%	\$7.68
Other service charges	\$4,975,155	20.20%	\$142.71
Other revenue (total)	\$585,116	6.44%	\$45.47
Total Revenue	\$24,632,419	100.00%	\$706.59
Expenses ³		Percent	Per Capita
General Government	\$2,064,861	8.76%	\$59.23
Police	\$6,463,306	27.41%	\$185.40
Animal Regulation	\$223,560	0.95%	\$6.41
Street Lighting	\$233,861	0.99%	\$6.70
Public Safety - Other	101,629	0.43%	\$2.92
Streets and Highways	\$3,785,124	16.05%	\$108.58
Street Trees and Landscaping	\$672,378	2.85%	\$19.29
Public Transit	\$1,114,078	4.72%	\$31.96
Community Development & Redevelopment	\$4,448,119	18.86%	\$127.60
Solid Waste	\$253,560	1.08%	\$7.27
Parks	\$3,972,865	16.85%	\$113.96
Community Centers/Auditoriums	\$250,803	1.06%	\$7.19
Total Expenses	\$23,584,144	100.00%	\$676.52

¹ Source: CA State Controller *Cities Annual Report* 2003-04; see Appendix A for details and prior year information

² Based on CA Dept. of Finance Jan. 1, 2004 population estimate of 34,861

³ Includes both operating and capital expenses

Map 3. City of Moorpark



This Page Intentionally Left Blank.

D. City of Ojai - Profile

Contact Information		
City Hall:	401 S. Ventura Street, Ojai, CA 93023	
Mailing Address:	PO Box 1570, Ojai, CA 93024	
Phone Number:	(805) 646-5581	
Fax Number:	(805) 646-1980	
Web Site	www.ci.ojai.ca.us	
E-mail	<i>firstinitiallastname@ci.ojai.ca.us</i>	
Governance Information		
Date Incorporated	July 26, 1921	
Organization	General Law	
Form of Government	Council - Manager	
City Council	Five member city council; members elected at-large to staggered, four year terms of office; elections held in even numbered years; Mayor selected by the city council to a two year term The city council regularly meets on the 2 nd and 4 th Tuesday of each month. The meetings begin at 7:30 p.m.	
Population & Area Information		
	Population	Area (sq. mi.)¹
City	8,156 ²	4.37
Sphere of Influence	9,000 ³	8.3
Services		
Animal Regulation ⁴	Public Transit ⁵	
Cemeteries	Solid Waste & Recycling ⁶	
Community Development & Redevelopment	Streets, Highways & Storm Drains	
General Government	Street Lighting	
Parks & Recreation	Street Trees & Landscaping	
Police ⁴		
Public Agencies with Overlapping Jurisdiction ⁷		
Area Housing Authority of the County of Ventura	Ventura County Air Pollution Control District	
Casitas Municipal Water District	Ventura County Fire Protection District	
Ojai Basin Groundwater Management Agency	Ventura County Transportation Commission	
Ojai Unified School District	Ventura County Watershed Protection District	
Ojai Valley Sanitary District	Ventura Regional Sanitation District	
Ojai Water Conservation District	Ventura River County Water District	
South Coast Area Transit		

¹ Approximate area based on geographic information system calculations

² CA Dept. of Finance estimate – Jan. 1, 2006

³ City estimate

⁴ Contract with County of Ventura

⁵ As a part of a Joint Powers Agreement

⁶ Contract with private sector

⁷ In addition to the County of Ventura, the boundaries of these public agencies overlap the City boundaries in whole or in part; each of these separate public agencies provide services to some or all of the residents/property owners in the City

City of Ojai – Profile (continued)

Summary Financial Information¹

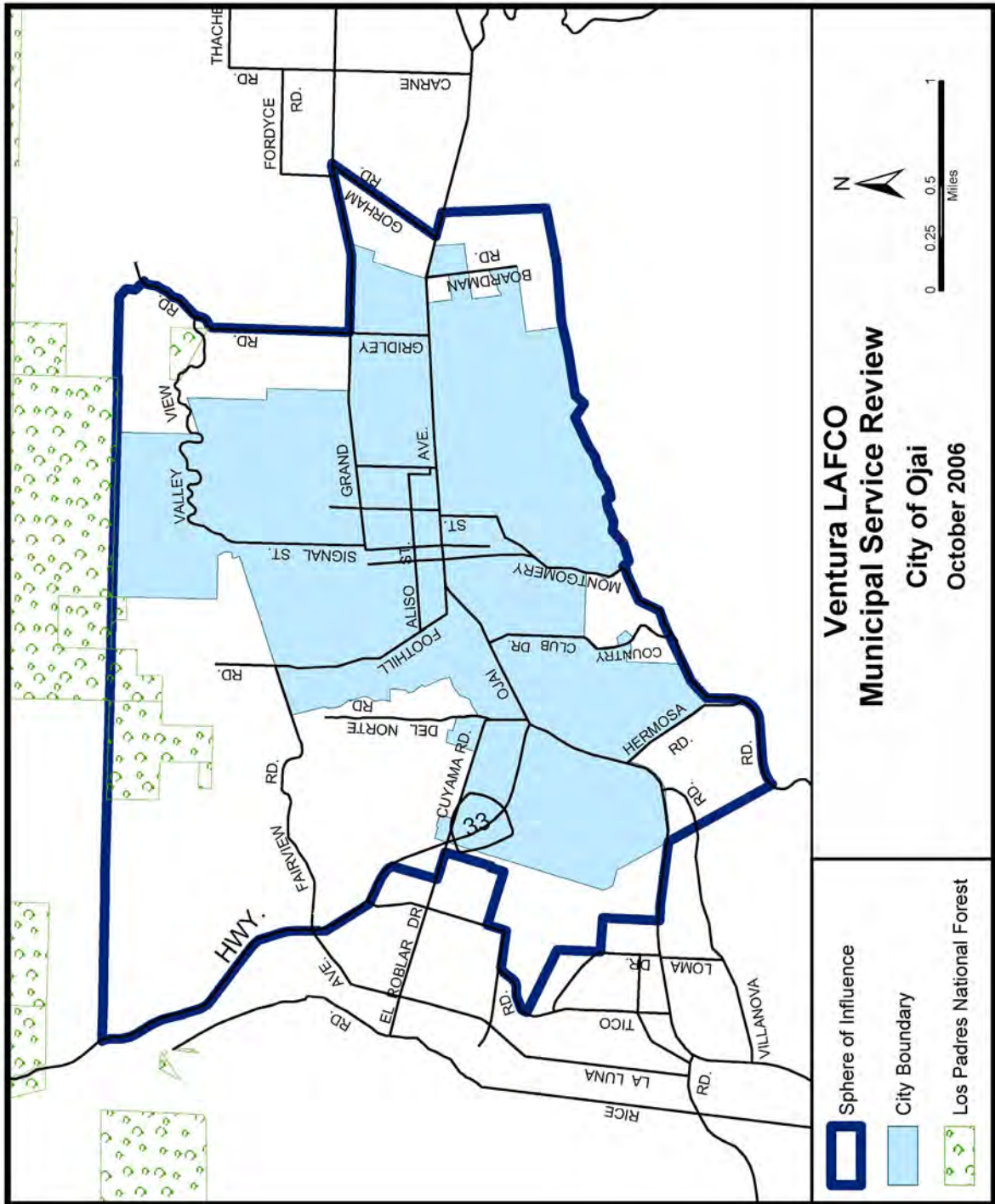
Revenue		Percent	Per Capita ²
Property taxes	\$846,095	13.76%	104.31
Sales & use taxes	\$973,888	15.83%	120.07
Other taxes	\$1,143,105	18.59%	140.93
Special Benefit Assessments (total)	\$323,922	5.27%	39.94
Licenses & Permits (total)	\$311,677	5.07%	38.43
Fines & forfeitures (total)	\$44,719	0.73%	5.51
Use of Money & Property (total)	\$31,250	0.51%	3.85
Intergovernmental (total)	\$1,339,222	21.77%	165.11
Service Charges	\$975,188	15.86%	120.23
Other revenue (total)	\$161,556	2.63%	19.92
Total Revenue	\$6,150,622	100.00%	758.31
Expenses ³		Percent	Per Capita
General government	\$2,081,528	24.76%	256.63
Police	\$2,219,065	26.39%	273.59
Animal regulation	\$44,129	0.52%	5.44
Street Lighting	\$98,312	1.17%	12.12
Streets and highways	\$1,156,713	13.76%	142.61
Street trees and landscaping	\$484,235	5.76%	59.70
Public transit	\$528,720	6.29%	65.19
Community development	\$435,794	5.18%	53.73
Cemeteries	\$30,797	0.37%	3.80
Parks and Recreation	\$1,214,312	14.44%	149.71
Libraries	\$114,500	1.36%	14.12
Total Expenses	\$8,408,105	100.00%	1,036.63

¹ Source: CA State Controller *Cities Annual Report* 2003-04; see Appendix A for details and prior year information

² Based on CA Department of Finance Jan, 1, 2004 population estimate of 8,111

³ Includes both operating and capital expenses

Map 4. City of Ojai



This Page Intentionally Left Blank.

E. City of Oxnard - Profile

Contact Information	
City Hall:	305 West Third Street, Oxnard, CA 93030
Mailing Address:	305 West Third Street, Oxnard, CA 93030
Phone Number:	(805) 385-7430
Fax Number:	(805) 385-7595
Web Site	www.ci.oxnard.ca.us
E-mail	<i>firstname.lastname@ci.oxnard.ca.us</i>

Governance Information	
Date Incorporated	June 30, 1903
Organization	General Law
Form of Government	Council - Manager
City Council	Five member city council consisting of a directly elected mayor elected at large to a two-year term and four council members elected at large to four year terms in alternate slates of two every two years; elections held in even numbered years. In addition to the City Council, the City has a directly elected City Treasurer and City Clerk elected at large to four-year terms. The city council regularly meets on Tuesdays based on a schedule approved annually (approximately 40-42 meetings per year). The meetings begin at 7:00 p.m. Meetings are broadcast live on the City's government cable TV channel. Recorded regular City Council meetings may also be viewed on the City's web site.

Population & Area Information		
	Population	Area (sq. mi.)¹
City	189,990 ²	47.77 (26.91 land; 20.86 water)
Sphere of Influence	206,059 ³	51.69 (30.83 land; 20.86 water)

Services	
Community Center/Auditoriums	Police
Community Development & Redevelopment	Sewers (collection & treatment)
Fire	Solid Waste & Recycling
General Government	Streets & Highways (inc. storm drains)
Golf Courses	Street Lighting
Libraries	Street Trees & Landscaping
Museums	Water
Parking Facilities	Weed Abatement
Parks	

Public Agencies with Overlapping Jurisdiction⁴	
Calleguas Municipal Water District	Oxnard Union High School District
Fox Canyon Groundwater Management Agency	Rio School District
Hueneme School District	South Coast Area Transit
Ocean View Municipal Water District	United Water Conservation District
Ocean View School District	Ventura County Air Pollution Control District
Oxnard Drainage District No. 1	Ventura County Transportation Commission
Oxnard Drainage District No. 2	Ventura County Watershed Protection District
Oxnard Harbor District	Ventura Regional Sanitation District
Oxnard School District	

¹ Approximate area based on geographic information system calculations

² CA Dept. of Finance estimate Jan. 1, 2006

³ City estimate Jan. 1, 2005

⁴ In addition to the County of Ventura, the boundaries of these public agencies overlap the City boundaries in whole or in part; each of these separate public agencies provide services to some or all of the residents/ property owners in the City.

City of Oxnard – Profile (continued)

Summary Financial Information¹

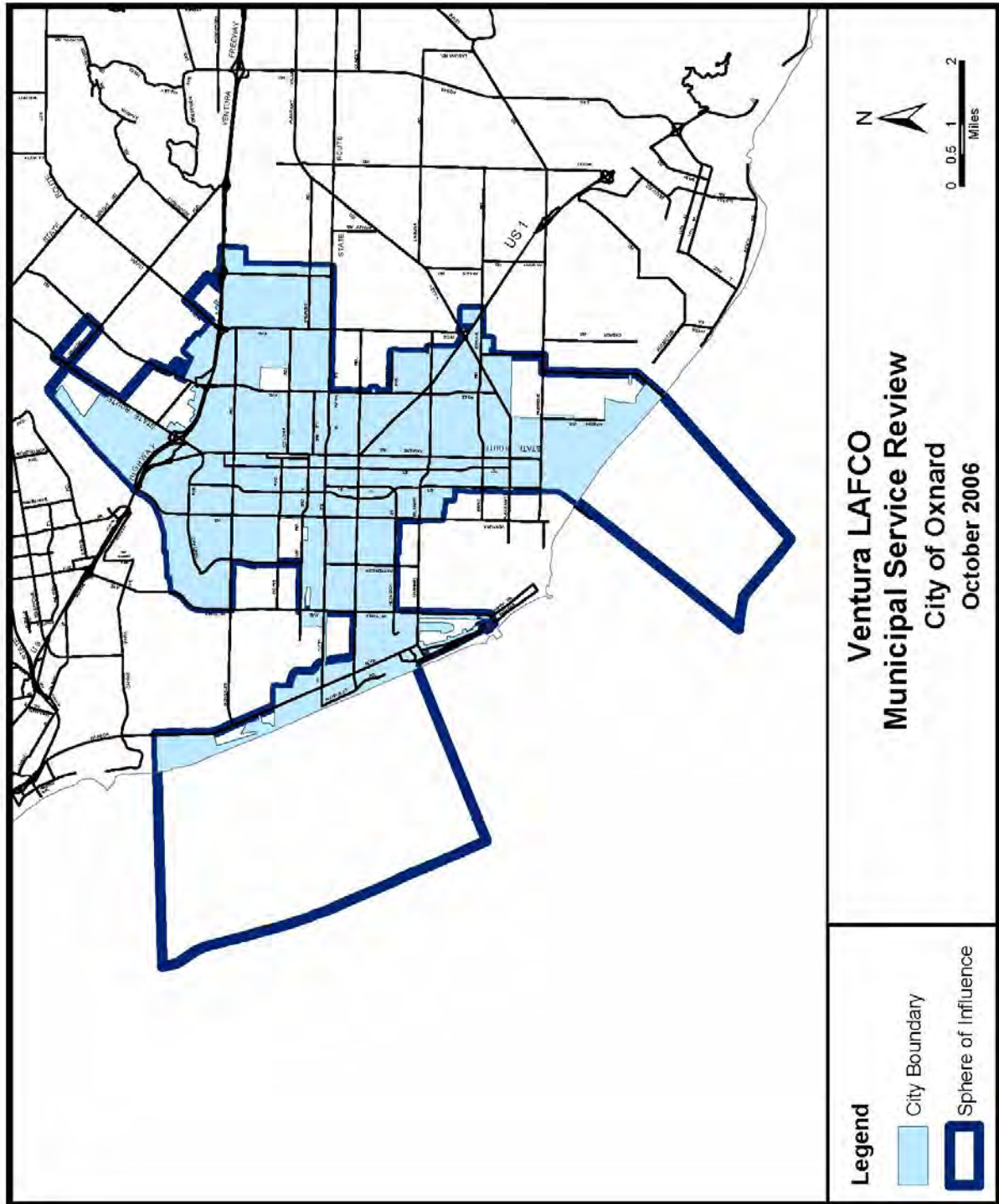
Revenue		Percent	Per Capita ²
Property taxes (total all types)	\$25,762,033	7.29%	\$138.15
Sales & use taxes	\$22,772,358	6.44%	\$122.12
Other taxes	\$14,308,865	4.05%	\$76.73
Special Benefit Assessments (total)	\$2,089,100	0.59%	\$11.20
Licenses & permits (total)	\$2,182,715	0.62%	\$11.71
Fines & forfeitures (total)	\$2,355,947	0.67%	\$12.63
Use of money & property (total)	\$6,520,080	1.84%	\$34.96
Intergovernmental (total)	\$34,557,540	9.77%	\$185.32
Sewer service charges/connection fees	\$21,932,305	6.20%	\$117.61
Solid waste service charges	\$32,965,746	9.32%	\$176.78
Water service charges/connection fees	\$28,401,190	8.03%	\$152.30
Golf course fees	\$7,487,215	2.12%	\$40.15
Other service charges	\$18,989,384	5.37%	\$101.83
Other revenue (total)	\$4,372,597	1.24%	\$23.45
Other financing sources (bonds/notes –total)	\$128,860,094	36.45%	\$691.03
Total Revenue	\$353,557,169	100.00%	\$1,895.99
Expenses ³		Percent	Per Capita
General government	\$13,326,618	5.72%	\$71.47
Police	\$42,472,151	18.23%	\$227.76
Fire	\$11,645,061	5.00%	\$62.45
Weed abatement	\$65,145	0.03%	\$0.35
Street lighting	\$1,161,249	0.50%	\$6.23
Streets and highways	\$29,008,692	12.45%	\$155.56
Street trees and landscaping	\$1,729,758	0.74%	\$9.28
Parking facilities	\$2,023,850	0.87%	\$10.85
Community development	\$11,651,533	5.00%	\$62.48
Solid waste	\$33,815,516	14.51%	\$181.34
Sewers (collection and treatment)	\$23,240,235	9.98%	\$124.63
Water	\$31,643,410	13.58%	\$169.69
Parks	\$16,877,893	7.24%	\$90.51
Libraries	\$3,846,663	1.65%	\$20.63
Museums	\$320,980	0.14%	\$1.72
Golf courses	\$8,745,409	3.75%	\$46.90
Community centers/auditoriums	\$1,402,812	0.60%	\$7.52
Total Expenses	\$232,976,975	100.00%	\$1,249.37

¹ Source: CA State Controller *Cities Annual Report* 2003-04; see Appendix A for details and prior year information

² Based on CA Dept. of Finance Jan, 1, 2004 population estimate of 186,476

³ Includes both operating and capital expenses

Map 5. City of Oxnard



This Page Intentionally Left Blank.

F. City of San Buenaventura (Ventura) - Profile

Contact Information		
City Hall:	501 Poli Street, Ventura, CA 93001	
Mailing Address:	PO Box 99, Ventura, CA 93002	
Phone Number:	(805) 654-7800	
Fax Number:	(805) 652-0865	
Web Site	www.ci.ventura.ca.us	
E-mail	<i>firstinitiallastname@ci.ventura.ca.us</i>	
Governance Information		
Date Incorporated	March 10, 1886	
Organization	City Charter	
Form of Government	Council - Manager	
City Council	Seven member city council; members elected at-large to staggered, four year terms of office; elections held in odd numbered years; Mayor selected by the city council to a two year term The city council regularly meets on Monday each week, except during August and on holidays. The meetings begin at 7:00 p.m. City Council meetings are broadcast live on the City's government cable TV channel	
Population & Area Information		
	Population	Area (sq. mi.)¹
City	106,710 ²	31.91 (21.85 land; 10.05 water)
Sphere of Influence	Not available	42.96 (32.91 land; 10.05 water)
Services		
Animal Regulation ³		Parks
Community Development & Redevelopment		Police
Disaster Procedures		Sewers (collection & treatment)
Fire		Solid Waste & Recycling ⁴
Emergency Medical Services		Streets & Highways (inc. storm drains)
General Government		Street Lighting
Golf Courses		Street Trees & Landscaping
Libraries		Water
Parking Facilities		
Public Agencies with Overlapping Jurisdiction⁵		
Casitas Municipal Water District		Ventura County Air Pollution Control District
Fox Canyon Groundwater Management Agency		Ventura County Transportation Commission
Montalvo Municipal Improvement District		Ventura County Watershed Protection District
Saticoy Sanitary District		Ventura Port District
South Coast Area Transit		Ventura Regional Sanitation District
United Water Conservation District		Ventura Unified School District

¹ Approximate area based on geographic information system calculations

² CA Dept. of Finance estimate Jan. 1, 2006

³ Contract with the County of Ventura

⁴ Contract with private sector

⁵ In addition to the County of Ventura the boundaries of these public agencies overlap the City boundaries in whole or in part; each of these separate public agencies provide services to some or all of the residents/property owners in the City

City of San Buenaventura (Ventura) – Profile (continued)

Summary Financial Information¹

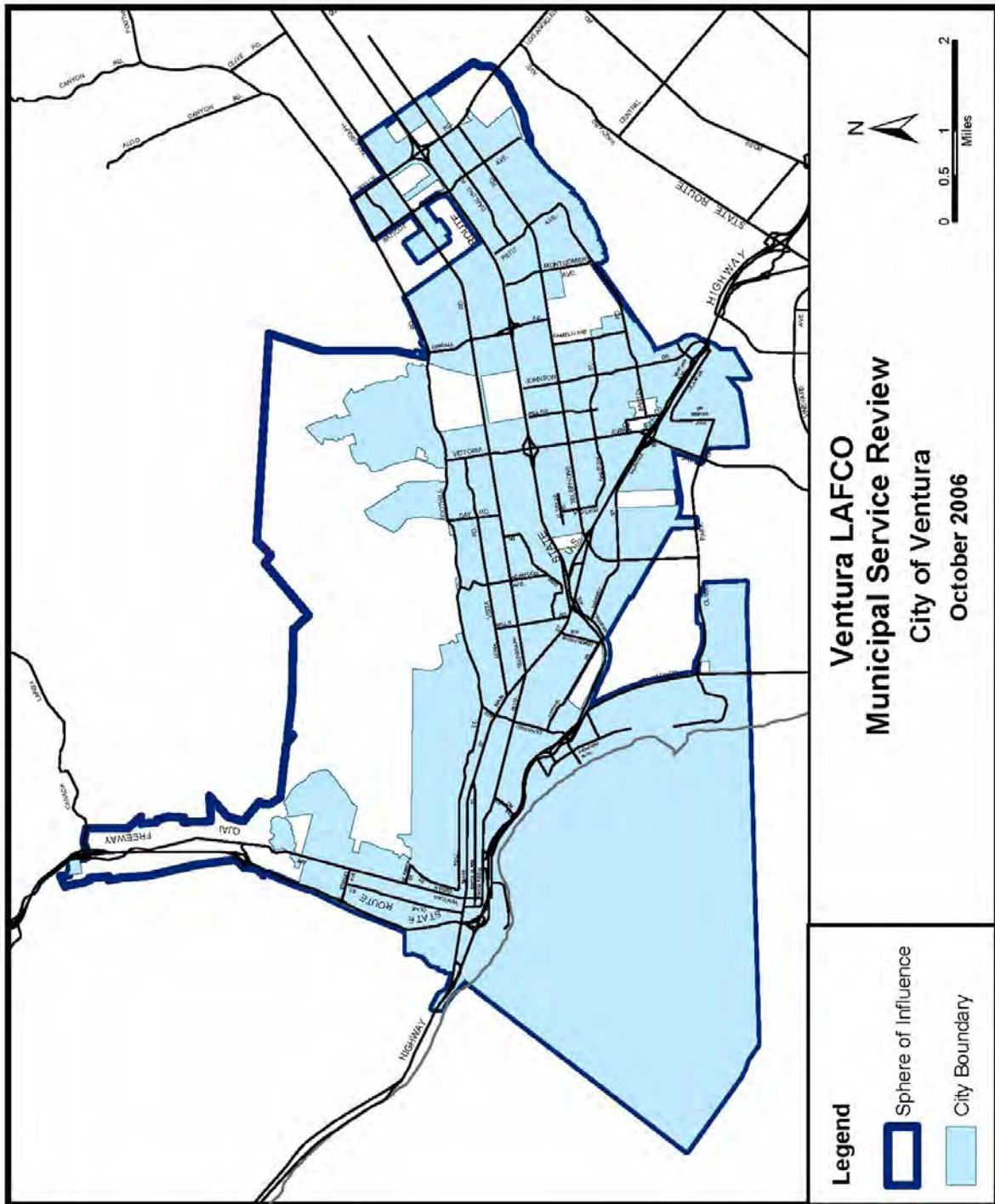
Revenue		Percent	Per Capita ²
Property taxes (total all types)	\$14,536,958	11.14%	\$136.85
Sales & use taxes	\$19,778,626	15.15%	\$186.19
Utility users taxes	\$7,260,284	5.56%	\$68.35
Other taxes	\$11,784,550	9.03%	\$110.94
Special Benefit Assessments (total)	\$1,384,697	1.06%	\$13.04
Licenses & permits (total)	\$1,337,911	1.03%	\$12.59
Fines & forfeitures (total)	\$1,735,787	1.33%	\$16.34
Use of money & property (total)	\$3,449,486	2.64%	\$32.47
Intergovernmental (total)	\$10,467,011	8.02%	\$98.53
Sewer service charges/connection fees	\$13,430,212	10.29%	\$126.43
Water service charges/connection fees	\$16,866,810	12.92%	\$158.78
Golf course fees	\$3,380,562	2.59%	\$31.82
Other service charges	\$6,722,294	5.15%	\$63.28
Other revenue (total)	\$4,067,654	3.12%	\$38.29
Other financing sources (bonds/notes –total)	\$14,325,000	10.97%	\$134.85
Total Revenue	\$130,527,842	100.00%	\$1,228.75
Expenses ³		Percent	Per Capita
General government	\$17,752,307	12.96%	\$167.12
Police	\$39,646,133	17.07%	\$220.14
Fire	\$23,384,792	10.90%	\$140.56
Animal regulation	\$184,227	0.13%	\$1.73
Street lighting	\$972,080	0.71%	\$9.15
Other public safety	\$173,477	0.13%	\$1.63
Streets and highways	\$13,463,446	9.83%	\$126.74
Street trees and landscaping	\$1,085,101	0.79%	\$10.21
Parking facilities	\$1,675,905	1.22%	\$15.78
Community development	\$5,441,954	3.97%	\$51.23
Sewers (collection and treatment)	\$10,870,649	7.93%	\$102.33
Water	\$30,253,129	22.08%	\$284.79
Health - other	\$586,676	0.43%	\$5.52
Parks	\$12,880,375	9.40%	\$121.25
Libraries	\$42,087	0.03%	\$0.40
Golf courses	\$3,156,680	2.30%	\$29.72
Culture and leisure - other	\$145,406	0.11%	\$1.37
Total Expenses	\$136,999,848	100.00%	\$1,289.68

¹ Source: CA State Controller *Cities Annual Report* 2003-04; see Appendix A for details and prior year information

² Based on CA Dept. of Finance Jan, 1, 2004 population estimate of 105,228

³ Includes both operating and capital expenses

Map 6. City of San Buenaventura



This Page Intentionally Left Blank.

G. City of Santa Paula - Profile

Contact Information		
City Hall:	970 E. Ventura Street, Santa Paula, CA 93060-3637	
Mailing Address:	PO Box 569, Santa Paula, CA 93061	
Phone Number:	(805) 525-4478	
Fax Number:	(805) 525-6278	
Web Site	www.ci.santa-paula.ca.us	
E-mail	<i>firstinitiallastname@ci.santa-paula.ca.us</i>	
Governance Information		
Date Incorporated	April 22, 1902	
Organization	General Law	
Form of Government	Council - Manager	
City Council	Five member city council; members elected at-large to staggered, four year terms of office; elections held in even numbered years; Mayor selected by the city council to a one-year term. In addition to the City Council the City has a directly elected City Treasurer and City Clerk who each serve four-year terms. The city council regularly meets the first and third Monday of each month, except on holidays. The meetings begin at 6:30 p.m. City Council meetings are broadcast live by the City in both English and Spanish.	
Population & Area Information		
	Population	Area (sq. mi.)¹
City	29,133 ²	4.69
Sphere of Influence	Not available	17.1
Services		
Community Centers/Auditoriums	Police	
Community Development & Redevelopment	Sewers (collection & treatment)	
Disaster Procedures	Solid Waste & Recycling ³	
Fire	Streets & Highways (inc. storm drains)	
General Government	Street Trees & Landscaping	
Museums	Water	
Parks		
Public Agencies with Overlapping Jurisdiction ⁴		
Briggs Elementary School District	Ventura County Air Pollution Control District	
Mupu Elementary School District	Ventura County Transportation Commission	
Santa Paula Elementary School District	Ventura County Watershed Protection District	
Santa Paula Union High School District	Ventura Regional Sanitation District	
United Water Conservation District		

¹ Approximate area based on geographic information system calculations

² CA Dept. of Finance estimate Jan. 1, 2006

³ Contract with private sector

⁴ In addition to the County of Ventura the boundaries of these public agencies overlap the City boundaries in whole or in part; each of these separate public agencies provide services to some or all of the residents/property owners in the City

City of Santa Paula – Profile (continued)

Summary Financial Information¹

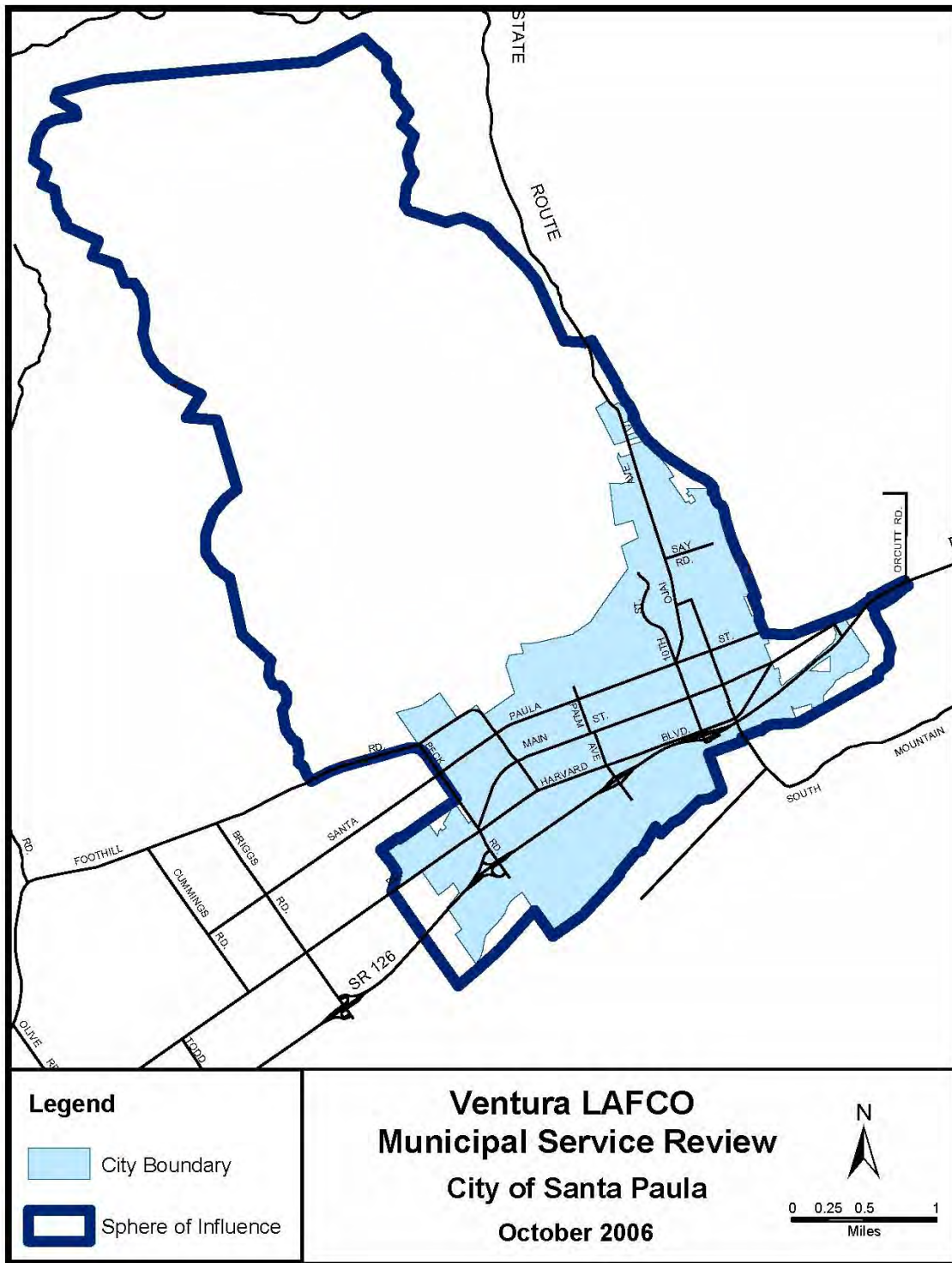
Revenue		Percent	Per Capita ²
Property taxes (total all types)	\$2,103,185	9.05%	\$72.08
Sales & use taxes	\$1,620,776	6.97%	\$55.55
Transient lodging taxes	\$1,021,648	4.40%	\$35.01
Other taxes	\$640,294	2.75%	\$21.94
Licenses & permits (total)	\$391,028	1.68%	\$13.40
Fines & forfeitures (total)	\$79,024	0.34%	\$2.71
Use of money & property (total)	\$518,358	2.23%	\$17.76
Intergovernmental (total)	\$5,120,028	22.03%	\$175.47
Sewer service charges/connection fees	\$2,523,543	10.86%	\$86.48
Solid waste revenues	\$1,645,707	7.08%	\$56.40
Water service charges/connection fees	\$5,511,072	23.71%	\$188.87
Other service charges	\$1,700,081	7.31%	\$58.26
Other revenue (total)	\$370,610	1.59%	\$12.70
Total Revenue	\$23,245,354	100.00%	\$796.65
Expenses ³		Percent	Per Capita
General government	\$2,005,223	9.32%	\$68.74
Police	\$4,170,313	19.39%	\$142.96
Fire	\$1,169,421	5.44%	\$40.09
Disaster procedures	\$118,925	0.55%	\$4.08
Other public safety	\$1,553,361	7.22%	\$53.25
Streets and highways	\$2,192,107	10.19%	\$75.14
Street trees and landscaping	\$671,611	3.12%	\$23.02
Community development	\$1,386,798	6.45%	\$47.54
Sewers (collection and treatment)	\$1,794,816	8.35%	\$61.53
Solid waste	\$1,049,677	4.88%	\$35.98
Water	\$4,200,365	19.53%	\$143.99
Parks	\$577,470	2.69%	\$19.80
Museums	\$207,676	0.97%	\$7.12
Community centers/auditoriums	\$223,815	1.04%	\$7.67
Culture and leisure - other	\$185,302	0.86%	\$6.35
Total Expenses	\$21,506,880	100.00%	\$737.24

¹ Source: CA State Controller *Cities Annual Report* 2003-04; see Appendix A for details and prior year information

² Based on CA Dept. of Finance Jan, 1, 2004 population estimate of 29,179

³ Includes both operating and capital expenses

Map 7. City of Santa Paula



This Page Intentionally Left Blank.

H. City of Simi Valley - Profile

Contact Information		
City Hall:	2929 Tapo Canyon Road, Simi Valley, CA 93063	
Mailing Address:	2929 Tapo Canyon Road, Simi Valley, CA 93063	
Phone Number:	(805) 583-6700	
Fax Number:	(805) 526-2489	
Web Site	www.ci.simi-valley.ca.us	
E-mail	<i>firstinitiallastname@ci.simi-valley.ca.us</i>	
Governance Information		
Date Incorporated	October 10, 1969	
Organization	General Law	
Form of Government	Council - Manager	
City Council	Five member city council consisting of a directly elected mayor elected at large to a two-year term and four council members elected at large to four year terms in alternate slates of two every two years; elections held in even numbered years. The city council regularly meets on Mondays typically twice a month (approximately 25 meetings a year). The meetings begin at 6:30 p.m. Council meetings are broadcast live by the City's cable TV operator.	
Population & Area Information		
	Population	Area (sq. mi.)¹
City	122,708 ²	42.03
Sphere of Influence	Not available	48.16
Services		
Animal Regulation ³	Police	
Community Development & Redevelopment	Public Transit	
General Government	Sewers (collection & treatment)	
Disaster Procedures	Solid Waste & Recycling ⁴	
Museums	Streets, Highways & Storm Drains	
Physical and Mental Health	Street Trees & Landscaping	
Public Agencies with Overlapping Jurisdiction⁵		
Area Housing Authority of the County of Ventura	Ventura County Air Pollution Control District	
Calleguas Municipal Water District	Ventura County Fire Protection District	
El Rancho Simi Cemetery District	Ventura County Transportation Commission	
Rancho Simi Recreation & Park District	Ventura County Watershed Protection District	
Simi Valley Unified School District	Ventura County Waterworks District No. 8	

¹ Approximate area based on geographic information system calculations

² CA Dept. of Finance estimate – Jan. 1, 2006

³ Contract with the County of Ventura

⁴ Contract with private sector

⁵ In addition to the County of Ventura the boundaries of these public agencies overlap the City boundaries in whole or in part; each of these separate public agencies provide services to some or all of the residents/property owners in the City

City of Simi Valley – Profile (continued)

Summary Financial Information¹

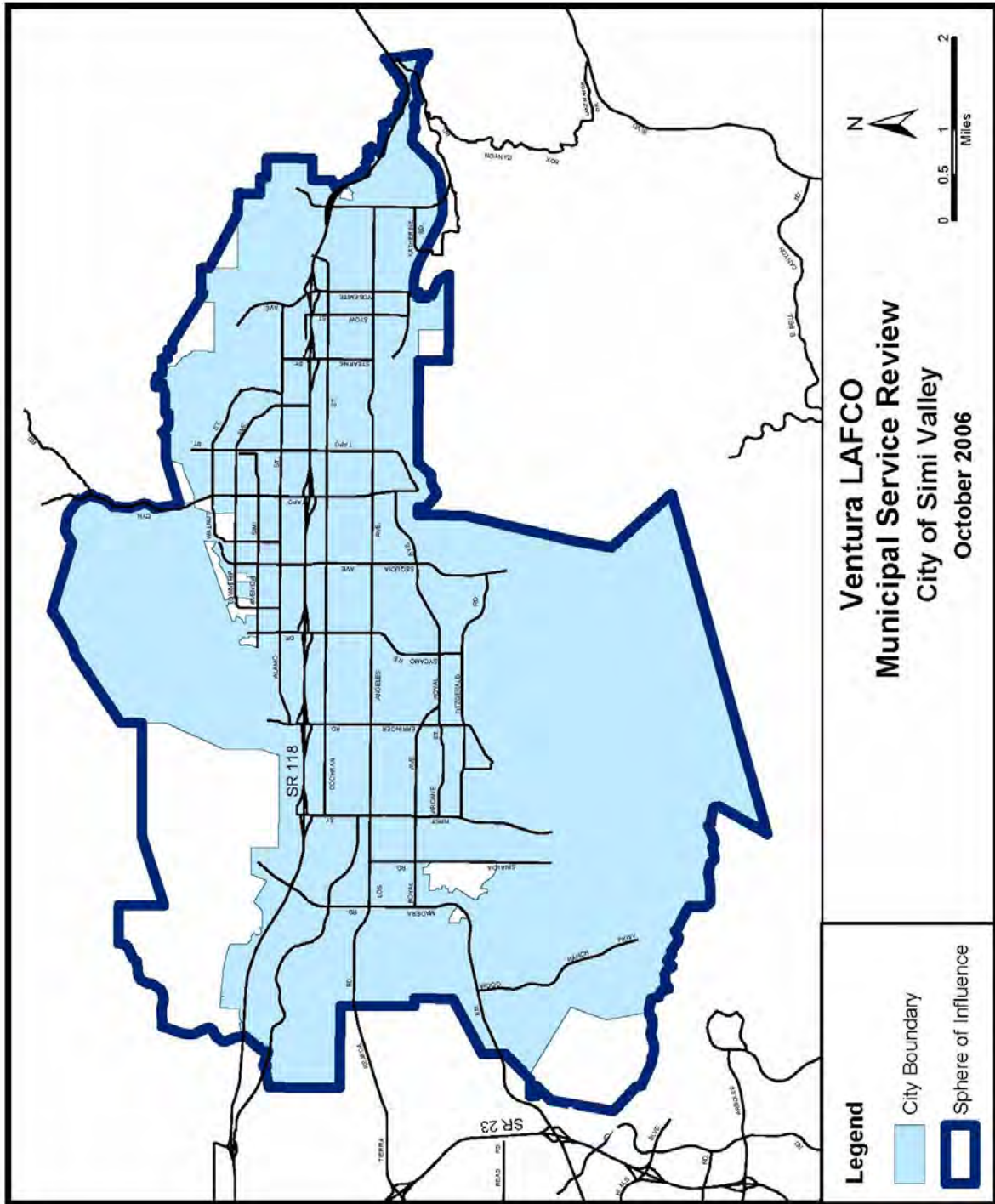
Revenue		Percent	Per Capita ²
Property taxes (total)	\$8,971,998	12.11%	\$75.38
Sales & use taxes	\$13,878,702	18.73%	\$116.61
Transient lodging taxes	\$4,801,764	6.48%	\$40.34
Other taxes	\$6,657,029	8.98%	\$55.93
Licenses & permits (total)	\$3,910,943	5.28%	\$32.86
Fines & forfeitures (total)	\$692,871	0.94%	\$5.82
Use of money & property (total)	\$1,154,273	1.56%	\$9.70
State motor vehicle in-lieu tax	\$5,686,714	7.67%	\$47.78
State gasoline tax	\$2,222,406	3.00%	\$18.67
Other Intergovernmental (total)	\$6,070,051	9.00%	\$56.04
Sewer service charges and connection fees	\$12,314,861	16.62%	\$103.47
Other service charges	\$4,843,123	6.54%	\$40.69
Other revenues (total)	\$2,295,923	3.10%	\$19.29
Total Revenue	\$74,100,668	100.00%	\$622.57
Expenses³		Percent	Per Capita
General government	\$6,065,931	8.21%	\$50.96
Police	\$22,690,959	30.71%	\$190.64
Animal regulation	\$451,726	0.61%	\$3.80
Other public safety	\$230,863	0.31%	\$1.94
Streets and highways	\$5,272,261	7.13%	\$44.30
Street trees and landscaping	\$4,464,111	6.04%	\$37.51
Public transit	\$4,075,059	5.51%	\$34.24
Community development (total)	\$12,190,314	16.50%	\$102.42
Sewers (collection and treatment)	\$16,369,678	22.15%	\$137.53
Solid Waste	\$1,275,460	1.73%	\$10.72
Physical and mental health	\$467,298	0.63%	\$3.93
Museums	\$318,865	0.43%	\$2.68
Total Expenses	\$73,893,525	100.00%	\$620.83

¹ Source: CA State Controller *Cities Annual Report* 2003-04; see Appendix A for details and prior year information

² Based on CA Dept. of Finance Jan, 1, 2004 population estimate of 61,864

³ Includes both operating and capital expenses

Map 8. City of Simi Valley



This Page Intentionally Left Blank.

I. City of Thousand Oaks - Profile

Contact Information		
City Hall:	2100 Thousand Oaks Boulevard, Thousand Oaks, CA 91362	
Mailing Address:	2100 Thousand Oaks Boulevard, Thousand Oaks, CA 91362	
Phone Number:	(805) 449-2100	
Fax Number:	(805) 449-2125	
Web Site	www.toaks.org	
E-mail	<i>firstinitiallastname@toaks.org</i>	
Governance Information		
Date Incorporated	October 7, 1964	
Organization	General Law	
Form of Government	Council - Manager	
City Council	Five member city council; members elected at-large to staggered, four year terms of office; elections held in even numbered years; Mayor selected by the city council to a one year term. The city council regularly meets on Tuesdays, typically twice a month except during August, based on a calendar adopted annually. The meetings begin at 6:00 p.m. City Council meetings are broadcast live by the City's cable TV operator and on the internet.	
Population & Area Information		
	Population	Area (sq. mi.)¹
City	127,644 ²	54.86
Sphere of Influence	133,000 ³	57.86
Services		
Animal Regulation ⁴	Public Transit	
Community Centers/Auditoriums	Sewers (collection & treatment) ⁵	
Community Development & Redevelopment	Solid Waste & Recycling	
General Government	Sports arenas and Stadiums	
Golf Courses	Streets, Highways & Storm Drains	
Disaster Procedures	Street Lighting	
Libraries	Street Trees & Landscaping	
Museums	Water ⁶	
Police ⁷		
Public Agencies with Overlapping Jurisdiction⁸		
Area Housing Authority of the County of Ventura	Triunfo Sanitation District	
Calleguas Municipal Water District	Ventura County Air Pollution Control District	
Camrosa Water District	Ventura County Fire Protection District	
Conejo Open Space and Conservation Agency	Ventura County Transportation Commission	
Conejo Recreation and Park District	Ventura County Watershed Protection District	
Conejo Valley Unified School District		

¹ Approximate area based on geographic information system calculations

² CA Dept. of Finance estimate – Jan. 1, 2006

³ City estimate as of January 1, 2005

⁴ Contract with County of Los Angeles

⁵ For a portion of the City only; part of the City is served by Camrosa Water District and by Triunfo Sanitation District

⁶ For a portion of the City only; part of the City is served by Camrosa Water District and by private water companies

⁷ Contract with County of Ventura

⁸ In addition to the County of Ventura the boundaries of these public agencies overlap the City boundaries in whole or in part; each of these separate public agencies provide services to some or all of the residents/property owners in the City

City of Thousand Oaks – Profile (continued)

Summary Financial Information¹

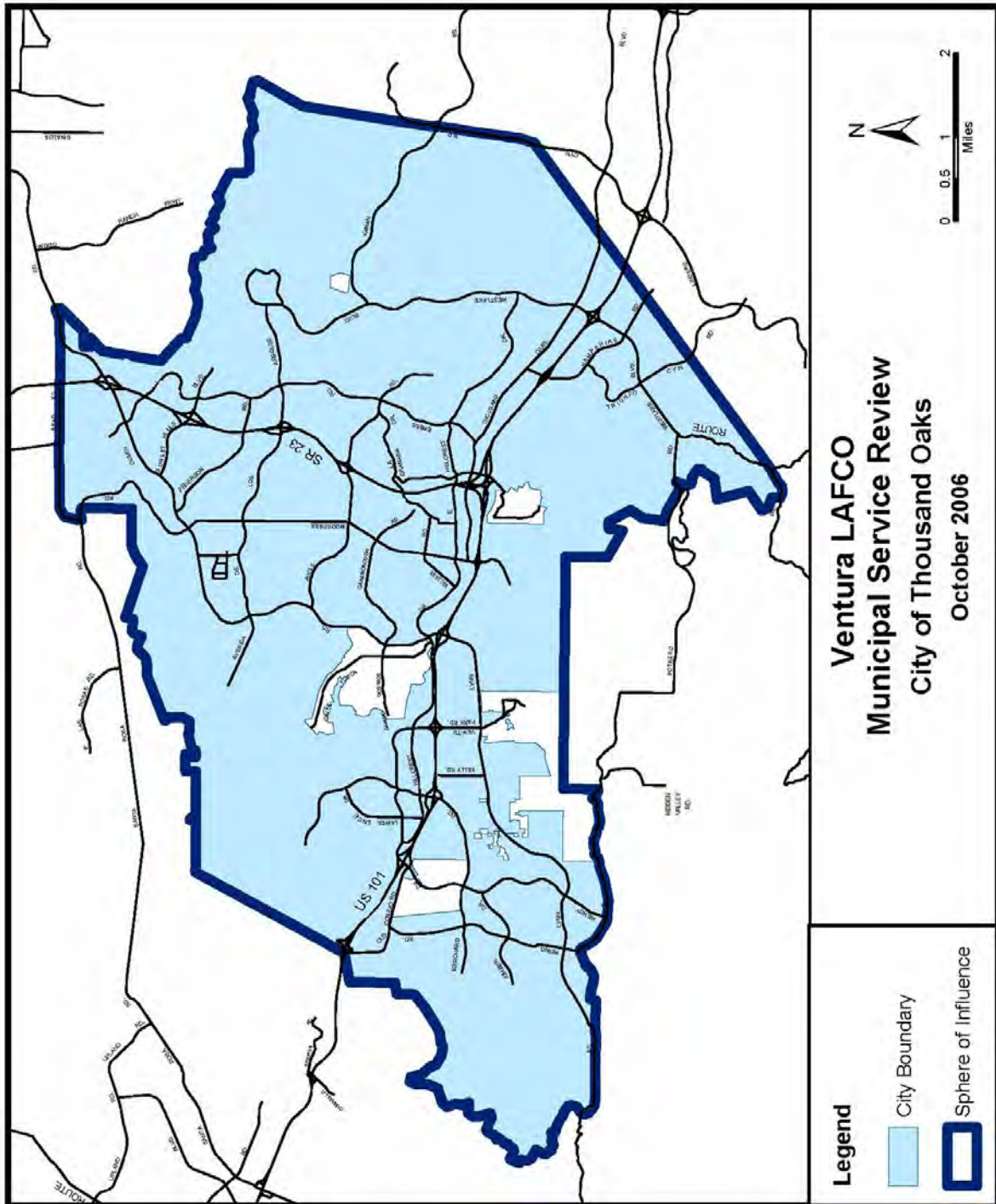
Revenue		Percent	Per Capita ²
Property taxes (total)	\$11,072,663	8.87%	\$87.65
Sales & use taxes	\$27,073,530	21.70%	\$214.32
Transient lodging taxes	\$5,691,957	4.56%	\$45.06
Other taxes	\$7,478,935	5.99%	\$59.20
Special benefit assessments (total)	\$3,944,271	3.16%	\$31.22
Licenses & permits (total)	\$4,167,423	3.34%	\$32.99
Fines & forfeitures (total)	\$1,216,053	0.97%	\$9.63
Use of money & property (total)	\$2,408,986	1.93%	\$19.07
State motor vehicle in-lieu tax	\$5,996,869	4.81%	\$47.47
State gasoline tax	\$2,382,637	1.91%	\$18.86
Other Intergovernmental (total)	\$4,594,454	3.68%	\$36.37
Golf course fees	\$2,607,161	2.09%	\$20.64
Sewer service charges and connection fees	\$19,308,003	15.47%	\$152.85
Water service charges and connection fees	\$13,553,241	10.86%	\$107.29
Other service charges	\$11,095,575	8.89%	\$87.83
Other revenues (total)	\$2,198,400	1.76%	\$17.40
Total Revenue	\$124,790,158	100.00%	\$987.87
Expenses ³		Percent	Per Capita
General government	\$18,140,408	13.86%	\$143.60
Police	\$17,264,051	13.19%	\$136.67
Animal regulation	\$90,464	0.07%	\$0.72
Disaster procedures	\$141,880	0.11%	\$1.12
Street lighting	\$708,596	0.54%	\$5.61
Streets and highways	\$13,233,333	10.11%	\$104.76
Street trees and landscaping	\$4,356,781	3.33%	\$34.49
Public transit	\$2,681,580	2.05%	\$21.23
Transportation – other	\$194,405	0.15%	\$1.54
Community development (total)	\$10,387,541	7.94%	\$82.23
Sewers (collection and treatment)	\$31,660,456	24.19%	\$250.63
Solid waste	\$1,109,175	0.85%	\$8.78
Health - other	\$559,180	0.43%	\$4.43
Parks (open space)	\$1,179,037	0.90%	\$9.33
Libraries	\$7,290,976	5.57%	\$57.72
Museums	\$267,434	0.20%	\$2.12
Golf courses	\$2,752,022	2.10%	\$21.79
Sport arenas and stadiums	\$3,331,383	2.55%	\$26.37
Community centers/auditoriums	\$1,399,425	1.07%	\$11.08
Water	\$14,145,046	10.81%	\$111.98
Total Expenses	\$130,893,173	100.00%	\$1,036.18

¹ Source: CA State Controller *Cities Annual Report* 2003-04; see Appendix A for details and prior year information

² Based on CA Dept. of Finance Jan, 1, 2004 population estimate of 126,323

³ Includes both operating and capital expenses

Map 9. City of Thousand Oaks



This Page Intentionally Left Blank.

IV. SERVICES

A. Overview

The cities in Ventura County each provide a variety of services. As a part of the municipal service review questionnaire each city was asked to identify the services it provides based on fixed categories. The categories used in the questionnaire, when combined with the array of responses provided by the cities, did not provide a complete or comparable list of services. To attempt to gain consistency for comparative purposes, it was determined that the best method of identifying services is to use the same categorization used in the *Cities Annual Report* published annually by the State Controller for city expenses. This categorization of services is based on the expenses reported by each city to the State Controller and provides a list of services that can be compared between cities. However, because cities determine how to categorize their expenses when reporting information to the State Controller, and because different cities categorize their expenses differently, this listing of services is not based on a standard method of input. However, it is the best available at the macro level for comparative purposes without going into substantial detail about the specifics of each category.

The State Controller is required to compile and publish financial data pertinent to the operation of city governments. The *Cities Annual Report* presents the cities costs of providing an array of public services, as well as the means by which they finance those services. The most recent *Cities Annual Report* published by the State Controller was for the 2003-04 fiscal year, and that *Report* is the basis for the information used throughout this municipal service review.

Table 1 presents an overview of the services provided by each of the nine cities covered by this municipal service review using the service categories for city expenses used by the State Controller for the 2003-04 fiscal year. The Table also shows the per capita expenses for each city in each service category using the January 1, 2004 state Department of Finance population estimate for each city and the total expenditures reported to the state. Thus, Table 1 provides an overview of the services directly provided by each city and a general comparison of the per capita amounts expended by each city for each service. This is the closest method possible to develop an “apples to apples” comparison of services and the costs for each city.

In reviewing Table 1 the following information should be considered:

- The data in the *Cities Annual Report* is compiled from unaudited city reports submitted to the State Controller. The State Controller does not verify the accuracy of the information.
- Cities lack a prescribed uniform system of accounting. Therefore, readers should be cautious when making comparisons, because what comprises a piece of data may differ from one city to the next.
- Some cities have special districts for which the city council acts as the board of directors. Generally accepted accounting principles require local governments to combine such entities in their financial reports. However, the State Controller does not include such districts in the *Cities Annual Report* because these districts are included in the *Special Districts Annual Report*. In Ventura County this affects the City of Camarillo where the City Council is the governing board for the Camarillo Sanitary District and the City of Simi Valley where the City Council is the governing board for Waterworks District No. 8. Likewise, information about expenditures by Redevelopment Agencies or legally separate financing agencies, such as parking authorities and

landscape and lighting districts, are not included. Table 1 presents only expenditures by cities, not for other legally separate agencies and districts that may be controlled by cities.

- Total expenditure information is used, including both general and enterprise function expenses and both operating and capital expenses. Capital expenses can vary substantially year to year, especially for enterprise functions such as water and sewer.

Table 1 Overview of Services & Per Capita Service Cost

Based on the State Controller's *Cities Annual Report 2003-04* and State Department of Finance Population Estimates as of January 1, 2004

SERVICE	Camarillo	Fillmore	Moorpark	Ojai	Oxnard	San Buenaventura	Santa Paula	Simi Valley	Thousand Oaks
GENERAL GOVERNMENTAL-Total	59.81	77.86	59.23	256.63	71.47	168.70	68.72	50.96	143.60
Legislative	20.31	10.08	13.07	47.68	5.84	37.94	4.78	7.40	24.87
Management and support	39.50	67.78	46.16	208.95	65.63	130.76	63.94	43.56	118.73
PUBLIC SAFETY-Total	161.41	224.61	201.44	291.15	296.79	376.76	240.31	196.46	144.11
Police	150.93	152.27	185.40	273.59	227.76	222.23	142.92	190.64	136.67
Fire	0.00	69.49	0.80	0.00	62.45	141.90	40.08	0.00	0.00
Emergency Medical Services	0.00	0.00	0.00	0.00	0.00	1.61	0.00	0.00	0.00
Animal Regulation	3.09	2.84	6.41	5.44	0.00	1.75	0.00	3.88	0.72
Weed Abatement	0.00	0.00	0.00	0.00	0.35	0.00	0.00	0.00	0.00
Street Lighting	0.00	0.00	6.71	12.12	6.23	9.24	0.00	0.00	5.61
Disaster Procedures	0.66	0.00	0.00	0.00	0.00	0.04	4.08	1.94	1.12
Other Public Safety	6.74	0.00	2.11	0.00	0.00	0.00	53.24	0.00	0.00
TRANSPORTATION-Total	179.57	71.39	159.82	267.50	175.69	154.18	98.14	116.04	162.01
Streets and highways	159.51	36.86	108.58	142.61	155.56	127.95	75.13	44.30	104.76
Street trees and landscaping	9.14	17.31	19.29	59.70	9.28	10.31	23.02	37.51	34.49
Parking Facilities	0.00	0.00	0.00	0.00	10.85	15.93	0.00	0.00	0.00
Public Transit	10.92	17.11	31.96	65.19	0.00	0.00	0.00	34.24	21.23
Ports and Harbors	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.54
COMMUNITY DEVELOPMENT-Total	92.76	32.29	127.60	53.73	62.48	51.72	47.53	102.42	82.23
Planning	27.79	6.95	16.04	53.73	6.15	19.75	25.90	24.93	31.65
Construct/Engineering Regulation	54.35	0.00	0.00	0.00	0.00	10.73	19.75	49.56	34.03
Redevelopment	0.00	12.77	75.69	0.00	15.50	0.00	0.00	0.00	0.84
Housing	0.00	5.57	29.62	0.00	20.24	2.70	1.58	21.23	0.00
Employment	0.00	0.00	0.00	0.00	6.85	0.00	0.00	6.70	0.00
Community Promotion	6.82	5.26	5.58	0.00	3.64	17.67	0.30	0.00	2.60

SERVICE	Camarillo	Fillmore	Moorpark	Ojai	Oxnard	San Buenaventura	Santa Paula	Simi Valley	Thousand Oaks
Community Development Other	3.80	1.74	0.67	0.00	10.10	0.86	0.00	0.00	13.12
HEALTH-Total	71.84	110.64	7.27	3.80	305.97	108.88	97.48	152.27	263.84
Physical and Mental Health	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.02	0.00
Solid Waste	71.34	3.82	7.27	0.00	181.34	0.00	35.97	10.72	8.78
Sewers (collection & treatment)	0.00	106.83	0.00	0.00	124.63	103.31	61.51	137.53	250.63
Cemeteries	0.00	0.00	0.00	3.80	0.00	0.00	0.00	0.00	0.00
Health-Other	0.50	0.00	0.00	0.00	0.00	5.58	0.00	0.00	4.43
CULTURE AND LEISURE-Total	7.70	27.26	121.16	163.83	167.28	154.18	40.93	2.68	128.40
Parks	0.98	27.26	113.96	149.71	90.51	122.40	19.79	0.00	9.33
Libraries	6.72	0.00	0.00 ¹	14.12	20.63	0.40	0.00	0.00	57.72
Museums	0.00	0.00	0.00	0.00	1.72	0.00	7.12	2.68	2.12
Golf Courses	0.00	0.00	0.00	0.00	46.90	30.00	0.00	0.00	21.79
Sport arenas and Stadiums	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	26.37
Community Centers/Auditoriums	0.00	0.00	7.19	0.00	7.52	0.00	7.67	0.00	11.08
Culture and Leisure Other	0.00	0.00	0.00	0.00	0.00	1.38	6.35	0.00	0.00
PUBLIC UTILITIES-Total	118.56	133.31	0.00	0.00	169.69	287.50	143.95	0.00	111.98
Water	118.56	120.21	0.00	0.00	169.69	287.50	143.95	0.00	111.98
Public Utilities-Other	0.00	13.10	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL	691.66	677.36	676.52	1,036.63	1,249.37	1,301.93	737.07	620.83	1,036.18

Appendix 1 contains similar comparisons for both total revenue and expenses for each of the nine cities based on the *Cities Annual Report* for fiscal years 2001-02, 2002-03 and 2003-04, and per capita information for each fiscal year based on State Department of Finance population estimates for each city as of January 1, 2002, 2003 and 2004, respectively. A review of this information can reveal changes caused by debt financing, changes in capital expenditures and other changes in either revenue or expenditures that can impact the data for any given fiscal year. However, the considerations noted above for Table 1 should also be taken into account when reviewing the tables in Appendix 1.

B. Infrastructure Needs and Deficiencies

Cities are responsible for the construction and maintenance of a wide range of infrastructure based on the services provided. Given the differences in services provided, the only infrastructure that is common to each of the nine cities are streets and highways, street trees and landscaping, and municipal buildings and structures.

¹ As of January 1, 2007 the City of Moorpark took over direct operation of library services and is no longer a party to the Memorandum of Understanding with the County of Ventura and other cities regarding library services.

Perhaps the greatest difference in infrastructure needs and deficiencies between the nine cities relates to whether or not a city directly provides for water and/or wastewater services. As reflected in Table 1 all the cities, except Moorpark, Ojai and Simi Valley, directly provide for water services (treatment and/or distribution) to all or to at least a portion of the city. Note, however, that the City of Simi Valley City Council also serves as the governing board for Ventura County Waterworks District No. 8 that provides water services to a portion of the City of Simi Valley and nearby unincorporated areas (including the Reagan Library). Similarly, all the cities, except Camarillo, Ojai and Moorpark, provide wastewater (sewer collection and treatment) services. The City of Camarillo City Council is the governing board for the Camarillo Sanitary District, a legally separate entity that provides sewer collection and treatment services to a portion of the City of Camarillo and nearby unincorporated areas.

Based on information provided by the cities, each city’s infrastructure is in compliance with safety and environmental standards, except for the wastewater treatment facilities in the cities of Fillmore and Santa Paula. Both Fillmore and Santa Paula are under orders from the State Regional Water Quality Control Board to alter their wastewater treatment processes to comply with current discharge requirements. To comply both cities have acquired land and are preparing to construct new wastewater treatment facilities.

Each of the nine cities annually reviews infrastructure needs and deficiencies and prepares a Capital Improvement Program (CIP) as a means of identifying needs and deficiencies and budgeting to meet the needs and alleviate deficiencies. Each city reported that it correlates its CIP with its General Plan and best practices in terms of ensuring that infrastructure is planned and constructed in accordance with growth projections. While each city annually reviews its CIP, cities adopt CIPs for different time periods, ranging from 2 to 7 years. Revenue sources for funding each city CIP vary. Some cities rely exclusively on grant and/or special purpose revenue, including revenue from self-funding “enterprise” operations including water, sewer and golf course services. Others supplement these revenue sources with debt financing and with general fund appropriations. Only the cities of Camarillo, Oxnard and Thousand Oaks reported that their CIP beginning in 2005 was fully funded. For the other cities the CIP beginning in 2005 is not fully funded, especially for projects identified for future years. In such instances, the CIP serves the purpose of identifying needs and deficiencies, but the ability of a city to meet these needs or correct deficiencies depends on future, currently unknown revenue sources. In such cases, needed infrastructure may not be built, or deficient infrastructure corrected, in the time period identified in any given CIP, and needs and deficiencies can continue until revenue sources become available.

Based on the responses received to the LAFCo municipal services review questionnaire Table 2 provides information about each city’s CIP beginning in 2005.

Table 2 CIP Information as of 2005

City	CIP Time Frame	Total CIP Amount	Percent Funded
Camarillo	5 years	\$124,205,000	100%
Fillmore	5 years	Not provided	Not provided
Moorpark	7 years	\$65,900,000	20%
Ojai	5 years	\$6,460,706	Not provided

City	CIP Time Frame	Total CIP Amount	Percent Funded
Oxnard	2 years	\$89,158,052	100%
San Buenaventura	5 years	\$371,737,732	55%
Santa Paula	5 years	Not provided	20%
Simi Valley	5 years	\$98,995,900	25%
Thousand Oaks	2 years	\$57,237,900	100%

C. Growth and Population

The base point of reference for all growth and population information is the U.S. Census. For census reporting purposes each city is a discrete entity. This means that even though census tract boundaries do not necessarily coincide with city boundaries, the Census Bureau reports census information based on city boundaries at the time of the census. While not perfect this information is much better than for special districts where no population data is reported by special district boundary.

During the intervening years between each census, various governmental agencies prepare population estimates for cities, including the state, regional joint powers authorities such as the Southern California Association of Governments (SCAG) and the Ventura Council of Governments (VCOG), counties and, in some instances, cities. For this municipal service review population estimates prepared by the state Department of Finance are used for current population information. These estimates are also used for the apportionment of revenue by the state and are, therefore, accepted by most cities.

The lack of any one accepted standard for estimating current population is an on-going issue that becomes greater in attempting to make growth and population projections. For example, both SCAG and VCOG have prepared population growth forecasts for the cities in Ventura County. While both are based on information provided by the cities and Ventura County, the methodology differs and, therefore, the population projections differ. For the purpose of this municipal service review the VCOG adopted population projections to the year 2025 have been used. This information will soon be updated, however, by both SCAG and VCOG given state law requirements relating to updating General Plan Housing Elements.

To exacerbate issues relating to growth and population, unless prepared by a city directly, no governmental agency compiles existing population information, much less growth and population projection data, for sphere of influence areas, extraterritorial service areas for services provided outside city boundaries or areas covered by city General Plans. While VCOG population projections are delineated by city and “city growth area,” the growth areas do not necessarily coincide with spheres of influence, areas covered by city General Plans or, more currently, areas within voter established growth boundaries, such as city urban restriction boundaries (CURB) established by most Save Our Agricultural and Open Space Areas (SOAR) ordinances.

The fact that differing units of government use differing estimates for current city population between census years, and the fact that Ventura County and the individual cities have no commonly accepted methodology for estimating population within spheres of influence or General Plan areas, severely limits the ability to provide meaningful, County-wide information about growth and population. With this background Table 3 summarizes each city’s population based on the April 2000 census, the

January 1, 2005 state Department of Finance population estimate and the currently adopted VCOG population forecast for each city for the year 2025.

Table 3 City Population: 2000, 2005, 2025

City	2000 Census (4-1-2000)	2005 Dept. of Finance Estimate (1-1-2005)	2000 - 2005 Percent Change	2025 VCOG Projection	2005 – 2025 Percent Change
Camarillo	57,084	62,570	9.61%	82,654	32.10%
Fillmore	13,643	15,182	11.28%	23,302	53.48%
Moorpark	31,415	35,717	13.69%	42,497	18.98%
Ojai	7,862	8,132	3.43%	9,424	15.89%
Oxnard	170,358	188,333	10.55%	200,086	6.24%
San Buenaventura	100,916	105,812	4.85%	128,051	21.02%
Santa Paula	28,598	29,201	2.11%	40,515	38.75%
Simi Valley	111,381	121,096	8.72%	145,078	19.80%
Thousand Oaks	117,005	126,770	8.35%	132,000	4.13%

For purposes of state law relating to General Plan Housing Elements that must be updated on a five-year cycle, SCAG is now in the process of preparing population projections to the year 2035. In making these projections state law does not require SCAG to consider spheres of influence areas, but even if SCAG was inclined to consider spheres of influence, the lack of any commonly accepted population data for spheres of influence areas is an issue. State law further prevents SCAG from considering any locally established ordinances or policies that may limit future growth in making future population projections for the purpose of assigning regional “fair share” housing production numbers that all cities and the County must use when updating Housing Elements.

In Ventura County there are a variety of policies and ordinances that have an effect on the location and, many would argue, the intensity of growth. State law for the purposes of General Plan Housing Elements notwithstanding, these local policies and ordinances are significant. Among the policies and ordinances that contribute to shaping the location and amount of growth for the cities are:

- Guidelines for Orderly Development** – Originally adopted in 1969 by the Ventura LAFCo, Ventura County and each of the cities in the County, the Guidelines for Orderly Development are statements of local policy. The current version of the Guidelines is contained in Appendix 4. The key policy contained in the Guidelines for Orderly Development states that urban development should occur, whenever and wherever practical, within incorporated cities. Urban development is defined as the need for a new community sewer system or the expansion of an existing community sewer system, the creation of residential lots less than two acres in area, or the establishment of commercial or industrial uses that are not related to agriculture or the production of mineral resources. The Guidelines also divide up the non-federal lands in the County “areas of interest.” As a matter of policy the Guidelines provide that there should not be more than one city in any area of interest.

The result of the implementation of the Guidelines for Orderly Development has been that the County of Ventura does not compete for urban development with cities and the County does not allow urban development to occur in a city's sphere of influence unless the area involved is annexed to a city. For unincorporated areas the County of Ventura allows urban development only in limited circumstances within areas designated as "Unincorporated Urban Centers" within their own area of interest or in areas designated as "Existing Communities" in the County General Plan. The Guidelines for Orderly Development have been updated periodically, most recently in 1998, and have been effective because they are recognized and followed by the County, all the cities in the County, and the Ventura LAFCo. The Guidelines for Orderly Development, perhaps more than any other local policies or ordinances, make Ventura County almost unique in the state as most counties do not follow such practices.

- **Greenbelt Agreements** – Greenbelt agreements are statements of local policy adopted by one or more cities and the County of Ventura, either by resolution or ordinance. In Ventura County greenbelts are areas where cities have agreed not to annex territory and the County has pledged to permit only open space or agricultural uses (the Tierra Rejada Greenbelt also allows for low-density residential, equestrian facilities and recreational land uses). Greenbelt agreements are policy statements only, not land use restrictions, but carry great weight politically. The Ventura LAFCo is not a formal party to greenbelt agreements, but has "endorsed" each of the seven greenbelt agreements adopted to date as local policies and considers greenbelts in making decisions on city sphere of influence amendments and annexations. The currently adopted greenbelts are: Ventura/Santa Paula; Ventura/Oxnard; Santa Paula/Fillmore; Fillmore/Piru; Oxnard/Camarillo; Santa Rosa Valley; and, Tierra Rejada.
- **Ordinances Limiting General Plan Changes and/or Service Extensions** – The County of Ventura and all the cities in the County, except the cities of Ojai and Port Hueneme, have adopted ordinances known as SOAR ordinances. SOAR stands for Save Open Space and Agricultural Resources (except in the City of Ventura where SOAR stands for Save Our Agricultural Resources). SOAR ordinances are based on the general plan of the jurisdiction to which they apply and, unlike greenbelts, are local land use regulations that have binding legal authority. Each SOAR ordinance is slightly different in scope and application. In the City of San Buenaventura, city voter approval is required to change the general plan for any property with an agricultural land use designation. The SOAR ordinances for the cities of Camarillo, Fillmore, Moorpark, Oxnard, Santa Paula, Simi Valley and Thousand Oaks, established a City Urban Restriction Boundary (CURB). With limited exceptions, the SOAR ordinances for these cities provide that CURB lines cannot be changed without a majority vote of the people in the jurisdiction to which they apply. Also, for these cities, services provided by the city cannot be extended beyond the CURB unless the voters first amend the CURB.

The City of San Buenaventura voters also approved an ordinance known as the Hillside Voter Protection Act (HVPA) that requires voter approval of any service extensions into a defined geographic area of the Ventura hillsides. The City of Thousand Oaks also enacted an ordinance that requires voter approval for General Plan land use designation changes from "Existing Parks," "Golf Courses" and/or "Open Space" to other land use designations, with limited exceptions. These ordinances and the SOAR ordinances for both San Buenaventura

and Thousand Oaks expire or “sunset” at the end of 2030. All of the other SOAR ordinances sunset at the end of 2020.

The Ventura LAFCo considers general plan consistency, including SOAR ordinances and CURB lines, in making decisions about city annexations and sphere of influence amendments and updates. Even though not bound by SOAR ordinances or CURB lines, the policy of the Ventura LAFCo is not to allow city annexations or sphere of influence amendments into areas covered by a SOAR or equivalent ordinances, or outside the CURB line of a city, unless unusual circumstances exist. Further, if a SOAR ordinance requires voter approval to convert land with a local general plan land use designation of agriculture or open space to another land use, or voter approval to extend city services, the Ventura LAFCo requires that the voters approve such a change prior to LAFCo action on any proposal to amend a city’s sphere of influence or annex territory to a city.

- **City Growth Control Ordinances** – The cities of Camarillo, Ojai, Simi Valley and Thousand Oaks each have local growth control ordinances that in some fashion limit the number of residential building permits that may be issued in any calendar year or some similar time frame. These restrictions thus limit both the amount and timing of residential development, but typically do not affect LAFCo actions.

City growth and population can also be affected by the annexation of developed, unincorporated areas. The cities of Camarillo, Oxnard and San Buenaventura each have substantial developed unincorporated areas adjacent to city boundaries and within their current spheres of influence where city services are being provided, directly or indirectly via other agencies. Over time, and whenever and wherever possible, these areas should be annexed into the adjoining city.

Similarly, the cities of Camarillo, San Buenaventura, Simi Valley and Thousand Oaks each have developed, unincorporated areas that are totally surrounded by the city and that receive a variety of city services either directly or indirectly. With few exceptions each of these areas could be annexed into the adjoining city pursuant to existing provisions in state law that provide for the annexation of developed, unincorporated “islands” into a city without property owner consent and without the standard LAFCo protest proceedings. The Ventura LAFCo has a policy that these “island” areas must be annexed whenever an adjoining city proposes to annex 40 acres or more of currently undeveloped land for urban use. While this policy cannot be applied to the City of Simi Valley due to special legislation, each city with qualifying “island” areas, including the City of Simi Valley, is encouraged to take action to annex all “island” areas.

D. Financing Constraints and Opportunities

Like all units of government in California, cities have financing constraints based on state constitutional limitations imposed by both Proposition 13, adopted in 1978 with provisions retroactive to 1976, and Proposition 218, adopted in 1996. Specifically, the two-thirds voter approval that these measures require in order to levy or increase taxes has proven to be a substantial barrier to establishing new or enhancing existing services, even when new or increased taxes are supported by a majority of the voters. In some cases the ability to finance needed infrastructure has also been affected.

All governmental agencies in the state have had to adapt and work within the state constitution limits, and the rules are understood and fairly well fixed. Perhaps a more difficult financing constraint issue, at least until recently, was the state's shift of revenues away from local government during most of the last fifteen years in order to balance the state budget. This revenue shift, generally under the heading of ERAF (education reimbursement and augmentation fund), but including an array of traditionally local revenues, affected each of the nine cities. These revenue shifts by the state complicated local budgeting, made it difficult for local governments to reliably predict local revenue and resulted in service reductions in some cities. Proposition 1A, approved by the voters in 2004, was designed to limit the state's ability to shift revenue and provide local governments with better ability to predict future revenue. This measure, together with an improved economy that has resulted in increased tax revenue, has served to stabilize how local government is financed.

Based on information provided by each city and from the State Controller's *Cities Annual Report FY 2003-04*, city revenues are derived from a variety of sources. This diversity of sources is a good in that there is potentially some buffer in case of the reduction of revenue from any one source. However, not counting user fees and service charges for "enterprise" functions such as water and sewer services, the majority of revenue for each of the nine cities for the 2003-04 fiscal year was from property and sales taxes. During the last thirty years since Proposition 13, the reliance on property taxes as the primary source of local government revenue has changed. In the 2003-04 fiscal year sales taxes were the primary source of tax revenue for all the cities except Moorpark, Oxnard and Santa Paula. The table in Appendix 1 provides detailed information for each city based on information from the State Controller's *Cities Annual Report* for fiscal years 2001-02, 2002-03 and 2003-04. These tables also reflect that for the City of Ojai, the traditional major source of revenue is transient lodging taxes, not property or sales taxes. The fact that this source was not as great during the 2003-04 fiscal year related to the remodeling of that City's signature transient lodging facility, the Ojai Valley Inn.

The local focus on sales tax revenue is indicative of the fact that increasing these revenues is one of the few opportunities cities have left for directly controlling local revenue. This change has resulted in what has been referred to as "zoning for dollars," meaning that cities often attempt to accommodate land uses that provide substantial sales tax revenue (primarily commercial uses such as "big box" retailers, auto dealers, malls, etc., but also including industrial uses that generate substantial business to business sales taxes), sometimes to the detriment of residential and agricultural land uses. This phenomenon has been widely observed, discussed and debated, and an analysis is beyond the scope of this municipal service review. However, to the extent that a city, via its development policies, pursues land uses based primarily on their potential sales tax revenue such actions can be considered both a financing opportunity and, if it results on a city's over reliance on sales tax revenue, a potential constraint.

All the cities except Oxnard and Thousand Oaks annually review and adopt a comprehensive budget. The cities of Oxnard and Thousand Oaks adopt a two-year budget. All of the cities have also adopted financial polices and procedures relating to budgeting and expenditures to attempt to ensure that there are sufficient funds available to meet needs. All cities are in compliance with requirements that budgets are balanced and adopted in a timely fashion.

Each of the cities uses debt financing as necessary, primarily for major capital projects relating to infrastructure needs or deficiencies. Long term debt varies by city and fiscal year. A city may go for

several years without issuing any new debt, and cities and their financial advisors typically try to take advantage of favorable market conditions for the issuance and refinancing of debt. As a part of the LAFCo municipal service review questionnaire each city was asked to provide information about their bond rating by both Standard & Poors and Moody's, the two major bond rating firms. Table 4 reflects the responses received. The ratings for those cities that provided the information indicate they do not have any significant debt burdens or would not have problems in attempting to issue new long term debt.

Table 4 Bond Rating as of 2005

City	Standard & Poors	Moodys
Camarillo	AA-	AaB
Fillmore	Not provided	Not provided
Moorpark	AAA	AAA
Ojai ¹	Not provided	Not provided
Oxnard	Not provided	Not provided
San Buenaventura	AAA	AAA
Santa Paula	AAA	Not provided
Simi Valley	A+	Not rated
Thousand Oaks	AA	AA

Each of the nine cities has at least one redevelopment project area and the city council of each city serves as the governing board of the city redevelopment agency. Redevelopment agencies are legally separate entities from cities and are not part of this municipal service review. They are noted, however, as redevelopment agencies must be able to demonstrate indebtedness in order to receive a share of the property tax, known as tax increment, from each redevelopment project area. As a result of this requirement redevelopment agencies frequently borrow funds from a city. Also, redevelopment agencies are required to set aside a portion of any tax increment funds received for low and moderate income housing purposes. Such funds may be spent anywhere in a city, not just within redevelopment project areas. Thus, the use of redevelopment housing funds is related to city boundaries.

E. Cost Avoidance Opportunities

Given the constrained nature of local government financing opportunities, all the cities seek cost avoidance possibilities on an on-going basis.

All the cities have adopted purchasing policies and/or procedures to, among other things, reduce costs and comply with the many legal requirements relating to governmental purchasing and construction.

All the cities are members of at least one joint powers authority. Joint powers authorities (JPAs) are legally separate entities composed of two or more local government entities (two or more cities, cities and a county, cities and special districts, etc.). JPAs are usually formed for a particular purpose and to

¹ The City of Ojai indicated that the small size of the City is the likely reason that bond rating firms have not evaluated the City bonds.

provide economies of scale in terms of administration and sharing costs. There are many active JPAs in Ventura County. Examples include:

- VCOG - All of the cities, and the County of Ventura, are members of the Ventura Council of Governments.
- Area Housing Authority - All the cities, except the cities of Oxnard, San Buenaventura and Santa Paula, and the County of Ventura, are members of the Area Housing Authority.
- SCAT - The cities of Ojai, Oxnard, Port Hueneme and San Buenaventura, together with the County of Ventura, are members the South Coast Area Transit (SCAT) JPA.
- COSCA - The City of Thousand Oaks is a member of the Conejo Open Space Conservation Agency (COSCA), together with the Conejo Recreation and Park District.
- VCREA - The cities of Oxnard, San Buenaventura, Santa Paula and Thousand Oaks, together with the County of Ventura, the Community College District, Casitas Municipal Water District and the Ventura Regional Sanitation District, are members of the Ventura County Regional Energy Alliance.
- California JPIA – The cities of Camarillo, Fillmore, Moorpark, Ojai and Santa Paula are members of the California Joint Powers Insurance Agency, a JPA that provides liability, worker compensation and other “pooled” insurance for its members.

In addition to JPAs, the cities of Camarillo, Fillmore, Moorpark, Ojai, and Thousand Oaks contract with the Ventura County Sheriff for police services, thus seeking to avoid costs by benefiting from regional economies of scale for police service. Similarly, all the cities except Fillmore, Oxnard, San Buenaventura and Santa Paula, are part of the Ventura County Fire Protection District. The Ventura County Fire Protection District serves the majority of the County’s population and is able to provide regional economies of scale for fire and paramedic services. Further, the Ventura County Fire Protection District now provides emergency dispatch services for all the cities, except the City of Oxnard.

All the cities benefit from emergency service mutual aide agreements. Such agreements not only provide support as needed in emergencies, but assist in reducing on-going staffing, training, equipment and facility costs.

Each city to some extent requires new development to pay appropriate fees and charges to provide for cost recovery and to reduce the fiscal impacts of new development on existing residents and property owners.

F. Rate Restructuring Opportunities

Each city adopts a variety of rates and fees depending on the types of services provided. The previously completed water and wastewater municipal service reviews noted that there is not an easy basis for a side-by-side, “apples to apples” comparison of the rates for various water and wastewater services provided by different jurisdictions. Similarly, because each city has adopted other rates and fees based on differing local circumstances, service needs and demands and service delivery costs, there is no real basis for comparison of the myriad other rates and fees adopted by cities.

Attempting to compare each city’s rates and fees to determine if there are rate restructuring opportunities would likely not yield meaningful results as each city periodically reviews its rates and fees, annually in many instances, and information can quickly become out of date. In reviewing rates

and fees cities typically, among other factors, consider the costs of service delivery, “market” conditions in terms of the rates and fees charged by other jurisdictions for similar services and/or the economic elasticity of what is reasonable in terms of ability to pay.

All rate setting is done through a public process. In some instances state law requires cities to follow prescribed processes for the adoption or change of rates and fees (e.g. development fees and building permit fees). In nearly all instances public scrutiny of city rates and fees is high and local elected officials receive considerable feedback about any proposed changes.

Given the diversity of rates and fees, the fact that most are regularly reviewed and updated, the legal requirements relating to fee adoption and the large degree of public scrutiny, no specific rate restructuring opportunities were noted for any of the nine cities. It was noted, however, that no city provides fee offsets (e.g. fee waivers or fee reductions) for affordable housing, although fee offsets do occur in limited instances for various economic development projects. Several cities noted, however, that they have on occasion deferred fees, as opposed to fee waivers or reductions, for some affordable housing projects.

G. Opportunities for Shared Facilities

Based on the responses received to the LAFCo municipal service review questionnaire it is clear that each of the cities evaluates opportunities for shared facilities on an on-going basis. Cost avoidance is the usual starting point for evaluation of opportunities for shared facilities, but cities and other public agencies share facilities for a variety of other reasons, including location, community relations and duration/timing of need. Also, facilities are shared based on an array of arrangements, ranging from very formal agreements to ad hoc use arrangements.

Most cities have relationships with local school districts about sharing various types of facilities. All the cities, except the City of Oxnard share a common dispatch center for fire and paramedic services that is operated by the Ventura County Fire Protection District. Via a Memorandum of Understanding (MOU), the cities of Camarillo, Fillmore, Ojai, San Buenaventura and Simi Valley, have joined with the County of Ventura for library services. Based on this MOU each city determines the role libraries play in their jurisdiction, the days and hours of operation and projects and programming for library services and facilities. The City of Fillmore provides administrative services for the Fillmore-Piru Memorial District that operates a memorial hall. The City of Oxnard provides wastewater treatment services to the City of Port Hueneme, Naval Base Ventura County and to Ventura County Service Area No. 34. The City of Oxnard is also the lead agency for the Groundwater Recovery Enhancement and Treatment (GREAT) program to construct a new groundwater desalination facility to serve the City of Oxnard and the Port Hueneme Water Agency (a joint powers authority) and a recycled water system to serve agricultural users in the Oxnard Plain. The City of Thousand Oaks shares various facilities with the Conejo Recreation and Park District and is currently working with the Conejo Recreation and Park District and California Lutheran University to develop a shared-use swimming pool. Via joint powers agreements, including those listed above under the Cost Avoidance Opportunities heading each city shares facilities with the County of Ventura, other cities, special districts and/or state or federal agencies.

While no city indicated any opposition to exploring opportunities for shared facilities, no obvious new opportunities for shared facilities were noted, with the exception of the City of Oxnard that

indicated the City would be receptive to considering sharing its vehicle maintenance facilities and services with other agencies and the City of Ojai that indicated they have had discussions with other public agencies about a shared vehicle maintenance facility.

H. Government Structure Options

Government structure options are limited for cities, but changes can be profound in terms of how a city functions. In California, cities are classified as either being “general law cities,” cities that operate under the general laws of the state, or “chartered cities,” cities that have established certain aspects of local governance based on a locally approved charter. In Ventura County all the cities are general law cities, except the cities of Port Hueneme and San Buenaventura. The City of San Buenaventura city charter, for example, includes provisions about local elections, the size and duties of the city council, the qualifications and duties of the city manager and city attorney, parameters for administrative departments, and even provisions for the powers, duties and election of the board of education for the Ventura Unified School District. For general law cities each of these matters is prescribed by state law.

All cities in Ventura County operate under a council-manager form of government whereby an elected city council functions as the legislative body responsible for enacting all local ordinances and policies and selecting a city manager. The city manager is responsible for all administrative aspects of city operations, implementing city policies and hiring and directing all non-elected city staff.

The city councils of all cities in Ventura County are elected “at-large,” meaning that all voters within a city may vote for all city council members including directly elected mayors, as opposed to the election of individual city council members by voting districts within a city. The cities of Moorpark, Oxnard and Simi Valley have directly elected mayors, whereas the city councils of each of the other cities select the mayor. The cities of Fillmore, Ojai, Oxnard and Santa Paula also elect, at-large, the city clerk and city treasurer. If the elections for the city clerk and city treasurer positions are not contested on a regular basis, one governmental structure option these four cities could consider is to make both the city clerk and city treasurer positions appointed.

Over time, various cities have considered modifying their governmental structure. For example, based on a settlement with the U.S. Department of Justice, the City of Santa Paula in 2002 voted on whether or not to change from the at-large election of its city council to establishing voting districts for city council elections. That measure failed by over a two-thirds margin. At this time, none of the nine cities reported that changes to the existing governmental structure are being considered.

While not changes to the functional structure, changes to city boundaries can have an effect on governmental structure as to how and where services are provided. Both the state and the Ventura LAFCo encourage the annexation of all so-called “island” areas that are developed. Island areas are unincorporated areas that are substantially surrounded by a city. Currently there are provisions in state law that encourage the annexation of fully developed, unincorporated island areas of 150 acres or less by allowing annexation without any protest proceedings. The Ventura LAFCo has adopted policies indicating that change of organization or reorganization proposals (e.g. annexation to a city) involving 40 acres or more of undeveloped land may be conditioned upon a city initiating the annexation of any fully developed, unincorporated island areas that meet the state law criteria for the expedited annexation process.

The rationale for encouraging the annexation of developed, unincorporated island areas relates to the efficient delivery of services. In nearly all instances, these island areas are receiving some form of service or services from the adjoining city. It is simply more efficient for the services provided to developed, unincorporated island areas to be provided by a city, rather than by the County for some services and a city for other services. It is also often more expensive and burdensome for the County to provide services to these areas, especially public safety services. Further, for any service being provided by an adjoining city, residents of developed, unincorporated island areas are effectively disenfranchised from being represented by those responsible for the service. This can raise issues relating to social equity.

The cities of Camarillo, San Buenaventura, Simi Valley and Thousand Oaks each have developed, unincorporated island areas that qualify for the expedited annexation process in state law (CA Government Codes Section 56375.3). In each instance, the city is strongly encouraged to initiate the annexation of these areas. State law and the arguments in favor of the annexation of these areas notwithstanding, however, there have been strong objections, particularly by the City of Simi Valley, to undertaking any annexation not supported by at least a majority of the property owners affected. Some of the developed unincorporated island areas were created when the respective city was first formed, while others were developed areas that became islands as the adjoining city grew and expanded. In limited cases these existing developed areas were permitted to remain as islands by LAFCo. In other cases LAFCo required the surrounding city to initiate annexation proceedings, but the proceedings were never completed due to majority protests by the property owners and/or voters of the unincorporated areas. Regardless of the history of the individual unincorporated island areas, however, it is now possible for a surrounding city to initiate the annexation of developed unincorporated island areas of less than 150 acres without protest proceedings, and LAFCo cannot turn down such proposals once they are filed.

Based both on city policy and the historical basis for the developed, unincorporated island areas adjacent to the City of Simi Valley, that city secured special legislation that in essence prevents the Ventura LAFCo from even considering the application of its policy to condition the annexation of 40 acres or more of undeveloped land upon the initiation of annexation proceedings for the developed, unincorporated island areas surrounded by the City of Simi Valley. That special legislation sunsets at the end of 2007, whereas the provisions providing for the expedited annexation of developed, unincorporated island areas statewide now sunsets as of January 1, 2014.

Related to governmental structure are the types of services provided by a city. Unlike special districts, cities are empowered to provide the full range of local governmental services. This results in a basic presumption that cities, as the providers of multiple services, are the preferred service providers. However, as reflected in Table 1, the actual services provided by each of the nine cities varies considerably. Cities may have the ability, via a merger with a special district, to assume all the services now being provided by a special district, basically resulting in the special district ceasing to exist as a unit of local government. Cities in some instances may assume the governance of a special district, resulting in the district continuing to exist as a separate legal entity, but being a dependent district governed by a city council versus an independent district with a separate, directly elected governing board or governed by the County. Cities also have the ability to acquire the assets of private service providers (e.g. mutual water companies) and provide the service as a public function. Each of these possibilities is constrained by state law provisions, including for some actions a

requirement that the boundaries of a city and special district overlap by at least 70%. There are other constraints as well, both in terms of costs and political feasibility. Nonetheless, in those cities where one or more services are provided by special districts and/or private providers, the city should continually evaluate whether or not the city could more effectively and efficiently provide such service or services. Specific instances are:

- **City of Camarillo** – Evaluate the feasibility and potential benefits, if any, of a reorganization with the Camarillo Sanitary District and the Camrosa Water District, and of acquiring all private, mutual water providers now providing potable water service within the City boundaries. In addition, the City should work with the Pleasant Valley County Water District, a purveyor of water for agricultural purposes, to ensure that developed areas within the City are detached from the Pleasant Valley County Water District.
- **City of Fillmore** – Evaluate the feasibility and potential benefits, if any of a reorganization with the Fillmore-Piru Memorial District.
- **City of Moorpark** – While existing service areas may at this time make any reorganization or merger infeasible, as the City may expand and on a long-term basis, the City should continue to explore the potential feasibility and benefits, if any, of a merger or reorganization with Ventura County Waterworks District No. 1.
- **City of Oxnard** – Evaluate the feasibility and potential benefits, if any, of a reorganization with the Ocean View Municipal Water District or a dissolution of the District with the City being the successor agency. In addition, the City should work with both Oxnard Drainage District No. 1 and Oxnard Drainage District No. 2 that provide services exclusively to agricultural properties, to ensure that developed areas within the City are detached from the boundaries of both Districts.
- **City of San Buenaventura** – Evaluate the feasibility and potential benefits, if any, of a merger with the Montalvo Municipal Improvement District or a dissolution of the District with the City being the successor agency. At minimum, the City should work cooperatively with the Montalvo Municipal Improvement District to interconnect systems in the case of emergency.

I. Evaluation of Management Efficiencies

Every city continually receives public scrutiny by its citizens, the press and other units of government. As such, city council members receive on-going input about management efficiencies in their jurisdiction and it is the responsibility of the city council to evaluate and as necessary, take action to improve management efficiencies. While state law requires LAFCOs to make written determinations about the evaluation of management efficiencies, LAFCo has no authority whatsoever over the management efficiency of any public agency.

For the purpose of this service review and in order to comply with the requirement to make written determinations about the evaluation of management efficiencies, the following can be noted for each of the nine cities:

- The management structure of each city is adequate to serve the present and near-term future needs of the city.
- Each city has current management, interdepartmental and inter-agency practices and procedures appropriate for efficient operations and service delivery.

- Each city uses outside vendors and contracting with other agencies to provide more efficient services.
- Each city fully complies with all budget, audit and financial reporting requirements. Of note, , the cities of Camarillo, Moorpark, Oxnard, San Buenaventura, Simi Valley and Thousand Oaks, have each received awards from the California Society of Municipal Finance Officers for budgeting and/or financial reporting practices.
- Each city has up-to-date, legally compliant personnel and training policies.
- Each city, except the city of Moorpark, has adopted policies about minimum amounts to maintain in unrestricted reserve/contingency funds. The City of Moorpark indicates that although the City does not have a formal policy about minimum amounts to maintain in unrestricted reserve/contingency funds, the City by practice has maintained a healthy reserve representing 195% of total general fund expenditures as of June 30, 2006.

In municipal service reviews for special districts, the presence of master plans, administrative overhead as a percent of expenses, the number of employees and current and past litigation were used as a part of the evaluation of management efficiencies. These items do not have the same significance for cities given the diversity of services cities provide.

Every city is required to have a general plan, and various other plans, such as an urban water master plan, depending on the types of services provided. Each of the nine cities is fully compliant with all requirements for plans including having state approved housing elements as a part of their general plans.

Because of differences in services and the way budgets are prepared, there is no meaningful way to easily compare administrative overhead as a percent of expenses. To do so would require separate audits by service function for each city that would require extra work and expense by each city and is beyond the scope of this municipal service review. Appendix 1 contains the revenue and expenses for each of the nine cities as reported by the State Controller for fiscal years 2001-02, 2002-03 and 2003-04, with both percentage and per capita information. The State Controller lists an expense heading for general government, but this is not equivalent to the administrative overhead that may relate to any particular service.

The LAFCo municipal service review questionnaire asked each city to provide base information about staffing levels. The responses received are contained in Appendix 2. However, because the number of employees varies considerably from city to city based on the types of services provided, and because how a city classifies its employees (e. g. management, professional, operations, etc.) varies from city to city, this information does not yield any meaningful evaluation of management efficiencies.

Similarly, a review of past and current litigation would not result in a meaningful evaluation of management efficiencies for cities. Indicative of society as a whole, each city must handle a variety of tort claims of varying magnitude on an on-going basis and cities are also plaintiffs in a variety of litigation.

A major function of the Ventura County Grand Jury is “civil government oversight.” During the last four years the Grand Jury has investigated a number of topics that relate both to management

efficiencies and/or to local accountability and governance. A complete listing and a full discussion of the Grand Jury's findings, conclusions and recommendations, together with responses from affected agencies is readily available on the Grand Jury's web site <http://grandjury.countyofventura.org/index.html>, but during the last five years one or more of the nine cities was required to respond to the following investigations:

2005-06

- Affordable Housing in Ventura County Cities – all cities
- Cemetery Memorial Park: A Follow-Up Report – San Buenaventura
- Thousand Oaks City Council – Thousand Oaks

2004-05

- City of Oxnard Golf Course Management – Oxnard
- Elementary School Site Selection Adjacent to Oxnard Airport – Oxnard
- Public Right to Public Records and Cemetery Memorial park – San Buenaventura

2003-04

- City of Oxnard River Ridge Revisited – Oxnard
- Elections and Local Appointment Lists – Moorpark, Thousand Oaks
- Oxnard Community Redevelopment - Oxnard

2002-03

- City of Moorpark Practices of Code Enforcement & Building & Safety – Moorpark
- City of Oxnard River Ridge Golf Course - Oxnard
- Intervention Programs for Delinquent Non-Violent juveniles by the Sheriff & Probation Departments in Ventura County – Camarillo, Fillmore, Moorpark, Ojai, Thousand Oaks
- Police Information Systems within Ventura County – Oxnard, San Buenaventura, Santa Paula, Simi Valley
- Redevelopment Agencies & Requirements for Low & Moderate Income Housing – all cities on behalf of their respective redevelopment agencies
- Thousand Oaks Day Laborer Site – Thousand Oaks

To the extent that the citizens in any city believe they have valid concerns about a city's management, accountability or governance, that are not being addressed, they may file a formal complaint with the Grand Jury.

J. Local Accountability and Governance

Cities are perhaps criticized more frequently about accountability and governance than any other topic. However, each city must follow the requirements of a variety of laws intended to ensure governmental accountability at the local level and it can fairly be stated that each city strives to be locally accountable through adherence to applicable laws, open and accessible meetings, dissemination of information and encouragement of public participation. To the extent that any city fails to comply with any of these factors there are a number of opportunities to address concerns and grievances at public meetings, with the press, during elections, by filing complaints with the Grand

Jury, and/or in seeking remedies via the judicial system. Overall, though, each citizen is responsible for local accountability and governance, and all public agencies function best when there is an active and involved citizenry.

For the purposes of this service review considerations about local accountability and governance included a review of city elections since 2000, including the recent 2006 election, whether elected officials and senior staff received regular reviews of the Brown Act, Fair Political Practices Commission rules and procedures and the Public Records Act, compliance with mandatory ethics training for elected officials (new in 2006, based on AB 1234 passed in 2005), accessibility of public meetings and a review of each city's web site.

The city council in each city consists of elected members. The cities of Moorpark, Oxnard and Simi Valley have directly elected mayors, and the cities of Fillmore, Ojai, Oxnard and Santa Paula have directly elected city clerks and city treasurers. Since the November 2000 election, all city elections have been contested, meaning that no incumbent has run unopposed, except:

November 2006

- Mayor – cities of Moorpark and Simi Valley
- City Council – City of Simi Valley

November 2004

- City Council – City of Ojai
- Mayor – cities of Moorpark and Simi Valley
- City Clerk – cities of Fillmore, Ojai and Oxnard
- City Treasurer – cities of Fillmore, Ojai, Oxnard and Santa Paula

November 2002

- Mayor – cities of Moorpark and Oxnard

November 2000

- Mayor – City of Oxnard
- City Clerk – cities of Fillmore, Ojai and Santa Paula
- City Treasurer – cities of Fillmore, Ojai and Santa Paula

Each city indicated that it conducts formal, annual or bi-annual, public reviews of the Brown Act, Fair Political Practices Commission (FPPC) rules and procedures and the Public Records Act for elected officials, appointed boards and commissions and senior staff, except the City of Ojai, that indicated it does not conduct regular reviews of the Public Records Act, and the City of Simi Valley. However, the City of Simi Valley indicated that while no formal, public reviews are conducted, the City Council, appointed boards and commissions and senior staff receive regular information about these Acts, rules, and procedures.

In terms of Brown Act compliance no city reported that it has recently been cited for violations of the Brown Act, except the City of Oxnard. Based on a lawsuit filed by local citizens the Ventura County Superior Court in 2004 determined that the Oxnard City Council/Community Development Commission (redevelopment agency) conducted closed sessions under the real estate negotiations

section of the Brown Act that included discussions of topics not authorized by state law, but the court also determined that the violations were not intentional.

While not a part of the LAFCo municipal service review questionnaire because it is a new requirement in 2006 based on the passage of AB 1234 in 2005, all the cities appear to be in compliance with having elected officials attend mandatory ethics training sessions.

Each city reported that the location of city meetings and the facilities and equipment at meetings are in compliance with at least the minimum accessibility requirements of the Americans with Disabilities Act (ADA).

All the cities, except the cities of Fillmore and Ojai, broadcast city council meetings live on a local cable television channel and the cities of Moorpark, Oxnard, San Buenaventura, Simi Valley and Thousand Oaks reported that city council meetings are also able to be viewed over the internet from the city web site. Some cities also broadcast and/or provide for internet viewing of meetings of various city advisory boards and commissions such as the planning commission. The City of Ojai reports that the City videotapes both City Council and planning commission meetings and that the local cable channel plays these tapes usually the following day.

The increasing use of the internet for viewing public meetings also allows for archiving, allowing citizens to not only view the current or most recent meeting, but also meetings that occurred in the past. The time period that cities maintain an archive of city council meetings varies from city to city, but some cities maintain a web archive of meetings for up to the prior year. Over time it is expected that all the cities will take advantage of the internet for viewing public meetings and as an archive resource, providing much greater access for the public.

All the cities have web sites. As a part of this municipal service review each city's web site was reviewed to see if the following public information was available:

- A phone directory for city services – ideally including a complete city employee directory in addition to a list of phone numbers for service functions
- The complete city municipal code – ideally in a easily searchable format
- Complete copies of the most recent operating and capital budgets – ideally also including the operating and capital budgets for the prior two or three fiscal years
- A complete copy of the most recent certified annual financial report – ideally also including the certified annual financial reports for the prior two or three fiscal years
- All current public hearing notices for pending city council public hearings – ideally also including all current public hearing notices for all pending public hearings by any city board and commission
- The most recent city council agenda – ideally also including the agendas of all city boards and commissions, plus links from agenda items to copies of staff reports and an archive of past agendas and links to reports for the last year
- Copies of minutes for the most recent city council meeting - ideally also including copies of minutes for all city boards and commissions and an archive of minutes for the last year

As noted in the determinations for each city in Section V, no city currently has all of the information noted above on its web site, but all cities are encouraged to do so to improve local accountability and governance. However, several of the cities, notably Moorpark and Thousand Oaks, maintain excellent web sites with a substantial amount of information, and any shortcomings identified are minor overall. As noted, it is fully expected that each city will continue to seek to improve its web site as a source of public information and to encourage public participation in all aspects of governance.

V. DETERMINATIONS

City of Camarillo – Determinations

A. Infrastructure Needs or Deficiencies

1. The City is responsible for the construction and maintenance of infrastructure for local streets and highways, drainage, water supply (including treatment and distribution) for a portion of the City and various other city-owned buildings and facilities. The Camarillo Sanitary District, a dependent, subsidiary, special district governed by the City Council, is responsible for infrastructure relating to wastewater collection and treatment for a portion of the City. All other public infrastructure is provided by other public agencies and by private companies, including regulated utility companies.
2. The City annually updates its list of infrastructure needs and adopts a Capital Improvement Program (CIP) for a five-year period. The purpose of the City's CIP is to identify current and future infrastructure needs and to plan for sufficient financing and sequencing of construction to meet the needs identified. The City's capital improvement budget for the 2005 – 2010 time period was \$124,205,000, and was fully funded. Revenue for capital improvements comes from a variety of sources including the City general fund, grants, development impact fees, and community facility and assessment bonds.
3. The City did not identify any infrastructure that is not in compliance with safety and environmental standards.
4. The City coordinates its infrastructure improvements with its General Plan, other service providers and applicable regional plans and programs.

B. Growth and Population Projections

1. The City grew by approximately 9.6% between 2000 and 2005, based on information from the 2000 U.S. census and annual population projections by the California Department of Finance (DOF). Based on DOF estimates the City grew by approximately 2.6% between January 1, 2005 and January 1, 2006.
2. The City is a member of the Ventura Council of Governments (VCOG). VCOG has adopted population forecasts to 2025 for each city in Ventura County and for geographical subareas around each city, generally consistent with each city's area of interest. The City participated in these forecasts and generally accepts them for planning purposes. Based on the January 1, 2005 DOF population estimate for the City of 62,570 and the VCOG 2025 population projection of 82,654, the City will grow by approximately 32% during this twenty-year time frame.
3. The City is within the Southern California Association of Governments (SCAG) region, is a member of SCAG, and is required by state law to use SCAG's population projections for the preparation of the City's Housing Element. SCAG population projections differ from the population projections adopted by VCOG. SCAG is currently preparing population projections through 2035, but these are not yet finalized.

4. The City is limited by ordinance to issuing building permits for a maximum of 400 dwelling units per year, not including senior or affordable housing units sponsored by federal, state or local programs.
5. The City adopted a Save Open Space and Agricultural Resources (SOAR) ordinance in 1998 that established the Camarillo Urban Restriction Boundary (CURB). Based on this ordinance the City cannot, with limited exceptions, amend its General Plan to allow urban services and urban uses in areas outside the CURB without a vote of the people. This ordinance is in effect until December 31, 2020, and affects how and where the City may grow.
6. There are substantial developed areas within the City's CURB and within the City's sphere of influence that could potentially be annexed to the City that would, upon annexation, increase the City's population.
7. There are differences between the existing sphere of influence line and the CURB line established by the City's voters. As a part of LAFCo's sphere of influence update process consideration should be given to changing the sphere of influence line to match the City's CURB line, except for properties already within the City.
8. Demographic information for the City's sphere of influence and the area covered by the City's General Plan, outside existing City boundaries, is difficult to estimate as the sphere of influence and the area covered by the City General Plan do not match census tract boundaries and no separate population projections are made for these areas. The City should work cooperatively with the County and other cities in the County to develop a consistent methodology to prepare annual population estimates and projections for areas in the City's sphere of influence and areas covered by the City's General Plan.

C. Financing Constraints and Opportunities

1. The City is subject to tax and funding limitations applicable to all municipalities throughout the state, including Propositions 13 and 218.
2. The City is subject to changes in revenue allocation based on the state budget and its relationship to local funding sources. The City estimates that the two-year transfer of revenue from the state to the City under Proposition 1A, adopted in 2004, is over \$2 million.
3. The City annually prepares a comprehensive budget and has adopted financial policies and procedures to ensure adequate funds concurrent with need.
4. City revenue is derived from a diverse combination of sources and consists of both non-enterprise and enterprise revenue. In FY 2003 –2004, based on information reported to the State Controller, the top three sources of non-enterprise revenue (i.e. not including water service revenue) were sales and use taxes (21.2%), intergovernmental revenue, including state motor vehicle in-lieu taxes and state gasoline taxes (11.9%), and property taxes (6.9%).
5. The City uses debt financing as it deems necessary and appropriate, including revenue bonds, community facility district financing and 1915 Act assessment district bonds. In 2005 the City's bond rating was AA- by Standard and Poors and AaB by Moodys.
6. The City Council serves as the governing board for the City's Redevelopment Agency. The City did not respond to questions about how many redevelopment project areas exist. As of June 30, 2005, the Redevelopment Agency owed the City approximately \$9,820,000. The Redevelopment Agency utilizes tax increment funding and other

redevelopment revenue to repay the City and to cover the costs of redevelopment activities in the City's redevelopment project area(s). The Redevelopment Agency maintains a separate low and moderate income housing set aside fund of approximately \$733,385 as of June 30, 2005, to provide for affordable housing throughout the City.

D. Cost Avoidance Opportunities

1. The City has adopted purchasing policies with the objective of securing supplies and equipment at the lowest possible cost and complies with public bid requirements.
2. The City is a member of the California Joint Powers Insurance Agency to purchase insurance at favorable group rates.
3. The City contracts with the County of Ventura for police services and is located within the boundaries of the Ventura County Fire Protection District that provides fire and paramedic services. Via these agencies the City benefits from emergency service mutual aid agreements.
4. The City is part of the Area Housing Authority, a joint powers agency that includes the County of Ventura and five other cities, that provides, operates and maintains low and moderate income housing and administers housing programs pursuant to state housing authority law.
5. The City requires that new development pay appropriate fees and charges to provide for cost recovery and reduce impacts on existing residents and property owners.
6. There are no obvious cost avoidance opportunities that have not been implemented by the City through internal reviews, contracts with other agencies and joint powers authorities.

E. Opportunities for Rate Restructuring

1. The City establishes rates and fees through a public process. Most, but not all, City rates and fees are reviewed annually to ensure basic cost recovery, maintenance of service levels and the provision and maintenance of infrastructure.
2. The City does provide fee offsets for affordable housing for its traffic and police facilities fees, as approved by the City Council.

F. Opportunities for Shared Facilities

1. The City actively cooperates with other agencies as appropriate to share facilities. A formal joint use agreement exists with the Pleasant Valley School District for use of the City library and with the County of Ventura for library services.
2. No obvious additional opportunities for shared facilities were noted.

G. Government Structure Options

1. The City should explore the potential benefits, if any, of a reorganization with the Camarillo Sanitary District and with the Camrosa Water District.
2. The City should explore the potential benefits, if any, of acquiring all private, mutual water providers now providing potable water service within the City boundaries.
3. The City, in conjunction with the Pleasant Valley County Water District, should initiate the detachment of all developed territory within the City from the Pleasant Valley County Water District to ensure that property owners are not being taxed unnecessarily for the provision of non-potable, agricultural water services.

4. The City should annex all developed, unincorporated areas that are surrounded or substantially surrounded by the City.

H. Evaluation of Management Efficiencies

1. The management structure of the City is adequate to serve the present and future needs of the City.
2. The City has current management, interdepartmental and inter-agency practices and procedures appropriate for efficient operations and service delivery.
3. The City uses outside vendors and contracting with other agencies to provide more efficient services.
4. The City fully complies with all budget, audit and financial reporting requirements. The City received awards from the California Society of Municipal Finance Officers for its 2003-2004 budget and certified annual financial report.
5. The City adopted policies in 2001 about minimum amounts to maintain in unrestricted reserve/contingency funds.
6. The City indicates it has up-to-date, legally compliant personnel rules and training policies.

I. Local Accountability and Governance

1. The City is locally accountable through adherence to applicable Government Code requirements, open and accessible meetings, dissemination of information and encouragement of public participation.
2. The City Council is elected and no City Council member has recently run unopposed.
3. The City conducts regular review for the City Council and senior staff of the Brown Act, Fair Political Practices Commission rules and procedures and the Public Records Act.
4. The City indicates that the location of most City meetings and the facilities and equipment at meetings, including all City Council meetings, complies with the Americans with Disabilities Act (ADA) minimum requirements.
5. The City maintains a web site that includes basic information about the City, a basic phone directory for City services and a list of current agendas for the City Council and City advisory boards and commissions. However the City could substantially improve its web site for the purpose of local accountability and governance by posting the most recent city budget, capital improvement program and certified annual financial report, all public hearing notices, links to all staff reports and written materials for each City Council and City advisory board and commission agenda item, and a historical archive of agendas and meeting minutes for at least one year.
6. Meetings of the City Council/Community Development Commission are broadcast live on the City's government access cable TV channel.

City of Fillmore – Determinations

A. Infrastructure Needs or Deficiencies

1. The City is responsible for the construction and maintenance of infrastructure for water supply (including treatment and distribution), wastewater (sewer) collection and treatment, local streets and highways, drainage, parks and recreation facilities and various other city-owned buildings and facilities. All other public infrastructure is provided by other public agencies and by regulated utility companies.
2. The City annually updates its list of infrastructure needs and adopts a Capital Improvement Program (CIP) for a five-year period. The purpose of the City's CIP is to identify current and future infrastructure needs and to plan for sufficient financing and sequencing of construction to meet the needs identified. The City did not provide information about the total dollar amount of its CIP or if the CIP is fully funded. The City did indicate that the primary sources of revenue for the CIP are redevelopment and development impact fees. No information was provided as to whether or not the City funds a portion of its CIP with any General Fund revenue.
3. The City is under order from the state Regional Water Control Board to upgrade its wastewater treatment facilities. The City has is currently in the process of constructing a new wastewater treatment facility to meet current and projected needs and to meet all safety and environmental standards. The City did not identify any other infrastructure that is not in compliance with safety and environmental standards.
4. The City coordinates its infrastructure improvements with its General Plan, other service providers and applicable regional plans and programs.

B. Growth and Population Projections

1. The City grew by approximately 11.3% between 2000 and 2005, based on information from the 2000 U.S. census and annual population projections by the California Department of Finance (DOF). Based on DOF estimates the City population remained basically unchanged (0% change) between January 1, 2005 and January 1, 2006.
2. The City is a member of the Ventura Council of Governments (VCOG). VCOG has adopted population forecasts to 2025 for each city in Ventura County and for geographical subareas around each city, generally consistent with each city's area of interest. The City participated in these forecasts and generally accepts them for planning purposes. Based on the January 1, 2005 DOF population estimate for the City of 15,182 and the VCOG 2025 population projection of 23,302, the City will grow by approximately 53.5% during this twenty-year time frame.
3. The City is within the Southern California Association of Governments (SCAG) region, is a member of SCAG, and is required by state law to use SCAG's population projections for the preparation of the City's Housing Element. SCAG population projections differ from the population projections adopted by VCOG. SCAG is currently preparing population projections through 2035, but these are not yet finalized.
4. The City adopted a Save Open Space and Agricultural Resources (SOAR) ordinance in 2002 that established a City Urban Restriction Boundary (CURB). Based on this ordinance the City cannot, with limited exceptions, amend its General Plan to allow urban services and urban uses in areas outside the CURB without a vote of the people.

This ordinance is in effect until December 31, 2020, and affects how and where the City may grow.

5. There are significant differences between the existing sphere of influence line and the CURB line established by the City's voters. Also, there are areas within the City that are outside either the sphere of influence and/or outside the City's CURB. As a part of LAFCo's sphere of influence update process these areas should be reviewed for possible changes to the sphere of influence line. Undeveloped areas in the City, but outside the sphere of influence should be detached.
6. Demographic information for the City's sphere of influence and the area covered by the City's General Plan, outside existing City boundaries, is difficult to estimate as the sphere of influence and the area covered by the City General Plan do not match census tract boundaries and no separate population projections are made for these areas. The City should work cooperatively with the County and other cities in the County to develop a consistent methodology to prepare annual population estimates and projections for areas in the City's sphere of influence and areas covered by the City's General Plan.

C. Financing Constraints and Opportunities

1. The City is subject to tax and funding limitations applicable to all municipalities throughout the state, including Propositions 13 and 218.
2. The City is subject to changes in revenue allocation based on the state budget and its relationship to local funding sources. The City has indicated that state revenue allocation changes have impacted the City's ability to provide basic services.
3. The City annually prepares a comprehensive budget and has adopted financial policies and procedures to ensure adequate funds concurrent with need.
4. City revenue is derived from a diverse combination of sources and consists of both non-enterprise and enterprise revenue. In FY 2003 –2004, based on information reported to the State Controller, the top three sources of non-enterprise revenue (i.e. not including revenue from water and sewer services) were taxes, including sales and property taxes, (25.1%), other unspecified revenue (13.8%), and intergovernmental revenue, including state motor vehicle in-lieu taxes and state gasoline taxes (12.4%).
5. The City uses debt financing as necessary and appropriate, including certificates of participation and community facility district financing. The City did not respond to questions about its bond rating.
6. The City Council serves as the governing board for the City's Redevelopment Agency. The City did not respond to questions about how many redevelopment project areas exist and the amount of debt the redevelopment agency owes the City, if any. The Redevelopment Agency maintains a separate low and moderate income housing set aside fund of approximately \$1,904,862 as of June 30, 2005, to provide for affordable housing throughout the City.

D. Cost Avoidance Opportunities

1. The City has adopted purchasing policies with the objective of securing supplies and equipment at the lowest possible cost and complies with public bid requirements.
2. The City is a member of the California Joint Powers Insurance Agency to purchase insurance at favorable group rates.

3. The City contracts with the County of Ventura for police services and, in conjunction with the City's Fire Department, benefits from emergency service mutual aid agreements.
4. The City is part of the Area Housing Authority, a joint powers agency that includes the County of Ventura and five other cities, that provides, operates and maintains low and moderate income housing and administers housing programs pursuant to state housing authority law.
5. The City requires that new development pay appropriate fees and charges to provide for cost recovery and reduce impacts on existing residents and property owners.
6. There are no obvious cost avoidance opportunities that have not been implemented by the City through internal reviews, contracts with other agencies and joint powers authorities.

E. Opportunities for Rate Restructuring

1. The City establishes rates and fees through a public process. Most, but not all, City rates and fees are reviewed annually to ensure basic cost recovery, maintenance of service levels and the provision and maintenance of infrastructure.
2. The City does not provide fee offsets for affordable housing.

F. Opportunities for Shared Facilities

1. The City actively cooperates with other agencies as appropriate to share facilities. A formal agreement exists with the Fillmore Unified School District and, for library services, with the County of Ventura. The City provides administration for the Fillmore-Piru Memorial District that owns and operates a veteran's memorial hall in the City.
2. No obvious additional opportunities for shared facilities were noted.

G. Government Structure Options

1. The City should explore the potential benefits, if any, of a reorganization with the Fillmore-Piru Memorial District.
2. Since recent elections for City Clerk and/or City Treasurer have not been contested, the City should explore the viability of changing one or both offices to appointed positions rather than elected positions.

H. Evaluation of Management Efficiencies

1. The management structure of the City is adequate to serve the present and future needs of the City.
2. The City has current management, interdepartmental and inter-agency practices and procedures appropriate for efficient operations and service delivery.
3. The City uses outside vendors and contracting with other agencies to provide more efficient services.
4. The City fully complies with all budget, audit and financial reporting requirements.
5. The City has adopted, and periodically reviews, a policy about maintaining 45% of General Fund operating expenses in unrestricted reserve/contingency funds.
6. The City indicates it has up-to-date, legally compliant personnel rules and training policies.

I. Local Accountability and Governance

1. The City is locally accountable through adherence to applicable Government Code requirements, open and accessible meetings, dissemination of information and encouragement of public participation.
2. The City Council is elected and no City Council member has recently run unopposed.
3. The City conducts regular review for the City Council and senior staff of the Brown Act, Fair Political Practices Commission rules and procedures and the Public Records Act.
4. The City indicates that the location of most City meetings and the facilities and equipment at meetings, including all City Council meetings, complies with the Americans with Disabilities Act (ADA) minimum requirements.
5. The City maintains a web site that includes basic information about the City, a phone directory for some, but not all, City departments, the City Municipal Code and the most recent three months of agendas for the City Council, Redevelopment Agency and Planning Commission. However the City could substantially improve its web site for the purpose of local accountability and governance by posting a complete phone directory for city departments, the most recent city budget, capital improvement program and audit, links to all staff reports and written materials for each City Council and City advisory board and commission agenda item, and a historical archive of agendas and meeting minutes for at least one year.

City of Moorpark – Determinations

A. Infrastructure Needs or Deficiencies

1. The City is responsible for the construction and maintenance of infrastructure for local streets and highways, drainage, parks and recreation facilities and various other city-owned buildings and facilities. All other public infrastructure is provided by other public agencies and by regulated utility companies.
2. The City annually updates its list of infrastructure needs and adopts a Capital Improvement Program (CIP) for a seven-year period. The purpose of the City's CIP is to identify current and future infrastructure needs and to plan for sufficient financing and sequencing of construction to meet the needs identified. The City's 2005-2012 CIP contained projects with an estimated cost of \$65,900,000. The City indicated that approximately 20% of this total was currently funded. The primary sources of revenue for the CIP are grants, gas tax, redevelopment, and various mitigation fees. No information was provided as to whether or not the City funds a portion of its CIP with any General Fund revenue.
3. The City coordinates its infrastructure improvements with its General Plan, other service providers and applicable regional plans and programs.

B. Growth and Population Projections

1. The City grew by approximately 13.7% between 2000 and 2005, based on information from the 2000 U.S. census and annual population projections by the California Department of Finance (DOF). Based on DOF estimates the City population changed by only 0.2% between January 1, 2005 and January 1, 2006.
2. The City is a member of the Ventura Council of Governments (VCOG). VCOG has adopted population forecasts to 2025 for each city in Ventura County and for geographical subareas around each city, generally consistent with each city's area of interest. The City participated in these forecasts but they have proven to be less than the City's actual growth. Thus, the City has generated its own population projections, at least until 2020. Based on the January 1, 2005 DOF population estimate for the City of 35,717 and the City's 2020 population projection of 43,874, the City will grow by approximately 22.9% during this fifteen-year time frame.
3. The City is within the Southern California Association of Governments (SCAG) region, is a member of SCAG, and is required by state law to use SCAG's population projections for the preparation of the City's Housing Element. SCAG population projections differ from the population projections adopted by VCOG. SCAG is currently preparing population projections through 2035, but these are not yet finalized.
4. The City adopted a Save Open Space and Agricultural Resources (SOAR) ordinance in 1999 that established a City Urban Restriction Boundary (CURB). Based on this ordinance the City cannot, with limited exceptions, amend its General Plan to allow urban services and urban uses in areas outside the CURB without a vote of the people. This ordinance is in effect until December 31, 2020, and affects how and where the City may grow.
5. There is one area that is within the City and within the City's sphere of influence that is outside the City's CURB. As a part of LAFCo's sphere of influence update process

- consideration should be given to changing the sphere of influence line to match the City's CURB line, and the City should consider detaching this area.
6. The City's sphere of influence and the area covered by the City's General Plan are co-terminus with the City boundaries. Thus, population projections for the City also apply to the City's sphere of influence and the area covered by the City's General Plan. The City should work cooperatively with the County and other cities in the County to develop a consistent methodology to prepare annual population estimates and projections for areas in the City's sphere of influence and areas covered by the City's General Plan.

C. Financing Constraints and Opportunities

1. The City is subject to tax and funding limitations applicable to all municipalities throughout the state, including Propositions 13 and 218.
2. The City is subject to changes in revenue allocation based on the state budget and its relationship to local funding sources.
3. The City annually prepares a comprehensive budget and has adopted financial policies and procedures to ensure adequate funds concurrent with need.
4. City revenue is derived from a diverse combination of sources. In FY 2003 –2004, based on information reported to the State Controller, the top three sources of revenue were taxes (40.8%), including property and sales taxes, service charges (21.2%), and intergovernmental revenue (15.6%), including state motor vehicle in-lieu taxes and state gasoline taxes.
5. The City has used debt financing only for its redevelopment agency. In 2005 the City's bond rating was AAA by Standard and Poors and AAA by Fitch.
6. The City Council serves as the governing board for the City's Redevelopment Agency. There is one redevelopment project area in the City. In fiscal year 2004-2005 the Redevelopment Agency received \$3,901,778 in tax increment revenue. The redevelopment agency maintains a separate low and moderate income housing set aside fund of approximately \$995,242 as of June 30, 2005, to provide for affordable housing throughout the City.

D. Cost Avoidance Opportunities

1. The City has adopted purchasing policies with the objective of securing supplies and equipment at the lowest possible cost and complies with public bid requirements.
2. The City is a member of the California Joint Powers Insurance Agency to purchase insurance at favorable group rates.
3. The City contracts with the County of Ventura for police services and is located within the boundaries of the Ventura County Fire Protection District that provides fire and paramedic services. Via these agencies the City benefits from emergency service mutual aid agreements.
4. The City is part of the Area Housing Authority, a joint powers agency that includes the County of Ventura and five other cities, that provides, operates and maintains low and moderate income housing and administers housing programs pursuant to state housing authority law.
5. The City requires that new development pay appropriate fees and charges to provide for cost recovery and reduce impacts on existing residents and property owners.

6. The City has indicated that there might be an opportunity to share vehicle maintenance with another agency to reduce costs. There are no other obvious cost avoidance opportunities that have not been implemented by the City through internal reviews, contracts with other agencies and joint powers authorities.

E. Opportunities for Rate Restructuring

1. The City establishes rates and fees through a public process. Most, but not all, City rates and fees are reviewed annually to ensure basic cost recovery, maintenance of service levels and the provision and maintenance of infrastructure.
2. The City does not provide fee offsets for affordable housing.

F. Opportunities for Shared Facilities

1. The City actively cooperates with other agencies as appropriate to share facilities. The City cooperates with Moorpark Unified School District about facility use.
2. No obvious additional opportunities for shared facilities were noted.

G. Government Structure Options

1. While existing service areas and the geographic areas within current boundaries make any reorganization or merger infeasible, on a long-term basis the City should explore the potential issues and benefits, if any, of a reorganization with the Ventura County Waterworks District No. 1 or merging the District into the City.

H. Evaluation of Management Efficiencies

1. The management structure of the City is adequate to serve the present and future needs of the City.
2. The City has current management, interdepartmental and inter-agency practices and procedures appropriate for efficient operations and service delivery.
3. The City uses outside vendors and contracting with other agencies to provide more efficient services.
4. The City fully complies with all budget, audit and financial reporting requirements. The City received a 2005-06 budget excellence award from the California Society of Municipal Finance Officers in the operating category.
5. The City indicates that although it does not have a formal policy about minimum amounts to maintain in unrestricted reserve/contingency funds, by practice it has maintained a healthy reserve representing 195% of total General Fund expenditures as of June 30, 2006. Based on this practice the City should consider adopting a formal reserve/contingency policy.
6. The City indicates it has up-to-date, legally compliant personnel rules and training policies.

I. Local Accountability and Governance

1. The City is locally accountable through adherence to applicable Government Code requirements, open and accessible meetings, dissemination of information and encouragement of public participation.

2. The City Council is elected and while no City Council member has recently run unopposed the Mayor has run unopposed in the last three elections.
3. The City conducts regular reviews of the Brown Act, Fair Political Practices Commission rules and procedures and the Public Records Act for the City Council, appointed commissions and senior staff.
4. The City indicates that the location of most City meetings and the facilities and equipment at meetings, including all City Council meetings, complies with the Americans with Disabilities Act (ADA) minimum requirements.
5. The City maintains a web site that contains substantial public information. It includes basic information about the City, a complete phone directory, the City Municipal Code, the City budget, the most recent certified annual financial report, the City's investment policy and over two years of annotated agendas for the City Council/Redevelopment Agency. Agendas and notices are also available for both the Planning Commission and Parks and Recreation Commission.
6. Meetings of the City Council/Redevelopment Agency, Planning Commission and Parks and Recreation Commission are broadcast live on the City's government access cable TV channel. In addition, the broadcasts of City Council meetings for at least the last year are archived for viewing on the City's web site.

City of Ojai – Determinations

A. Infrastructure Needs or Deficiencies

1. The City is responsible for the construction and maintenance of infrastructure for local streets and highways, drainage, parks, a cemetery, and various other city-owned buildings and facilities. Water service infrastructure for most of the City is the responsibility of Golden State Water Company, a private company that is a subsidiary of American States Water Company regulated by the State Public Utilities Commission. The Ventura River County Water District, an independent special district, has responsibility for water service infrastructure for a small area of the city. The Ojai Valley Sanitary District, an independent special district, is responsible for infrastructure relating to wastewater collection and treatment. All other public infrastructure is provided by other public agencies and by regulated utility companies.
2. The City annually updates its list of infrastructure needs and adopts a Capital Improvement Program (CIP) for a five-year period. The purpose of the City's CIP is to identify current and future infrastructure needs and to plan for sufficient financing and sequencing of construction to meet the needs identified. The City's capital improvement budget for the 2005 – 2010 time period was \$6,460,706, but was not fully funded especially for years 2007-08 through 2009-10. The primary sources of revenue for the CIP are grants and redevelopment funds. No information was provided as to whether or not the City funds a portion of its CIP with any General Fund revenue.
3. The City did not identify any infrastructure that is not in compliance with safety and environmental standards., however, the City indicated that the lack of public sewer infrastructure in the Arbolada area is an unmet need.
4. The City coordinates its infrastructure improvements with its General Plan, other service providers and applicable regional plans and programs.

B. Growth and Population Projections

1. The City grew by approximately 3.4% between 2000 and 2005, based on information from the 2000 U.S. census and annual population projections by the California Department of Finance (DOF). Based on DOF estimates the City grew by approximately 0.3% between January 1, 2005 and January 1, 2006.
2. The City is a member of the Ventura Council of Governments (VCOG). VCOG has adopted population forecasts to 2025 for each city in Ventura County and for geographical subareas around each city, generally consistent with each city's area of interest. The City participated in these forecasts and generally accepts them for planning purposes. Based on the January 1, 2005 DOF population estimate for the City of 8,132 and the VCOG 2025 population projection of 9,424, the City will grow by approximately 15.9% during this twenty-year time frame.
3. The City is within the Southern California Association of Governments (SCAG) region, is a member of SCAG, and is required by state law to use SCAG's population projections for the preparation of the City's Housing Element. SCAG population projections differ from the population projections adopted by VCOG. SCAG is currently preparing population projections through 2035, but these are not yet finalized.

4. Demographic information for the City’s sphere of influence and the area covered by the City’s General Plan, outside existing City boundaries, is difficult to estimate as the sphere of influence and the area covered by the City General Plan do not match census tract boundaries and no separate population projections are made for these areas. The City should work cooperatively with the County and other cities in the County to develop a consistent methodology to prepare annual population estimates and projections for areas in the City’s sphere of influence and areas covered by the City’s General Plan.

C. Financing Constraints and Opportunities

1. The City is subject to tax and funding limitations applicable to all municipalities throughout the state, including Propositions 13 and 218.
2. The City is subject to changes in revenue allocation based on the state budget and its relationship to local funding sources. The City indicates that these changes have affected monthly cash flow.
3. The City annually prepares a comprehensive budget and has adopted financial policies and procedures to ensure adequate funds concurrent with need.
4. City revenue is derived from a combination of sources. In FY 2003 –2004, based on information reported to the State Controller, the top three sources of revenue were sales and use taxes (15.83%), property taxes (13.76%), and state grants (6.9%). In other years transient lodging taxes were the primary revenue source.
5. The City uses debt financing as necessary and appropriate, including general obligation and assessment bonds. The City indicated that the small size of the City is the likely reason that bond rating firms have not evaluated City bonds.
6. The City Council serves as the governing board for the City’s Redevelopment Agency that administers one redevelopment project area. As of June 30, 2005, the Redevelopment Agency owed the City approximately \$3,918,151. The redevelopment agency utilizes tax increment funding, tax allocation bonds and other redevelopment revenue to repay the City and to cover the costs of redevelopment activities in the City’s redevelopment project area. The Redevelopment Agency maintains a separate low and moderate income housing set aside fund of approximately \$202,932 as of June 30, 2005, to provide for affordable housing throughout the City.

D. Cost Avoidance Opportunities

1. The City has adopted purchasing policies with the objective of securing supplies and equipment at the lowest possible cost and complies with public bid requirements.
2. The City is a member of the California Joint Powers Insurance Agency to purchase insurance at favorable group rates.
3. The City contracts with the County of Ventura for police services and is located within the boundaries of the Ventura County Fire Protection District that provides fire and paramedic services. Via these agencies the City benefits from emergency service mutual aid agreements.
4. The City is part of the Area Housing Authority, a joint powers agency that also includes the County of Ventura and five other cities, that provides, operates and maintains low and moderate income housing and administers housing programs pursuant to state housing authority law.

5. The City is part of South Coast Area Transit (SCAT), a joint powers agency that also includes the County of Ventura and the cities of Port Hueneme, Oxnard and San Buenaventura, that operates a public transit system that serves and connects the territories of the member agencies.
6. The City contracts with private contractors for street sweeping, solid waste/recycling services, engineering services, and landscape and tree maintenance, to increase operational and management efficiencies.
7. The City requires that new development pay appropriate fees and charges to provide for cost recovery and reduce impacts on existing residents and property owners.
8. There are no obvious cost avoidance opportunities that have not been implemented by the City through internal reviews, contracts with other agencies and joint powers authorities.

E. Opportunities for Rate Restructuring

1. The City establishes rates and fees through a public process. Most, but not all, City rates and fees are reviewed annually to ensure basic cost recovery, maintenance of service levels and the provision and maintenance of infrastructure. The City's local transit and its public cemetery are operated as enterprise funds that rely primarily on user fees and service charges.
2. The City does not provide fee offsets for affordable housing.

F. Opportunities for Shared Facilities

1. The City cooperates with other agencies as appropriate to share facilities. A formal memorandum of understanding exists with the County of Ventura for library services and the City has held discussions with other public agencies about a shared vehicle maintenance facility.
2. No obvious additional opportunities for shared facilities were noted.

G. Government Structure Options

1. In the past the City reviewed and rejected the establishment of a local police department in lieu of contracting for police services with the County of Ventura. No obvious, current government structure changes were noted.
2. Since recent elections for City Clerk and/or City Treasurer have not been contested, the City should explore the viability of changing one or both offices to appointed positions rather than elected positions.

H. Evaluation of Management Efficiencies

1. The management structure of the City is limited by the City's relatively small size and revenue base, but is adequate to serve the present needs of the City.
2. The City has current management, interdepartmental and inter-agency practices and procedures appropriate for efficient operations and service delivery.
3. The City uses outside vendors and contracting with other agencies to provide more efficient services.
4. The City fully complies with all budget, audit and financial reporting requirements.
5. The City indicates it has up-to-date, legally compliant personnel rules and training policies.

6. The City, in April 2001, adopted policies about minimum amounts to maintain in unrestricted reserve/contingency funds.

I. Local Accountability and Governance

1. The City is locally accountable through adherence to Government Code requirements, open and accessible meetings, dissemination of information and encouragement of public participation.
2. The City Council is elected and no City Council member has recently run unopposed.
3. The City conducts regular reviews for the City Council and senior staff of the Brown Act and Fair Political Practices Commission rules and procedures, but not the Public Records Act.
4. The City indicates that the location of most City meetings and the facilities and equipment at meetings, including all City Council meetings, complies with the Americans with Disabilities Act (ADA) minimum requirements.
5. The City maintains a web site that includes basic information about the City, a basic phone directory for City services, a list of current agendas and all related reports for the City Council and Planning Commission, and a year-to-date archive of City Council minutes. However the City could improve its web site for the purpose of local accountability and governance by posting the City's Municipal Code and the most recent city budget, capital improvement program and certified annual financial report.

City of Oxnard – Determinations

A. Infrastructure Needs or Deficiencies

1. The City is responsible for the construction and maintenance of nearly all local infrastructure for streets and highways, drainage, water supply (including treatment and distribution), wastewater (sewer) collection and treatment, solid waste/recycling materials handling, parks and recreation facilities, a golf course, libraries, a museum, a community center/auditorium and various other city-owned buildings and facilities. All other public infrastructure is provided by other public agencies and by regulated utility companies.
2. The City annually updates its list of infrastructure needs and adopts a Capital Improvement Program (CIP) for a two-year period. The purpose of the City's CIP is to identify current and future infrastructure needs and to plan for sufficient financing and sequencing of construction to meet the needs identified. The City's capital improvement budget for the 2005 – 2007 time period was \$89,158,052, and was fully funded. Revenue for capital improvements comes from a variety of sources including the City general fund, gas taxes, grants and a variety of development impact fees.
3. The City did not identify any infrastructure that is not in compliance with safety and environmental standards.
4. The City coordinates its infrastructure improvements with its General Plan, other service providers and applicable regional plans and programs.

B. Growth and Population Projections

1. The City grew by approximately 10.6% between 2000 and 2005, based on information from the 2000 U.S. census and annual population projections by the California Department of Finance (DOF). Based on DOF estimates the City grew by approximately 0.9% between January 1, 2005 and January 1, 2006.
2. The City is a member of the Ventura Council of Governments (VCOG). VCOG has adopted population forecasts to 2025 for each city in Ventura County and for geographical subareas around each city, generally consistent with each city's area of interest. The City participated in these forecasts but the VCOG population estimates for the City were based on a year 2000 population estimate that was considerably lower than the City's actual year 2000 census population. Thus, the City has developed its own population estimates. Based on the January 1, 2005 DOF population estimate for the City of 188,333 and the City's 2025 population projection of 232,536, the City will grow by approximately 23.5% during this twenty-year time frame.
3. The City is within the Southern California Association of Governments (SCAG) region, is a member of SCAG, and is required by state law to use SCAG's population projections for the preparation of the City's Housing Element. SCAG population projections differ from the population projections adopted by VCOG. SCAG is currently preparing population projections through 2035, but these are not yet finalized.
4. The City adopted a Save Open Space and Agricultural Resources (SOAR) ordinance in 1998 that established a City Urban Restriction Boundary (CURB). Based on this ordinance the City cannot, with limited exceptions, amend its General Plan to allow urban services and urban uses in areas outside the CURB without a vote of the people.

This ordinance is in effect until December 31, 2020, and affects how and where the City may grow.

5. There are substantial developed areas within the City's CURB and within the City's sphere of influence that could potentially be annexed to the City that would, upon annexation, increase the City's population.
6. There are differences between the existing sphere of influence line and the CURB line established by the City's voters. As a part of LAFCo's sphere of influence update process consideration should be given to changing the sphere of influence line to match the City's CURB line.
7. The City has developed both population estimates and projections for areas outside the City boundary, but within the City's sphere of influence and the area covered by the City's General Plan. In general, population estimates and projections for these areas outside existing City boundaries are difficult to derive as the sphere of influence and the area covered by the City General Plan do not match census tract boundaries and there is no generally accepted methodology. The City should work cooperatively with the County and other cities in the County to develop a consistent methodology to prepare annual populations estimates and projections for all areas in the City's sphere of influence and areas covered by the City's General Plan.

C. Financing Constraints and Opportunities

1. The City is subject to tax and funding limitations applicable to all municipalities throughout the state, including Propositions 13 and 218.
2. The City is subject to changes in revenue allocation based on the state budget and its relationship to local funding sources.
3. The City prepares a two-year comprehensive budget and has adopted financial policies and procedures to ensure adequate funds concurrent with need.
4. City revenue is derived from a diverse combination of sources. In FY 2003 –2004, based on information reported to the State Controller, the top three sources of revenue were intergovernmental revenue, including state motor vehicle in-lieu taxes and state gasoline taxes (9.8%), property taxes (7.3%) and sales and use taxes (6.4%), not including service charges (including but not limited to water, sewer, solid waste, golf course and similar service fee revenues) and debt financing (bonds and notes).
5. The City uses debt financing as necessary and appropriate, including certificates of participation and various types of revenue bonds. The City did not respond to questions about its bond rating.
6. The City Council serves as the governing board for the City's Community Development Commission (redevelopment agency). The City has five active redevelopment project areas. As of June 30, 2005, the Community Development Commission (redevelopment agency) owed the City approximately \$28,413,886. The Community Development Commission (redevelopment agency) utilizes tax increment funding and other redevelopment revenue to repay the City and to cover the costs of redevelopment activities in the City's redevelopment project areas. The Community Development Commission (redevelopment agency) maintains a separate low and moderate income housing set aside fund of approximately \$5,109,303 as of June 30, 2005, to provide for affordable housing throughout the City.

D. Cost Avoidance Opportunities

1. The City has adopted purchasing policies with the objective of securing supplies and equipment at the lowest possible cost and complies with public bid requirements.
2. The City uses private contractors and other outside vendors for services when shown to be cost effective. For example, the City uses private contractors for street sweeping and for some landscape maintenance
3. The City requires that new development pay appropriate fees and charges to provide for cost recovery and reduce impacts on existing residents and property owners.
4. The City is part of South Coast Area Transit (SCAT), a joint powers agency that also includes the County of Ventura and the cities of Port Hueneme, Oxnard and San Buenaventura, that operates a public transit system that serves and connects the territories of the member agencies.
5. There are no obvious cost avoidance opportunities that have not been implemented by the City through internal reviews, contracts with private vendors and other agencies and joint powers authorities.

E. Opportunities for Rate Restructuring

1. The City establishes rates and fees through a public process. Most, but not all, City rates and fees are reviewed annually to ensure basic cost recovery, maintenance of service levels and the provision and maintenance of infrastructure.
2. The City does not provide fee offsets for affordable housing.

F. Opportunities for Shared Facilities

1. The City actively cooperates with other agencies as appropriate to share facilities. Formal joint use agreements exist with the school districts that serve the City.
2. Based on formal agreements, the City provides wastewater treatment services to the City of Port Hueneme, Naval Base Ventura County and to Ventura County Service Area No. 34.
3. The City is the lead agency for the Groundwater Recovery Enhancement and Treatment (GREAT) program to construct a new groundwater desalination facility to serve the City and the Port Hueneme Water Agency and a recycled water system to serve agricultural users in the Oxnard Plain.
4. The Ventura County Fire Protection District contracts with the City for the City to be first responder for fire protection and paramedic services to the unincorporated beach communities of Silver Strand, Hollywood-by-the-Sea and Hollywood Beach.
5. The City has indicated that it would be receptive to considering sharing its vehicle maintenance facilities and services with other agencies.
6. No obvious additional opportunities for shared facilities were noted.

G. Government Structure Options

1. The City should continue to explore the potential benefits, if any, of a reorganization with the Ocean View Municipal Water District or a dissolution of the District with the City being the successor agency.
2. The City should work with both Oxnard Drainage District No 1 and Oxnard Drainage District No. 2 to detach all developed areas in the City from each District.

3. Since recent elections for City Clerk and/or City Treasurer have not been contested, the City should explore the viability of changing one or both offices to appointed positions rather than elected positions.

H. Evaluation of Management Efficiencies

1. The management structure of the City is adequate to serve the present and future needs of the City.
2. The City has current management, interdepartmental and inter-agency practices and procedures appropriate for efficient operations and service delivery.
3. The City uses outside vendors and contracting with other agencies to provide more efficient services.
4. The City fully complies with all budget, audit and financial reporting requirements. The City received an award from the California Society of Municipal Finance Officers for its 2003-2004 certified annual financial report.
5. The City has adopted policies about minimum amounts to maintain in unrestricted reserve/contingency funds.
6. The City indicates it has up-to-date, legally compliant personnel rules and training policies.

I. Local Accountability and Governance

1. The City is locally accountable through adherence to applicable Government Code requirements, open and accessible meetings, dissemination of information and encouragement of public participation.
2. The City Council is elected and no City Council member, including the directly elected mayor, has recently run unopposed.
3. The City conducts regular review for the City Council and senior staff of the Brown Act, Fair Political Practices Commission rules and procedures and the Public Records Act.
4. The City indicates that the location of most City meetings and the facilities and equipment at meetings, including all City Council meetings, complies with the Americans with Disabilities Act (ADA) minimum requirements.
5. The Ventura County Grand Jury in 2002-03, 2003-04 and 2004-05, investigated the City's management of the River Ridge Golf Club. The Grand Jury's 2004-05 report listed 36 findings, 22 conclusions and 4 recommendations. Among the conclusions was that the golf course operation is not fully consistent with the written operational contract and, "...that operating in contradiction to the terms of a written agreement is not consistent with sound and open government practice." As a part of the City's response, the City commissioned an independent audit of the River Ridge Golf Club's financial condition that resulted in an unqualified opinion of the financial condition of the contract operator of the Golf Club and transactions with the City.
6. Based on a law suit filed by local citizens the Ventura County Superior Court in 2004 determined that the City Council/Community Development Commission (redevelopment agency) conducted closed sessions under the real estate negotiations section of the Brown Act that included discussions of topics not authorized by State law, but the court also determined that the violations were not intentional.
7. The City maintains a web site that contains substantial public information. It includes basic information about the City, the City Municipal Code, general plan and zoning

maps, the City's latest comprehensive annual financial report (CAFR) and over nine months of annotated agendas for the City Council/Community Development Commission/Housing Authority. Agendas are also available for the City's Planning Commission, Parks and Recreation Commission and Library Board for at least the last year. However the City could improve its web site for the purpose of local accountability and governance by posting all public hearing notices and the current City budget and capital improvement program on the web site.

8. Meetings of the City Council/Community Development Commission/Housing Authority and the Planning Commission are broadcast live on the City's government access cable TV channel. The meeting broadcasts for at least the most recent nine month period are archived for viewing on the City's web site.

This Page Intentionally Left Blank

City of San Buenaventura (Ventura) – Determinations

A. Infrastructure Needs or Deficiencies

1. The City is responsible for the construction and maintenance of nearly all local infrastructure for streets and highways, drainage, water supply (including treatment and distribution), wastewater (sewer) collection and treatment, parks and recreation facilities, public golf courses and various other city-owned buildings and facilities. All other public infrastructure is provided by other public agencies and by regulated utility companies.
2. The City annually updates its list of infrastructure needs and adopts a Capital Improvement Program (CIP) for a five-year period. The purpose of the City's CIP is to identify current and future infrastructure needs and to plan for sufficient financing and sequencing of construction to meet the needs identified. The City's capital improvement budget for the 2005 – 2010 time period was \$371,737,732, and was 55% funded. Revenue for capital improvements comes from a variety of sources including the City general fund, gas taxes, water and wastewater charges, grants, certificates of participation and a variety of development impact fees.
3. The City did not identify any infrastructure that is not in compliance with safety and environmental standards. However, the City did identify infrastructure deficiencies, especially for park facilities, based on deferred maintenance caused by lack of funding. The City also indicated that approximately 800 properties within the City are on individual septic tanks and not connected to a public sewer system.
4. The City coordinates its infrastructure improvements with its General Plan, other service providers and applicable regional plans and programs.

B. Growth and Population Projections

1. The City grew by approximately 4.9% between 2000 and 2005, based on information from the 2000 U.S. census and annual population projections by the California Department of Finance (DOF). Based on DOF estimates the City grew by approximately 0.85% between January 1, 2005 and January 1, 2006.
2. The City is a member of the Ventura Council of Governments (VCOG). VCOG has adopted population forecasts to 2025 for each city in Ventura County and for geographical subareas around each city, generally consistent with each city's area of interest. The City participated in these forecasts and generally accepts them for planning purposes. Based on the January 1, 2005 DOF population estimate for the City of 105,812 and the VCOG 2025 population projection of 128,051, the City will grow by approximately 21% during this twenty-year time frame.
3. The City is within the Southern California Association of Governments (SCAG) region, is a member of SCAG, and is required by state law to use SCAG's population projections for the preparation of the City's Housing Element. SCAG population projections differ from the population projections adopted by VCOG. SCAG is currently preparing population projections through 2035, but these are not yet finalized.
4. The City adopted a Save Our Agricultural Resources (SOAR) ordinance by initiative in 1995 that provides that the City cannot change the land use designation of any property designated as open space by its General Plan as of February 1, 1995, to any other land use designation without a vote of the people. This ordinance is in effect until December

- 31, 2030. Via initiative the City also adopted the Hillside Voter Participation Act ordinance in 2001 that provides that no urban services can be extended in a defined “Hillside Area” without a vote of the people. This ordinance is also in effect until December 31, 2030. Both of these ordinances affect how and where the City may grow.
5. There are significant differences between the existing sphere of influence line and the City’s voter established growth boundaries. As a part of LAFCo’s sphere of influence update process consideration should be given to changing the sphere of influence line to match the City’s voter established growth boundaries.
 6. There are substantial developed areas within the City’s CURB and within the City’s sphere of influence that could potentially be annexed to the City that would, upon annexation, increase the City’s population.
 7. Demographic information for the City’s sphere of influence and the area covered by the City’s General Plan, outside existing City boundaries, is difficult to estimate as the sphere of influence and the area covered by the City General Plan do not match census tract boundaries and no separate population projections are made for these areas. The City should work cooperatively with the County and other cities in the County to develop a consistent methodology to prepare annual population estimates and projections for areas in the City’s sphere of influence and areas covered by the City’s General Plan.

C. Financing Constraints and Opportunities

1. The City is subject to tax and funding limitations applicable to all municipalities throughout the state, including Propositions 13 and 218.
2. The City is subject to changes in revenue allocation based on the state budget and its relationship to local funding sources. The City noted that changes in revenue allocation by the state resulted in the loss of \$1,767,950 in vehicle license fees for a short period, the loss of over \$33 million since 1994, the loss of \$2.8 million cumulatively in property taxes, the loss of two police positions due to changes in grants, and an increase of local expenses for library funding.
3. The City annually prepares a comprehensive budget and has adopted financial policies and procedures to ensure adequate funds concurrent with need.
4. City revenue is derived from a diverse combination of sources. In FY 2003 –2004, based on information reported to the State Controller, the top three sources of revenue were sales and use taxes (15.15%), property taxes (10.64%) and intergovernmental revenue, including state motor vehicle in-lieu taxes and gas taxes (8.02%), not including service charges (including but not limited to water, sewer, golf course and similar service fee revenues) and debt financing (bonds and notes).
5. The City uses debt financing as necessary and appropriate, including certificates of participation and various types of revenue bonds. In 2005 the City’s bond rating was AAA by Standard and Poors and AAA by Moodys.
6. The City Council serves as the governing board for the City’s Redevelopment Agency. The City has one active redevelopment project area. The Redevelopment Agency utilizes tax increment funding and other redevelopment revenue to repay debt and to cover the costs of redevelopment activities in the City’s redevelopment project area. The Redevelopment Agency maintains a separate low and moderate income housing set aside fund of approximately \$2,610,075 as of June 30, 2005, to provide for affordable housing throughout the City.

D. Cost Avoidance Opportunities

1. The City has adopted purchasing policies with the objective of securing supplies and equipment at the lowest possible cost and complies with public bid requirements.
2. The City uses private contractors and other outside vendors for services when shown to be cost effective. For example, the City uses private contractors for solid waste collection, recycling, street sweeping and for some landscape maintenance
3. The City requires that new development pay appropriate fees and charges to provide for cost recovery and reduce impacts on existing residents and property owners.
4. The City is part of South Coast Area Transit (SCAT), a joint powers agency that also includes the County of Ventura and the cities of Port Hueneme, Ojai and Oxnard, that operates a public transit system that serves and connects the territories of the member agencies.
5. There are no obvious cost avoidance opportunities that have not been implemented by the City through internal reviews, contracts with private vendors and other agencies and joint powers authorities.

E. Opportunities for Rate Restructuring

1. The City establishes rates and fees through a public process. Most, but not all, City rates and fees are reviewed annually to ensure basic cost recovery, maintenance of service levels and the provision and maintenance of infrastructure.
2. The City does not provide fee offsets for affordable housing.

F. Opportunities for Shared Facilities

1. The City actively cooperates with other agencies as appropriate to share facilities. A formal memorandum of understanding exists with the County of Ventura for library services. The City has a joint use agreement with the Ventura Unified School District for recreational use of certain school facilities. Fire dispatch service is shared with and provided by the Ventura County Fire Protection District.
2. No obvious additional opportunities for shared facilities were noted.

G. Government Structure Options

1. The City should evaluate the potential feasibility and benefits, if any, of a merger with the Montalvo Municipal Improvement District or a dissolution of the District with the City being the successor agency. At minimum, the City should work cooperatively with the Montalvo Municipal Improvement District to interconnect systems in the case of emergency.
2. The City should work with the Saticoy Sanitary District to establish formal service agreements as areas in the unincorporated portions of Saticoy are annexed.
3. The City should annex all developed, unincorporated areas that are surrounded or substantially surrounded by the City.

H. Evaluation of Management Efficiencies

1. The management structure of the City is adequate to serve the present and future needs of the City.
2. The City has current management, interdepartmental and inter-agency practices and procedures appropriate for efficient operations and service delivery.
3. The City uses outside vendors and contracting with other agencies to provide more efficient services.
4. The City fully complies with all budget, audit and financial reporting requirements. The City received an award from the California Society of Municipal Finance Officers for its 2003-2004 certified annual financial report.
5. The City adopted a policy in 2005 to maintain a minimum general fund unrestricted reserve equal to three months of operating cash needs. At the end of FY 2004-05, the City had total unrestricted reserve/contingency funds of \$28,287,215.
6. The City indicates it has up-to-date, legally compliant personnel rules and training policies.

I. Local Accountability and Governance

1. The City is locally accountable through adherence to applicable Government Code requirements, open and accessible meetings, dissemination of information and encouragement of public participation.
2. The City Council is elected and no City Council member has recently run unopposed.
3. The City conducts regular review for the City Council and senior staff of the Brown Act, Fair Political Practices Commission rules and procedures and the Public Records Act.
4. The City indicates that the location of most City meetings and the facilities and equipment at meetings, including all City Council meetings, complies with the Americans with Disabilities Act (ADA) minimum requirements.
5. The City maintains a web site that contains substantial public information. It includes basic information about the City, the City Charter and Municipal Code, general plan and zoning maps, the City's the adopted operating and capital improvement program budgets and comprehensive annual financial reports (CAFR) for the last two fiscal years and agendas and minutes for the City Council/Redevelopment Agency and Planning Commission for the past year. The City could improve its web site for the purpose of local accountability and governance by posting all public hearing notices on its web site and by having a keyword search function on its web site.
6. Meetings of the City Council/Redevelopment Agency are broadcast live on the City's government access cable TV channel. These meeting broadcasts for the last year are archived for viewing on the City's web site.

City of Santa Paula – Determinations

A. Infrastructure Needs or Deficiencies

1. The City is responsible for the construction and maintenance of nearly all local infrastructure for streets and highways, drainage, water supply (including treatment and distribution), wastewater (sewer) collection and treatment, parks and recreation facilities, a community center, a museum and various other city-owned buildings and facilities. All other public infrastructure is provided by other public agencies and by regulated utility companies.
2. The City annually updates its list of infrastructure needs and adopts a Capital Improvement Program (CIP) for a five-year period. The purpose of the City's CIP is to identify current and future infrastructure needs and to plan for sufficient financing and sequencing of construction to meet the needs identified. The City did not respond to questions about the total amount of the capital improvement budget for the 2005 – 2010 time period, but did indicate that it was only 20% funded. The City further indicated that revenue for capital improvements comes primarily from the issuance of debt, but revenue sources for debt service were not identified.
3. The City is under order from the state Regional Water Control Board to upgrade its wastewater treatment facilities. The City has is currently in the process of constructing a new wastewater treatment facility to meet current and projected needs and to meet all safety and environmental standards. The City did not identify any other infrastructure that is not in compliance with safety and environmental standards.
4. The City coordinates its infrastructure improvements with its General Plan, other service providers and applicable regional plans and programs.

B. Growth and Population Projections

1. The City grew by approximately 2.1% between 2000 and 2005, based on information from the 2000 U.S. census and annual population projections by the California Department of Finance (DOF). Based on DOF estimates the City grew by approximately 0.85% between January 1, 2005 and January 1, 2006.
2. The City is a member of the Ventura Council of Governments (VCOG). VCOG has adopted population forecasts to 2025 for each city in Ventura County and for geographical subareas around each city, generally consistent with each city's area of interest. The City participated in these forecasts and generally accepts them for planning purposes. Based on the January 1, 2005 DOF population estimate for the City of 29,201 and the VCOG 2025 population projection of 40,515, the City will grow by approximately 38.7% during this twenty-year time frame.
3. The City is within the Southern California Association of Governments (SCAG) region, is a member of SCAG, and is required by state law to use SCAG's population projections for the preparation of the City's Housing Element. SCAG population projections differ from the population projections adopted by VCOG. SCAG is currently preparing population projections through 2035, but these are not yet finalized.
4. The City adopted a Save Open Space and Agricultural Resources (SOAR) ordinance in 1998 that established a City Urban Restriction Boundary (CURB). Based on this ordinance the City cannot, with limited exceptions, amend its General Plan to allow

- urban services and urban uses in areas outside the CURB without a vote of the people. This ordinance is in effect until December 31, 2020, and affects how and where the City may grow.
5. There are developed areas within the City's CURB and within the City's sphere of influence that should be annexed to the City and that would, upon annexation, increase the City's population.
 6. There are significant differences between the existing sphere of influence line and the CURB line established by the City's voters. As a part of LAFCo's sphere of influence update process consideration should be given to changing the sphere of influence line to match the City's CURB line.
 7. Demographic information for the City's sphere of influence and the area covered by the City's General Plan, outside existing City boundaries, is difficult to estimate as the sphere of influence and the area covered by the City General Plan do not match census tract boundaries and no separate population projections are made for these areas. The City should work cooperatively with the County and other cities in the County to develop a consistent methodology to prepare annual population estimates and projections for areas in the City's sphere of influence and areas covered by the City's General Plan.

C. Financing Constraints and Opportunities

1. The City is subject to tax and funding limitations applicable to all municipalities throughout the state, including Propositions 13 and 218.
2. The City is subject to changes in revenue allocation based on the state budget and its relationship to local funding sources.
3. The City annually prepares a comprehensive budget and has adopted financial policies and procedures to ensure adequate funds concurrent with need.
4. City revenue is derived from a diverse combination of sources. In FY 2003 –2004, based on information reported to the State Controller, the top three sources of revenue were property taxes (9.05%), sales and use taxes (6.97%) and state motor vehicle in-lieu taxes (6.82%), not including water and sewer service charges and connection fees.
5. The City uses debt financing as necessary and appropriate, including revenue bonds. In 2005 the City's bond rating was AAA by Standard and Poors.
6. The City Council serves as the governing board for the City's Redevelopment Agency. The City has one active redevelopment project area. The Redevelopment Agency utilizes tax increment funding and other redevelopment revenue to repay redevelopment tax allocation bond debt and to cover the costs of redevelopment activities in the City's redevelopment project area. The Redevelopment Agency maintains a separate low and moderate income housing set aside fund of approximately \$860,289 as of June 30, 2005, to provide for affordable housing throughout the City.

D. Cost Avoidance Opportunities

1. The City has adopted purchasing policies with the objective of securing supplies and equipment at the lowest possible cost and complies with public bid requirements.
2. The City is a member of the California Joint Powers Insurance Agency to purchase insurance at favorable group rates.
3. The City uses private contractors and other outside vendors for services when shown to be cost effective. For example, the City uses private contractors for the operation of its

wastewater treatment facility, utility billing, commercial solid waste collection, recycling, street sweeping and for some landscape maintenance

4. The City should consider adopting development impact fees to insure that new development pays appropriate fees and charges to provide for cost recovery and reduce impacts on existing residents and property owners.
5. The City has indicated that there might be an opportunity to share vehicle maintenance with another agency to reduce costs. There are no other obvious cost avoidance opportunities that have not been implemented by the City through internal reviews, contracts with other agencies and joint powers authorities.

E. Opportunities for Rate Restructuring

1. The City establishes rates and fees through a public process. Most, but not all, City rates and fees are reviewed annually to ensure basic cost recovery, maintenance of service levels and the provision and maintenance of infrastructure.
2. The City does not provide fee offsets for affordable housing.

F. Opportunities for Shared Facilities

1. The City actively cooperates with other agencies as appropriate to share facilities. The City has a formal joint use agreement with the Santa Paula Elementary School District for shared parking facilities. Fire dispatch service is shared and provided by the Ventura County Fire Protection District.
2. No obvious additional opportunities for shared facilities were noted.

G. Government Structure Options

1. Since recent elections for City Clerk and/or City Treasurer have not been contested, the City should explore the viability of changing one or both offices to appointed positions rather than elected positions.

H. Evaluation of Management Efficiencies

1. The management structure of the City is adequate to serve the present and future needs of the City.
2. The City has current management, interdepartmental and inter-agency practices and procedures appropriate for efficient operations and service delivery.
3. The City uses outside vendors and contracting with other agencies to provide more efficient services.
4. The City fully complies with all budget, audit and financial reporting requirements.
5. The City adopted a policy in 2003 to maintain a minimum unrestricted reserve equal to 10% of the annual general fund operating budget. At the end of FY 2004-05, the City had total unrestricted reserve/contingency funds of \$1,714,282.
6. The City indicates it has up-to-date, legally compliant personnel rules and training policies.

I. Local Accountability and Governance

1. The City is locally accountable through adherence to applicable Government Code requirements, open and accessible meetings, dissemination of information and encouragement of public participation.
2. The City Council is elected and no City Council member has recently run unopposed.
3. The City conducts bi-annual reviews for the City Council and senior staff of the Brown Act, Fair Political Practices Commission rules and procedures and the Public Records Act.
4. The City indicates that the location of City meetings and the facilities and equipment at meetings, including all City Council meetings, complies with the Americans with Disabilities Act (ADA) minimum requirements.
5. The City maintains a web site that contains basic public information. It includes information about the City, the complete Municipal Code, zoning maps, the most recent comprehensive annual financial report (CAFR) for City and Redevelopment Agency and agendas and minutes for the City Council/Redevelopment Agency and the Planning Commission/ Historic Preservation Commission for at least the past year. The City could substantially improve its web site for the purpose of local accountability and governance by posting the complete City budget and capital improvement program, the General Plan and all public hearing notices on its web site, and by posting staff reports linked to both City Council and Planning Commission agendas.
6. The City provides for live broadcasts of meetings of the City Council/Redevelopment Agency in both English and Spanish.

City of Simi Valley – Determinations

A. Infrastructure Needs or Deficiencies

1. The City is responsible for the construction and maintenance of infrastructure for local streets and highways, drainage, sewers (including collection and treatment) and various other city-owned buildings and facilities. Ventura County Waterworks District No. 8, a dependent, subsidiary, special district governed by the City Council, is responsible for infrastructure relating to water supply, treatment and distribution for a portion of the City. Water service infrastructure for areas in the City not served by Ventura County Waterworks District No. 8 is the responsibility of Golden State Water Company, a private company regulated by the State Public Utilities Commission, that is a subsidiary of American States Water Company. All other public infrastructure is provided by other public agencies and by regulated utility companies.
2. The City annually updates its list of infrastructure needs and adopts a Capital Improvement Program (CIP) for a five-year period. The purpose of the City's CIP is to identify current and future infrastructure needs and to plan for sufficient financing and sequencing of construction to meet the needs identified. The City's capital improvement budget for the 2005 – 2010 time period was \$98,995,900, and was approximately 25% funded. Revenue for capital improvements comes from a variety of sources including the City general fund, grants, and debt financing.
3. The City did not identify any infrastructure that is not in compliance with safety and environmental standards.
4. The City coordinates its infrastructure improvements with its General Plan, other service providers and applicable regional plans and programs.

B. Growth and Population Projections

1. The City grew by approximately 8.6% between 2000 and 2005, based on information from the 2000 U.S. census and annual population projections by the California Department of Finance (DOF). Based on DOF estimates the City grew by approximately 1.3% between January 1, 2005 and January 1, 2006.
2. The City is a member of the Ventura Council of Governments (VCOG). VCOG has adopted population forecasts to 2025 for each city in Ventura County and for geographical subareas around each city, generally consistent with each city's area of interest. The City participated in these forecasts and generally accepts them for planning purposes. Based on the January 1, 2005 DOF population estimate for the City of 121,096 and the VCOG 2025 population projection of 145,078, the City will grow by approximately 19.8% during this twenty-year time frame.
3. The City is within the Southern California Association of Governments (SCAG) region, is a member of SCAG, and is required by state law to use SCAG's population projections for the preparation of the City's Housing Element. SCAG population projections differ from the population projections adopted by VCOG. SCAG is currently preparing population projections through 2035, but these are not yet finalized.
4. The City adopted a Save Open Space and Agricultural Resources (SOAR) ordinance in 1998 that established a City Urban Restriction Boundary (CURB). Based on this ordinance the City cannot, with limited exceptions, amend its General Plan to allow

- urban services and urban uses in areas outside the CURB without a vote of the people. This ordinance is in effect until December 31, 2020, and affects how and where the City may grow.
5. There are substantial developed areas within the City's CURB and within the City's sphere of influence that could potentially be annexed to the City that would, upon annexation, increase the City's population.
 6. There are differences between the existing sphere of influence line and the CURB line established by the City's voters. As a part of LAFCo's sphere of influence update process consideration should be given to changing the sphere of influence line to match the City's CURB line, except for properties already within the City.
 7. Demographic information for the City's sphere of influence and the area covered by the City's General Plan, outside existing City boundaries, is difficult to estimate as the sphere of influence and the area covered by the City General Plan do not match census tract boundaries and no separate population projections are made for these areas. The City should work cooperatively with the County and other cities in the County to develop a consistent methodology to prepare annual population estimates and projections for areas in the City's sphere of influence and areas covered by the City's General Plan.

C. Financing Constraints and Opportunities

1. The City is subject to tax and funding limitations applicable to all municipalities throughout the state, including Propositions 13 and 218.
2. The City is subject to changes in revenue allocation based on the state budget and its relationship to local funding sources. The City noted that changes in revenue allocation by the state resulted in the loss of \$1 million to the general fund and \$200,000 to other funds.
3. The City annually prepares a comprehensive budget and has adopted financial policies and procedures to ensure adequate funds concurrent with need.
4. City revenue is derived from a diverse combination of sources and consists of both non-enterprise and enterprise revenue. In FY 2003 –2004, based on information reported to the State Controller, the top three sources of non-enterprise revenue (i.e. not including sewer service revenue) were sales and use taxes (18.7%), property taxes of all types (12.6%), and federal grants (8%).
5. The City uses debt financing as necessary and appropriate, including revenue bonds, certificates of participation and 1915 Act assessment district bonds. In 2005 the City's bond rating was A+ by Standard and Poors.
6. The City Council serves as the governing board for the City's Redevelopment Agency that is responsible for the City's two redevelopment project areas. As of June 30, 2005, the Redevelopment Agency owed the City approximately \$10,192,000. The Redevelopment Agency utilizes tax increment funding and other redevelopment revenue to repay the City and to cover the costs of redevelopment activities in the City's redevelopment project areas. The Redevelopment Agency maintains a separate low and moderate income housing set aside fund of approximately \$3,823,738 as of June 30, 2005, to provide for affordable housing throughout the City.

D. Cost Avoidance Opportunities

1. The City has adopted purchasing policies with the objective of securing supplies and equipment at the lowest possible cost and complies with public bid requirements.
2. The City is located within the boundaries of the Ventura County Fire Protection District that provides fire and paramedic services and benefits from emergency service mutual aid agreements.
3. The City is part of the Area Housing Authority, a joint powers agency that includes the County of Ventura and five other cities, that provides, operates and maintains low and moderate income housing and administers housing programs pursuant to state housing authority law.
4. The City participates in a pooled insurance program sponsored by the California State Association of Counties for workers compensation insurance.
5. The City requires that new development pay appropriate fees and charges to provide for cost recovery and reduce impacts on existing residents and property owners.
6. There are no obvious cost avoidance opportunities that have not been implemented by the City through internal reviews, contracts with other agencies and joint powers authorities.

E. Opportunities for Rate Restructuring

1. The City establishes rates and fees through a public process. Most, but not all, City rates and fees are reviewed annually to ensure basic cost recovery, maintenance of service levels and the provision and maintenance of infrastructure.
2. The City does not provide fee offsets for affordable housing.

F. Opportunities for Shared Facilities

1. The City actively cooperates with other agencies as appropriate to share facilities. A formal agreement exists with the County of Ventura for library services. The City also cooperates with the Rancho Simi Recreation and Park District to share facilities.
2. No obvious additional opportunities for shared facilities were noted.

G. Government Structure Options

1. The City should annex all developed, unincorporated areas that are surrounded or substantially surrounded by the City.

H. Evaluation of Management Efficiencies

1. The management structure of the City is adequate to serve the present and future needs of the City.
2. The City has current management, interdepartmental and inter-agency practices and procedures appropriate for efficient operations and service delivery.
3. The City uses outside vendors and contracting with other agencies to provide more efficient services.
4. The City fully complies with all budget, audit and financial reporting requirements. The City received 2005-06 budget excellence awards from the California Society of Municipal Finance Officers in both the operating and capital categories, and a Certificate of Achievement for Excellence in Financial Reporting for its 2003-04 comprehensive

- annual financial report. The City has received the Certificate of Achievement for Excellence in Financial Reporting award for 25 consecutive years.
5. The City annually reviews its budget policies including the minimum amount for cash reserves. In 2004-05 the City policy was to maintain 13% of general fund expenditures as a cash reserve. At the end of the 2003-04 fiscal year the City indicated it had \$6,184,633 set aside as a cash reserve.
 6. The City indicates it has up-to-date, legally compliant personnel rules and training policies.

I. Local Accountability and Governance

1. The City is locally accountable through adherence to applicable Government Code requirements, open and accessible meetings, dissemination of information and encouragement of public participation.
2. The Mayor and City Council are elected but in the most recent election the mayor and the incumbent candidates for city council were all unopposed.
3. The City indicated that it does not conduct formal reviews for the City Council or senior staff of the Brown Act, Fair Political Practices Commission rules and procedures and the Public Records Act, but that information on these laws and rules is regularly provided to the City Council, appointed boards and commissions, and senior staff. The City should consider providing for formal, public reviews of these laws and rules by the City Council, appointed boards and commissions, and senior staff.
4. The location of City meetings and the facilities and equipment at meetings, including all City Council meetings, complies with the Americans with Disabilities Act (ADA) minimum requirements.
5. The City maintains a web site with information about the City that includes a basic phone directory for City services, the City Municipal Code, the most recent comprehensive annual financial report (audit) and the most recent agendas for the City Council and City Planning Commission. However the City could substantially improve its web site for the purpose of local accountability and governance by posting the most recent city budget and capital improvement program, all public hearing notices, a historical archive of agendas and meeting minutes for at least one year, and links to all staff reports and written materials for each City advisory board and commission agenda item.
6. Meetings of the City Council are broadcast live by the City's cable TV operator. The City has recently made these meeting broadcasts available for viewing on the City's web site.

City of Thousand Oaks – Determinations

A. Infrastructure Needs or Deficiencies

1. The City is responsible for the construction and maintenance of infrastructure for local streets and highways and drainage for the entire City and for various city-owned buildings and facilities. The City is responsible for the construction and maintenance of infrastructure for retail water service and sewers (including collection and treatment) for a portion of the City. For retail water service, part of the City is served by California American Water Company and part is served by California Water Service Company, both of which are regulated by the California Public Utilities Commission. California American Water Company is a subsidiary of American Water Company which until recently was a subsidiary of RWE AG based in Essen, Germany. RWE AG is in the process, via an initial public offering, of selling American Water Company to return it to a separate public company. California Water Service Group is an investor owned public company traded on the New York Stock Exchange (symbol CWT). Camrosa Water District, an independent special district, is responsible for water and sewer collection and treatment for a small portion of the City. Also, Triunfo Sanitation District, a dependent special district, is responsible for sewer collection and treatment service for a portion of the City. All other public infrastructure is provided by other public agencies or regulated utility companies.
2. The City annually updates its list of infrastructure needs and adopts a Capital Improvement Program (CIP) for a two-year period. The purpose of the City's CIP is to identify current and future infrastructure needs and to plan for sufficient financing and sequencing of construction to meet the needs identified. The City's capital improvement budget for the 2005 – 2007 time period was \$57,237,900, and was 100% funded. Revenue for capital improvements comes from a variety of sources including non-recurring general fund reserves, grants, and debt financing.
3. The City did not identify any infrastructure that is not in compliance with safety and environmental standards.
4. The City coordinates its infrastructure improvements with its General Plan, other service providers and applicable regional plans and programs.

B. Growth and Population Projections

1. The City grew by approximately 8.3% between 2000 and 2005, based on information from the 2000 U.S. census and annual population projections by the California Department of Finance (DOF). Based on DOF estimates the City grew by approximately 0.69% between January 1, 2005 and January 1, 2006.
2. The City is a member of the Ventura Council of Governments (VCOG). VCOG has adopted population forecasts to 2025 for each city in Ventura County and for geographical subareas around each city, generally consistent with each city's area of interest. The City participated in these forecasts and generally accepts them for planning purposes. Based on the January 1, 2005 DOF population estimate for the City of 126,770 and the VCOG 2025 population projection of 132,000, the City will grow by approximately 4.1% during this twenty-year time frame.

3. The City is within the Southern California Association of Governments (SCAG) region, is a member of SCAG, and is required by state law to use SCAG's population projections for the preparation of the City's Housing Element. SCAG population projections differ from the population projections adopted by VCOG. SCAG is currently preparing population projections through 2035, but these are not yet finalized..
4. The City adopted a Save Open Space and Agricultural Resources (SOAR) ordinance in 1998 that established a City Urban Restriction Boundary (CURB). Based on this ordinance the City cannot, with limited exceptions, amend its General Plan to allow urban services and urban uses in areas outside the CURB without a vote of the people. This ordinance is in effect until December 31, 2030, and affects how and where the City may grow.
5. There are substantial developed areas within the City's CURB and within the City's sphere of influence that could potentially be annexed to the City that would, upon annexation, increase the City's population.
6. Demographic information for the City's sphere of influence and the area covered by the City's General Plan, outside existing City boundaries, is difficult to estimate as the sphere of influence and the area covered by the City General Plan do not match census tract boundaries. While the City indicates that it does make population estimates for the area covered by the City's General Plan, these estimates are not necessarily accepted by other agencies due to the lack of a common methodology. The City should work cooperatively with the County and other cities in the County to develop a consistent methodology to prepare annual population estimates and projections for areas in the City's sphere of influence and areas covered by the City's General Plan.

C. Financing Constraints and Opportunities

1. The City is subject to tax and funding limitations applicable to all municipalities throughout the state, including Propositions 13 and 218.
2. The City is subject to changes in revenue allocation based on the state budget and its relationship to local funding sources. The City noted that it takes the uncertainty of various state revenue sources and paybacks into account as a part of its budget process.
3. The City prepares a two-year comprehensive budget and has adopted financial policies and procedures to ensure adequate funds concurrent with need.
4. City revenue is derived from a diverse combination of sources and consists of both non-enterprise and enterprise revenue. In FY 2003 –2004, based on information reported to the State Controller, the top three sources of non-enterprise revenue (i.e. not including sewer service revenue) were sales and use taxes (21.7%), property taxes of all types (7.5%), and state motor vehicle in-lieu tax (4.8%).
5. The City uses debt financing as necessary and appropriate, including certificates of participation and community facilities district bonds. In 2005 the City's bond rating was AA by Standard and Poors and by Moodys.
6. The City Council serves as the governing board for the City's Redevelopment Agency that is responsible for the City's two redevelopment project areas. As of June 30, 2005, the Redevelopment Agency owed the City approximately \$58,265,000. The Redevelopment Agency utilizes tax increment funding and other redevelopment revenue to repay the City and to cover the costs of redevelopment activities in the City's redevelopment project areas. The Redevelopment Agency maintains a separate low and

moderate income housing set aside fund of approximately \$2,682,000 as of June 30, 2005, to provide for affordable housing throughout the City.

D. Cost Avoidance Opportunities

1. The City has adopted purchasing policies with the objective of securing supplies and equipment at the lowest possible cost and complies with public bid requirements.
2. The City is located within the boundaries of the Ventura County Fire Protection District that provides fire and paramedic services and benefits from emergency service mutual aid agreements.
3. The City is part of the Area Housing Authority, a joint powers agency that includes the County of Ventura and five other cities, that provides, operates and maintains low and moderate income housing and administers housing programs pursuant to state housing authority law.
4. The City requires that new development pay appropriate fees and charges to provide for cost recovery and reduce impacts on existing residents and property owners.
5. There are no obvious cost avoidance opportunities that have not been implemented by the City through internal reviews, contracts with other agencies and joint powers authorities.

E. Opportunities for Rate Restructuring

1. The City establishes rates and fees through a public process. Most, but not all, City rates and fees are reviewed annually to ensure basic cost recovery, maintenance of service levels and the provision and maintenance of infrastructure.
2. The City does not provide fee offsets for affordable housing.

F. Opportunities for Shared Facilities

1. The City actively cooperates with other agencies as appropriate to share facilities. A formal agreement exists with the Conejo Recreation and Park District for sharing various facilities, including adult and teen centers and office facilities. The City is currently working cooperatively with the Conejo Recreation and Park District and California Lutheran University to develop a shared-use swimming pool.
2. The City is a member of several Joint Powers Agreements including the Conejo Open Space Conservation Agency .
3. No obvious additional opportunities for shared facilities were noted.

G. Government Structure Options

1. The City should annex all developed, unincorporated areas that are surrounded or substantially surrounded by the City.

H. Evaluation of Management Efficiencies

1. The management structure of the City is adequate to serve the present and future needs of the City.
2. The City has current management, interdepartmental and inter-agency practices and procedures appropriate for efficient operations and service delivery.

3. The City uses outside vendors and contracting with other agencies to provide more efficient services.
4. The City fully complies with all budget, audit and financial reporting requirements. The City received 2005-06 budget excellence awards from the California Society of Municipal Finance Officers in both the operating and capital categories, and a Certificate of Achievement for Excellence in Financial Reporting for its 2003-04 comprehensive annual financial report.
5. The City adopted policies in 2001 to maintain approximately 15% of the general fund as unrestricted reserves and approximately 5% of annual fund balance as contingency reserves. At the end of the 2003-04 fiscal year the City indicated it had \$12,200,000 set aside as unrestricted reserves/contingency funds.
6. The City indicates it has up-to-date, legally compliant personnel rules and training policies.

I. Local Accountability and Governance

1. The City is locally accountable through adherence to applicable Government Code requirements, open and accessible meetings, dissemination of information and encouragement of public participation.
2. The City Council is elected and no City Council member has recently run unopposed.
3. The City indicated that it conducts regular reviews for the City Council and senior staff of the Brown Act, Fair Political Practices Commission rules and procedures and the Public Records Act.
4. The City indicates that the location of City meetings and the facilities and equipment at meetings, including all City Council meetings, complies with the Americans with Disabilities Act (ADA) minimum requirements.
5. The City maintains a comprehensive web site with information about the City that includes a basic phone directory for City services, the City Municipal Code, the operating and capital improvement program budgets, comprehensive annual financial report (audit), public hearing notices and the current and archived agendas for the City Council and City advisory boards and commissions, including links to staff reports and written materials.
6. Meetings of the City Council and most City advisory boards and commissions are broadcast live on the City's government access TV channel and are archived for viewing on the City's web site.

VI. SPHERES OF INFLUENCE

State law now requires each LAFCo to, as necessary, review and update each jurisdiction's sphere of influence on or before January 1, 2008 and every five years thereafter. This municipal service review and action by the Ventura LAFCo making determinations with respect to each of the nine factors required by law are prerequisites to taking any action to update, as necessary, the sphere of influence for any of the nine cities covered in this report. The Ventura LAFCo work plan for municipal service reviews and sphere of influence updates indicates that any necessary sphere of influence updates should be done separately from municipal service reviews, primarily to be able to work collaboratively with affected agencies and to provide for separate review under the California Environmental Quality Act (CEQA). Thus, sphere of influence reviews and, as necessary, sphere of influence updates will occur separately following the adoption of the determinations resulting from this municipal service review.

Even though sphere of influence reviews/updates will occur after separate actions for each of the nine cities on municipal service review determinations, this section provides background about the information received from each of the nine cities as a part of LAFCo's municipal service review questionnaire relevant to the sphere of influence review/update process and discusses each city's current sphere of influence in relation to any voter established measures that limit a city's ability to designate land for urban uses and/or extend urban services. This information, together with LAFCo's policies, will form the basis for discussions with each city about sphere of influence changes and subsequent recommendations to the Ventura LAFCo about sphere of influence updates.

As part of the service review process, the cities were given LAFCo-generated maps of their jurisdictional and sphere of influence boundaries. Agencies were asked to note on the maps:

- Areas of duplication of planned or existing facilities with another agency
- Areas better served by another agency
- Areas better served by the responding agency
- Areas outside the agency's boundaries which currently receive service
- Areas difficult to serve or with illogical boundaries

In addition to the responses received to the above, sphere of influence updates will be considered for consistency with the following Ventura LAFCo policies (Ventura LAFCo Commissioner's Handbook Sections 4.1.2.2, 4.1.2.3 and 4.1.2.4):

Conformance with lines of ownership and assessment: Sphere of influence boundaries should coincide with lines of assessment or ownership. If sphere of influence boundaries do not coincide with lines of assessment or ownership they shall be described by metes and bounds legal descriptions sufficient for definitive map purposes using geographic information system software.

Consistent with voter approved growth boundaries: For cities that have enacted ordinances that require voter approval for the extension of services or for changing general plan designations, sphere of influence boundaries should coincide with, or cover lesser area than, voter approved growth boundaries.

General boundary criteria:

- (a) LAFCo favors sphere of influence boundaries that:
- i. Coincide with existing and planned service areas.
 - ii. Follow natural and man-made features, such as ridgelines, drainage areas, watercourses, and edges of rights-of way, provided they coincide with lines of assessment or ownership, or are described by metes and bounds legal descriptions which can be used easily for mapping boundaries.
 - iii. Include adjacent urbanized areas which are receiving or which may require urban services such as public water and/or sewer services.
- (b) LAFCo discourages sphere of influence boundaries that:
- i. Split neighborhoods or divide an existing identifiable community, commercial district, or other area having a social and economic identity.
 - ii. Create areas where it is difficult to provide services.
 - iii. Result in islands, peninsulas, flags, “cherry stems,” or other unusual physical shapes that could cause, or further the distortion of boundaries.

To date, in considering sphere of influence amendments, the Ventura LAFCo has applied these policies, case by case and has, in some instances, decided not to apply them. For example, in limited instances LAFCo has approved spheres of influence that are not consistent with voter approved growth boundaries. Among the criteria considered are:

- Ownership – if a property is owned by a city, or by an entity such as a joint powers authority that is partially controlled by a city, it may be appropriate for the property to be in the city’s sphere of influence so the property can be annexed into the city, regardless of whether or not the property is within a city’s voter established growth boundary.
- Services – if a city is providing services or is responsible for the operation and/or maintenance of facilities in an area outside voter set growth boundaries, it may be appropriate for the property to be in the city’s sphere of influence.
- City boundaries – if a property is within the boundaries of a city, but outside voter set growth boundaries, it may be appropriate for the property to be in the city’s sphere of influence, especially if the property is receiving city services. In some instances, however, there may be areas within a city’s boundaries and/or within a city’s current sphere of influence that are either federally owned lands and/or open space lands where no city services are being provided and where the city has no plans to service these areas. In these cases there may be cause to have these areas remain, or to be placed, outside a city’s sphere of influence. If areas are within a city’s boundaries, but outside the city’s sphere of influence it is generally an indication that no services are or should be provided and that the area should be detached.

This general background information will form the basis for sphere of influence update discussions with each city and subsequent recommendations to LAFCo, and is further discussed for each city in reference to Maps 10 through 19.

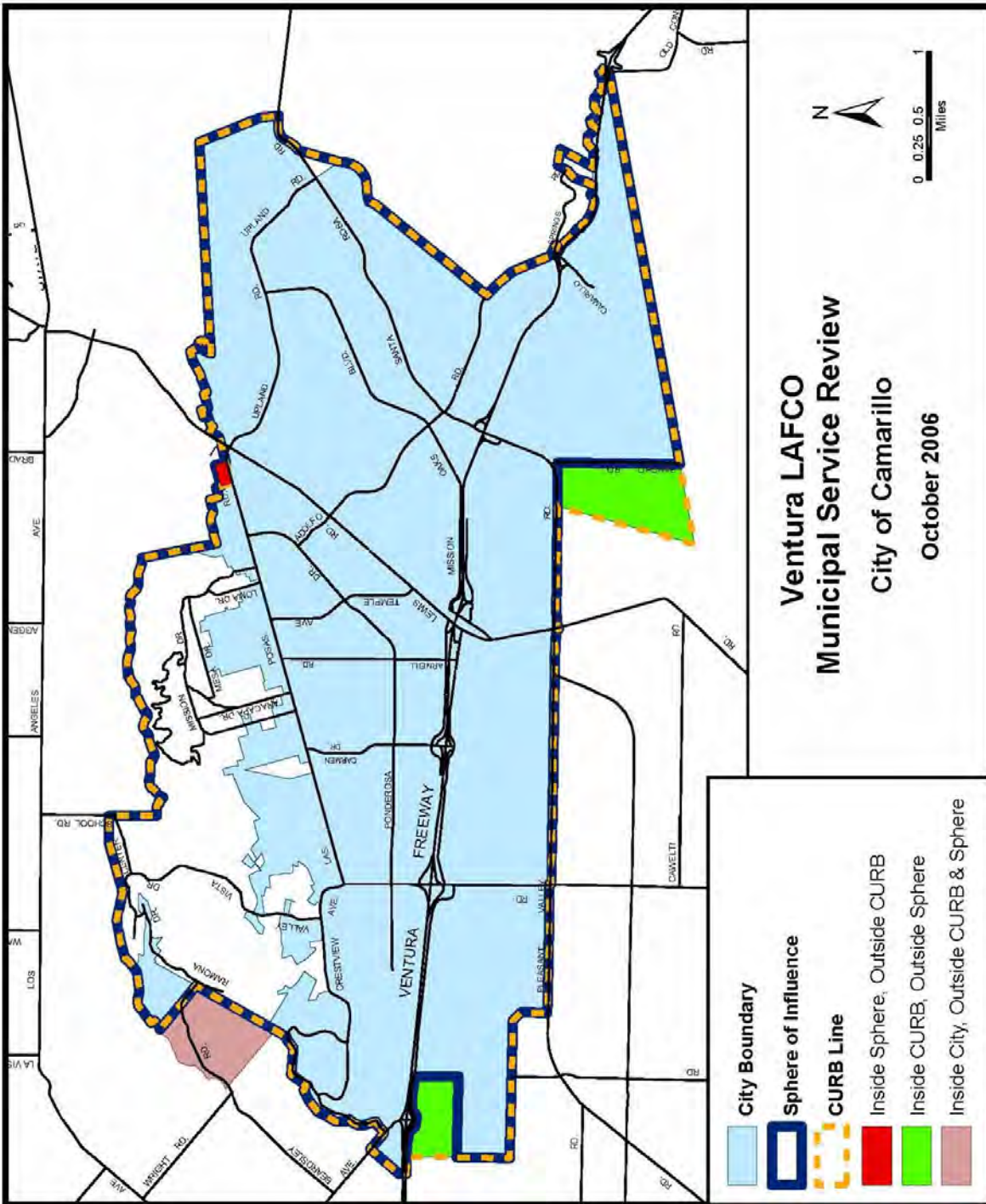
City of Camarillo – Sphere Review Discussion

Map 10 shows the City of Camarillo boundaries in relation to the existing sphere of influence and the Camarillo Urban Restriction Boundary (CURB) set by the City's Save Our Open Space and Agricultural Resources (SOAR) ordinance. The two areas shown in green are outside the City's sphere, but inside the City's CURB. These two areas may be best left outside the sphere until the City considers development proposals and completes CEQA review for entitlements. However, the area shown in lavender as being inside the City, but outside the sphere of influence and City CURB – part of Sterling Hills – should be within the City's sphere. The majority of this area was annexed into the City in 1966, but remained undeveloped and was excluded from the City's sphere by LAFCo in 1981, based on City plans at that time. Subsequently the area was developed in the City and is receiving City services. Accordingly, the sphere boundary should be adjusted to include this area.

The small area in red that is in the City and the City's sphere, but outside the City's CURB is the site of the new Camarillo library owned by the City. The sphere boundary was adjusted and annexation approved in 2004, consistent with the City's SOAR ordinance that exempts public facilities. No change to the sphere should result at this time for this area.

While not shown on Map 10, there are several areas along the northerly sphere boundary where the sphere (and the CURB) do not follow property boundaries or lines of assessment. This is based on the City of Camarillo's general plan that identifies this area as a ridgeline. However, this line is not precisely mapped and splits several large parcels whose only access is from Highway 118 in the Somis area. Adjusting the sphere boundary to coincide with property boundaries in this area will be further reviewed with the City.

Map 10. City of Camarillo SOI/CURB



City of Fillmore – Sphere Review Discussion

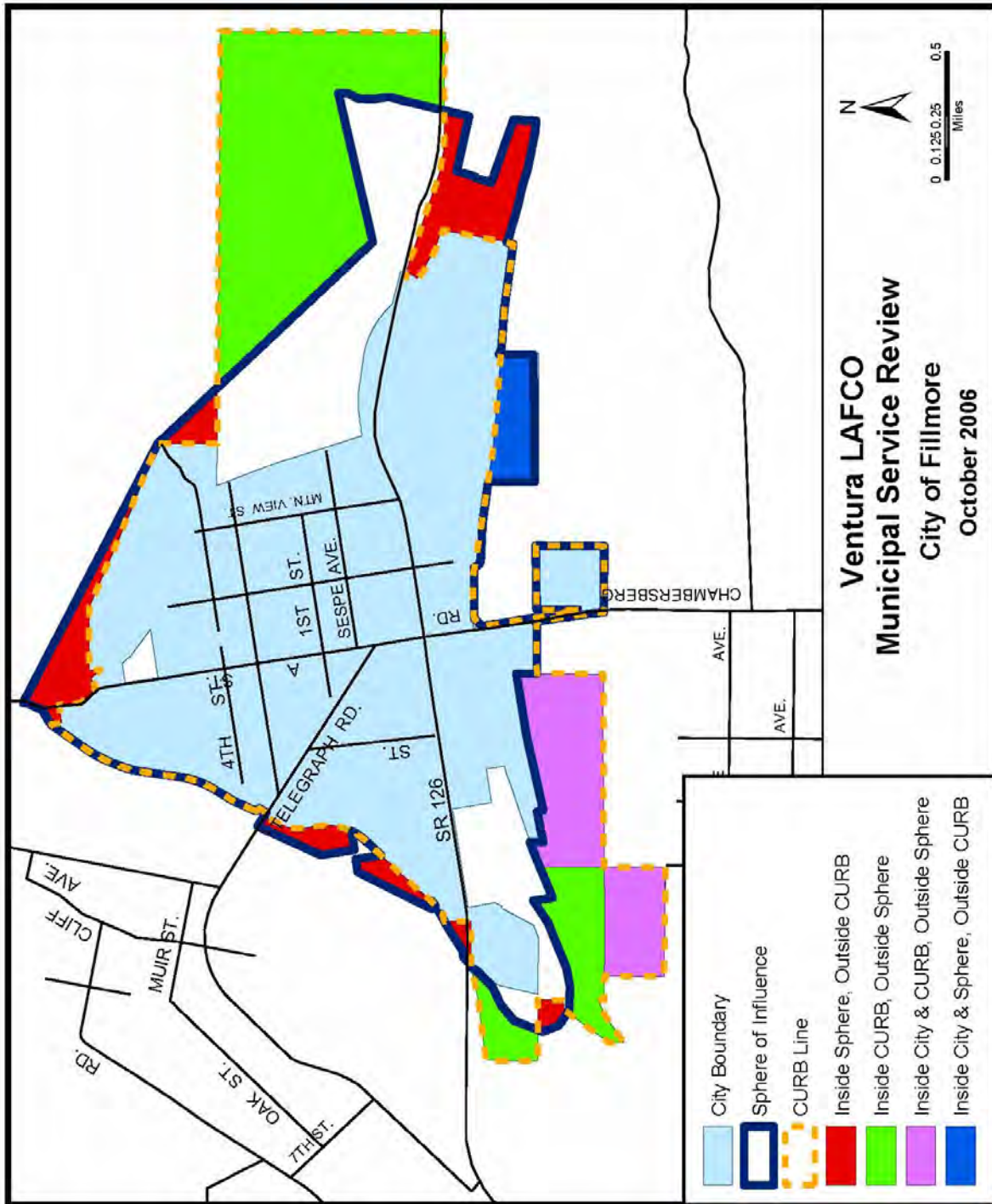
The City of Fillmore, as shown on Map 11, has numerous areas where the current sphere of influence line does not align with the City Urban Restriction Boundary (CURB). The areas in red on Map 11 are currently in the sphere of influence, but outside the City's CURB and should be considered for removal from the sphere. The areas in green on Map 11 are inside the City's CURB, but currently outside the sphere. Until and unless these areas are considered by the City for urban use and/or extension of services, and the City has conducted the necessary CEQA review for urban use entitlements and/or extension of services, these areas should remain outside the sphere.

The lavender colored areas on Map 11 are inside the City boundaries and within the City's CURB, but were purposefully left outside the sphere of influence as a means of encouraging the City to detach these properties. Because these properties are essentially in the flood way and flood plain, there is little to no development potential or need for urban services. Thus, the prior rationale for leaving them outside the sphere and encouraging the City to initiate detachment proceedings remains.

The area in dark blue on Map 11 was recently included in the City's sphere and annexed to the City, even though it is outside the City's CURB. The reason LAFCo agreed to amend the City's sphere to include this area and to approve annexation outside the City's CURB was because the City represented that it will have either direct ownership of the area and/or limited public park facilities in this area that is to remain open space. In approving both a sphere amendment for this area and annexation, LAFCo required that if the City does not have ownership control of this area, or otherwise has an interest in public facilities in the area, by 2010, the City would initiate detachment and LAFCo would possibly remove the area from the sphere at a later date. At this point in time, however, the circumstances relating to the recent changes for this area remain the same.

In addition to the changes noted that will be reviewed with the City, aligning the City's sphere boundary with ownership and lines of assessment will also be a focus of any sphere of influence update.

Map 11. City of Fillmore SOI/CURB

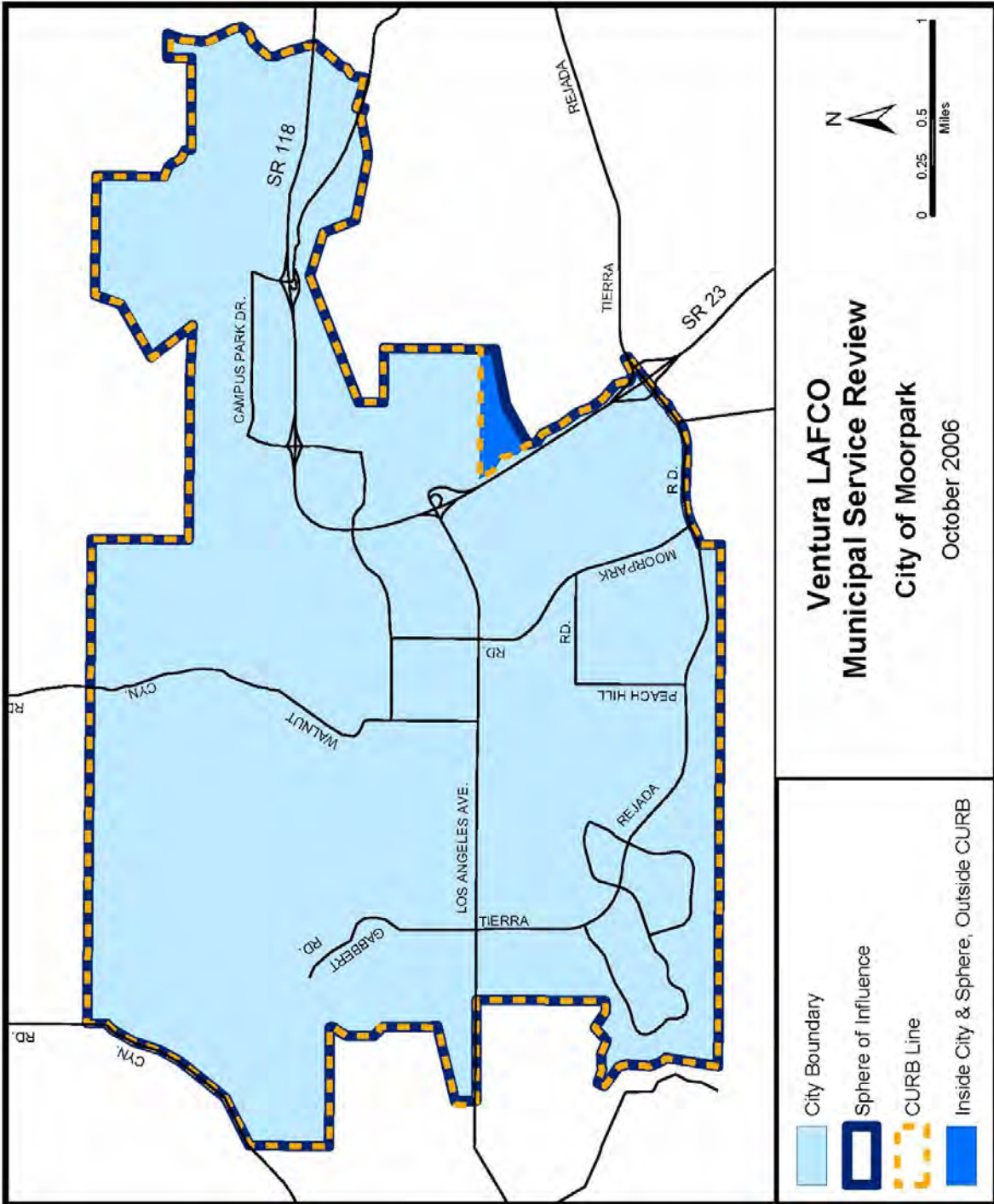


City of Moorpark – Sphere Review Discussion

As reflected on Map 12, the City of Moorpark city boundary, sphere, and City Urban Restriction Boundary (CURB) match except for one area (shown in dark blue). This area was included in the City's sphere of influence and annexed to the City in June 1998, before the City's Save Open Space and Agricultural Resources (SOAR) initiative became effective in February 1999. However, because the City's SOAR ordinance established the City's CURB line based on the sphere of influence as of January 1, 1998, this area had already been included in the City's sphere of influence and annexed into the City. Prior to the annexation and prior to the City's SOAR Ordinance being adopted, the City designated this area for open space in its General Plan and accepted a conservation easement to maintain this area as open space in perpetuity. For this reason, the LAFCo policy about aligning spheres of influence with voter approved growth boundaries should not be applied in this instance and the sphere of influence should not be changed to exclude this area.

Except for reviewing the sphere for following lines of ownership and assessment, no changes to the sphere are apparent at this time.

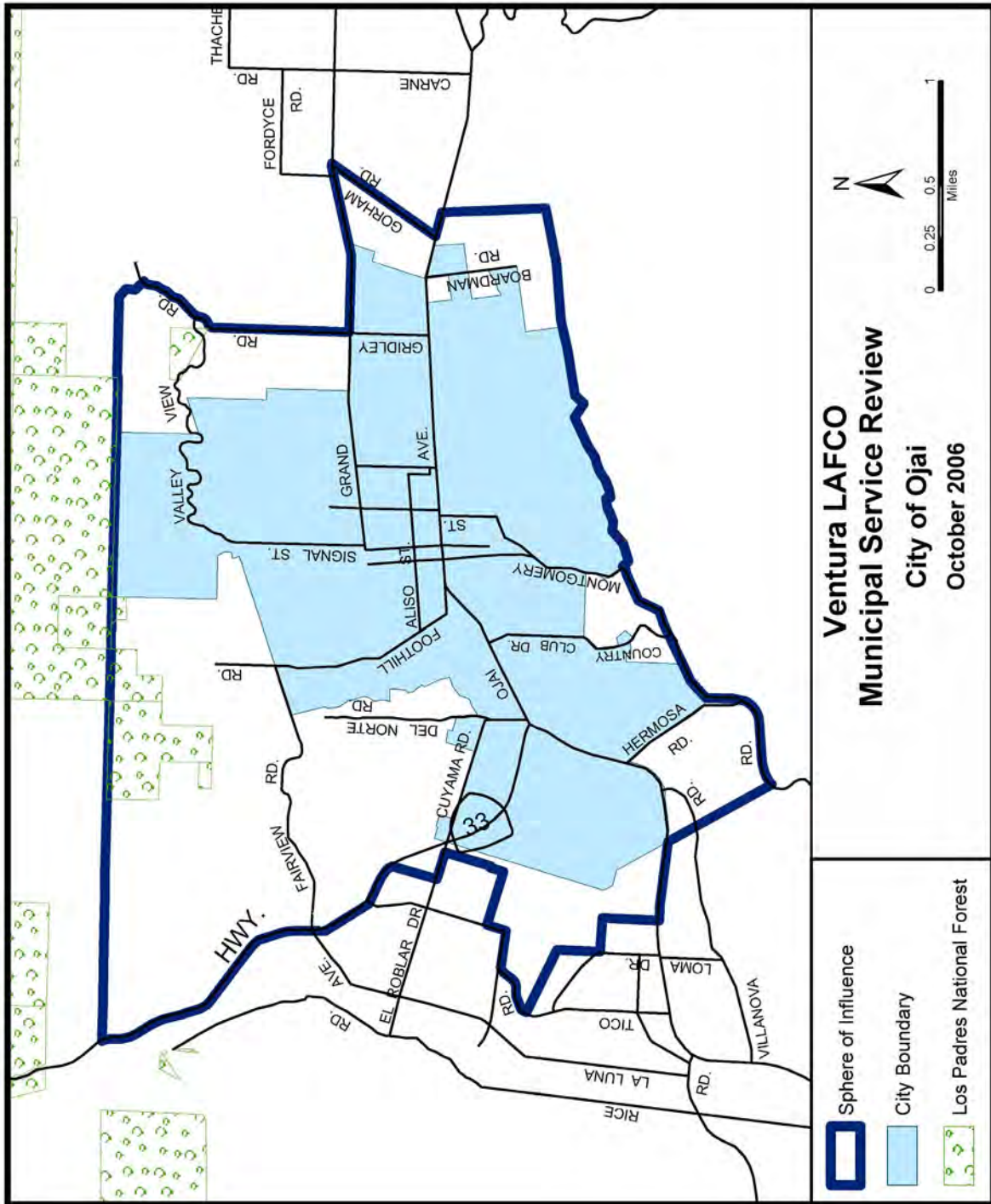
Map 12. City of Moorpark SOI/CURB



City of Ojai – Sphere Review Discussion

The City of Ojai is the only one of the cities included in this MSR that has not adopted some form of Save Our Open Space and Agricultural Resources (SOAR) ordinance and that, therefore, does not have a CURB or other limitation requiring voter approval for changing the land use designation of properties in the City’s general plan or for the extension of services. Thus, Map 13 is the same as Map 4. Aside from reviewing the City’s sphere for alignment with lines of ownership and assessment, consideration should be given to changing the northerly sphere boundary to exclude any area that is part of Los Padres National Forest and owned by the U.S. government.

Map 13. City of Ojai SOI



City of Oxnard – Sphere Review Discussion

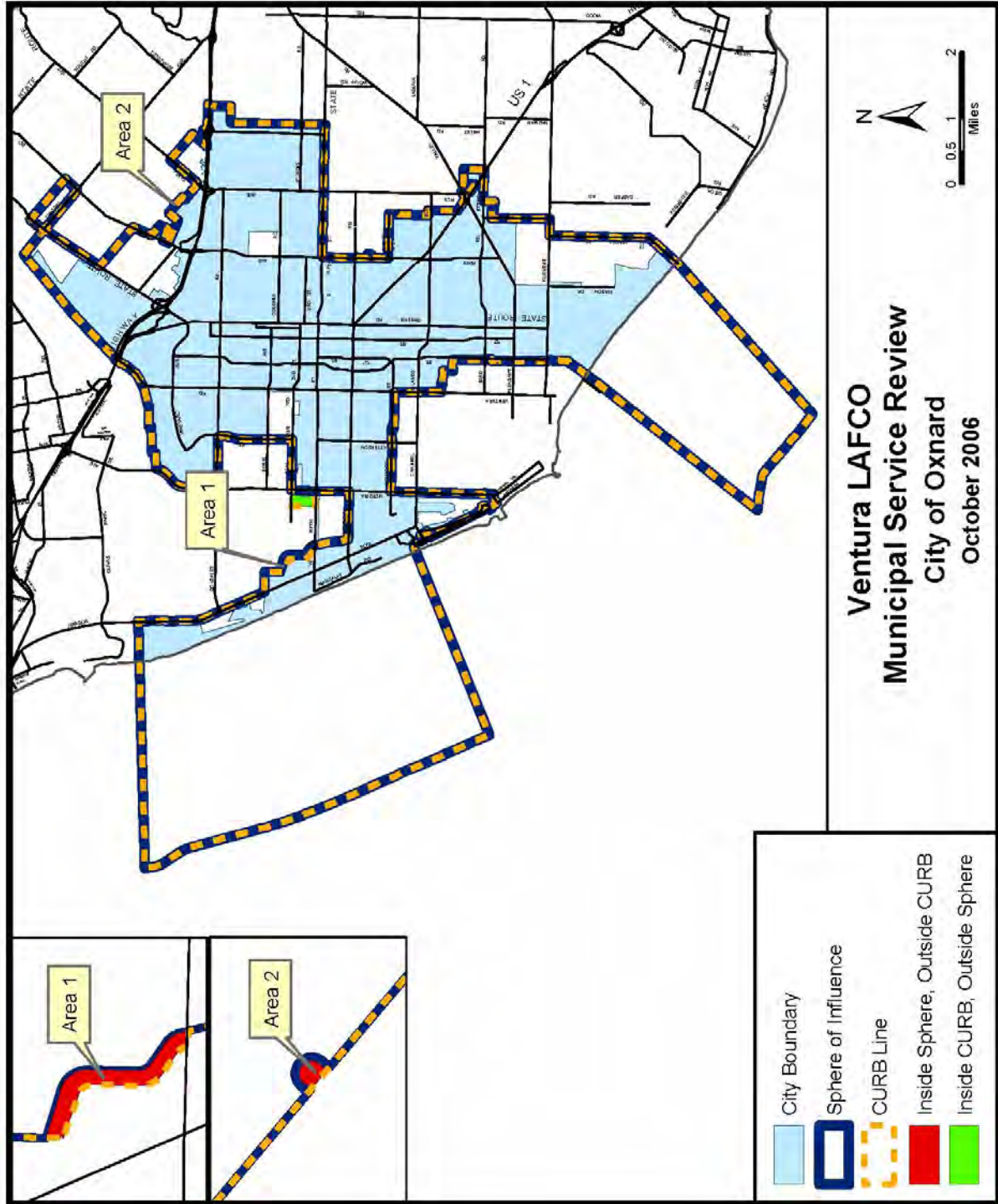
There are few discrepancies between the City of Oxnard's sphere of influence and City Urban Restriction Boundary (CURB), as shown on Map 14. Two small areas, shown in red on Map 14, are inside the City's sphere but outside the CURB. Area 1 is a section of the Reliant (aka Edison) Canal that was included in the sphere and annexed into the City as a part of the approval of an adjoining residential project that is still pending. Area 2 is a street cul-de-sac that is part of a city street right-of-way. The fact that it is shown as being outside the City's CURB may be a mapping error. Given the circumstances, no changes are expected for either Area 1 or Area 2.

The small area shown in green on map 14 is in the City boundaries and in the CURB, but outside the sphere of influence. This property, on the west side of Victoria Avenue across from the runway of the Oxnard airport, is actively being used for agricultural purposes. LAFCo previously left this property outside the City's sphere of influence as an indication that it should be detached from the City. Given the property's use and location in respect to other agricultural properties, this rationale still applies.

Not shown on Map 14, but a small adjustment to the sphere that should be considered is moving the City's sphere line from the easterly to the westerly side of Victoria Avenue north of Gonzales Road. The County and the City are considering formally transferring maintenance and liability obligations for Victoria Avenue south of the Santa Clara River to the City. Changing the sphere boundary along Victoria Avenue in the area next to the City boundary will facilitate the annexation of the full street right-of-way into the City.

Current law precludes a city or special district from providing services outside its sphere of influence with very limited exceptions. To the extent practical, the sphere of influence should thus include areas where city services are currently being provided. Via contract, the City of Oxnard provides both water and sewer services to the Channel Islands Beach Community Services District. This area along the coast both to the north and south of Channel Islands Harbor, is currently located outside the City's sphere of influence. As a part of the sphere update process, and to facilitate the City's ability to provide new or expanded services to this area as may be necessary, consideration should be given to including the unincorporated Channel Islands Beach Community Services District area in the City's sphere of influence.

Map 14. City of Oxnard SOI/CURB



City of San Buenaventura – Sphere Review Discussion

The City of San Buenaventura was the first in Ventura County to adopt a SOAR ordinance. Known as the Save Our Agricultural Resources ordinance, this measure, unlike the SOAR ordinance adopted in seven of the other cities in the County, did not in any way reference the City's sphere of influence and did not establish any form of city urban restriction boundary (CURB). It simply prevents any change in the land use designation of any property designated "agriculture" as shown on the City's general plan as of February 1, 1995. Unfortunately, the City's general plan land use element map at that time was at a fairly large scale with the result that the mapping was not precise. Further, the City's land use designations were applied in many cases without regard to lines of ownership or assessment and, especially along both the Ventura and Santa Clara Rivers, referenced other boundaries, such as flood plain boundaries, that have been more precisely mapped since 1995. The result is that the City has had to make a variety of interpretations about exactly what properties, and what portions of properties, are covered by the City's SOAR ordinance.

Because the City's SOAR ordinance did not establish any form of CURB line or address open space or hillside designated lands a second initiative qualified and was approved by the voters in 2001. Known as the Hillside Voter Protection Act (HVPA), this measure identified a hillside voter protection area via a separate map based on the City boundary, City sphere of influence and the "planning area" from the City's general plan as of January 1, 2001. The area involved is generally outside the City boundary in the hillsides above Foothill Road. This ordinance prevents the City from extending defined urban services, including water and sewer services, to the defined hillside area without a City wide vote.

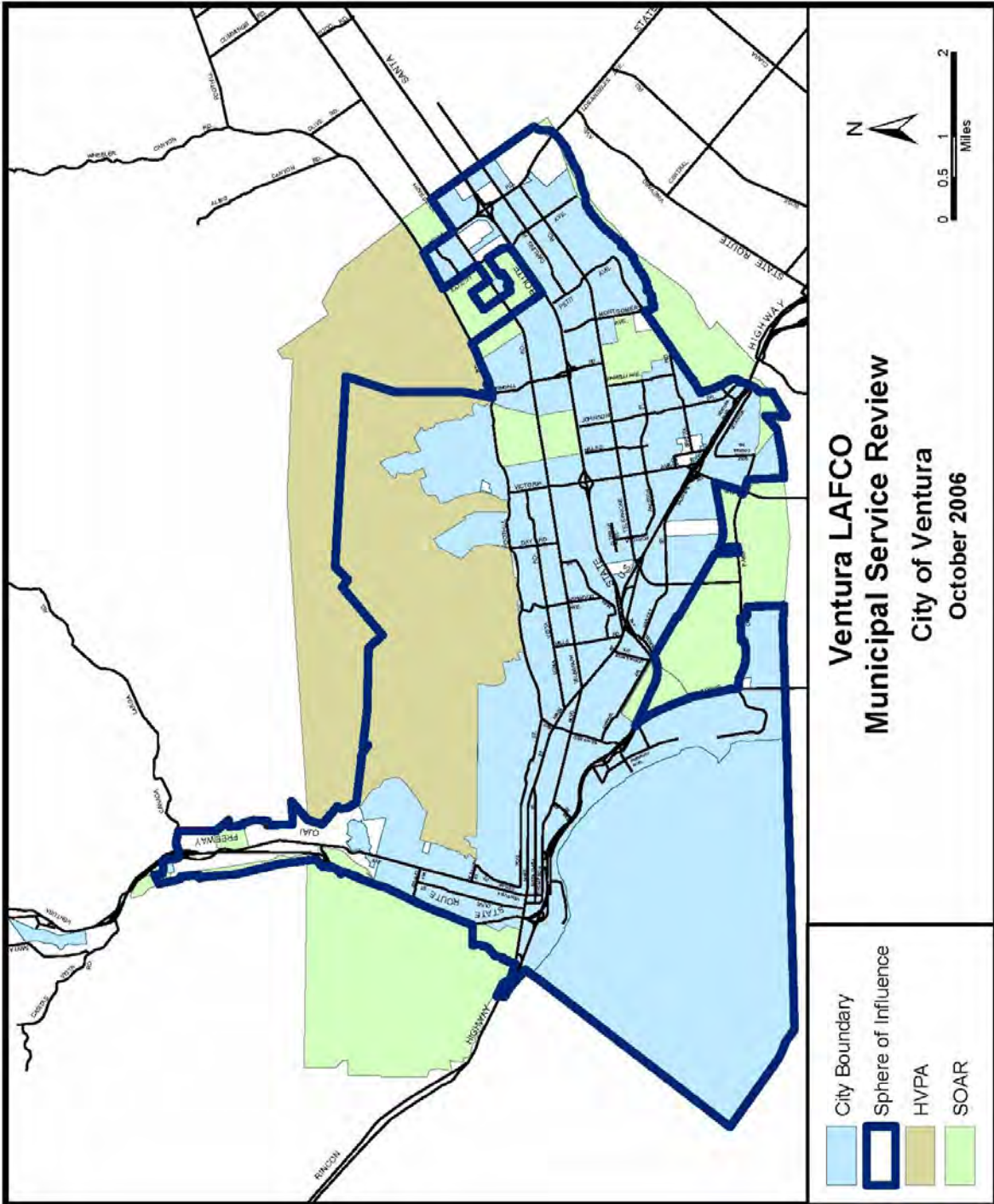
Map 15 shows the areas covered by both the City's SOAR ordinance and the HVPA ordinance. Map 16 shows the areas covered by both ordinances in relation to the City boundary and sphere of influence.

The areas shown in red on Map 16 are outside the City boundaries, but currently in the sphere. Given the voter established restrictions and LAFCo policies, the sphere of influence should be updated to remove these areas from the sphere unless the City can provide compelling reasons why they should be kept within the sphere.

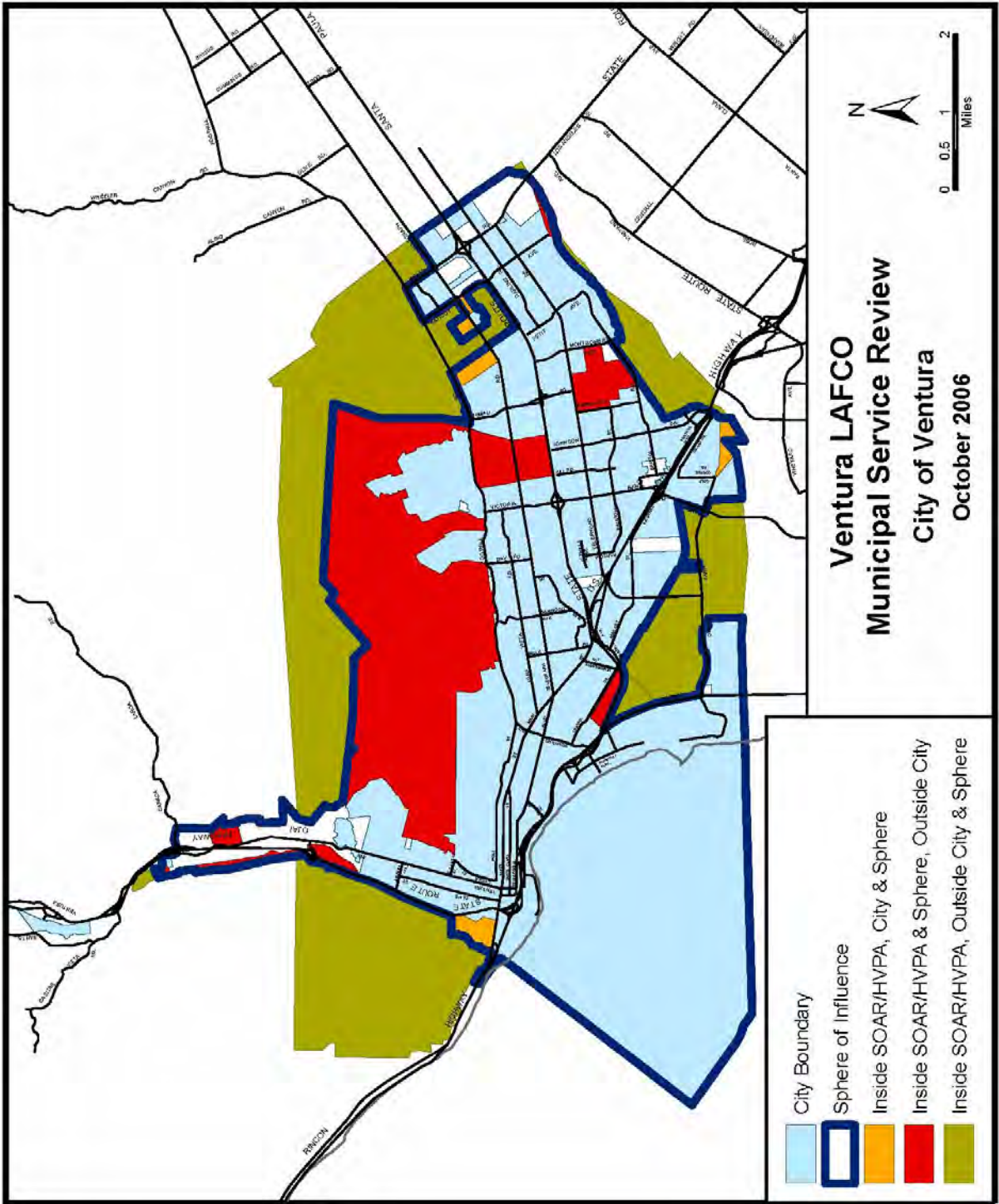
The areas shown in orange on Map 16 are currently both within the City Boundary and within the City's sphere of influence. Given the voter established restrictions and LAFCo policies, the sphere of influence should be updated to exclude these areas, and the City should be encouraged to detach these areas, unless a property is owned by the City or there are other compelling reasons to keep the property in the sphere and the City.

As with other sphere of influence updates, a focus of consideration will also be ensuring that to the extent practical the sphere of influence follows lines of ownership and assessment.

Map 15. City of San Buenaventura SOI/SOAR (1 of 2)



Map 16. City of San Buenaventura SOI/SOAR (2 of 2)



This Page Intentionally Left Blank

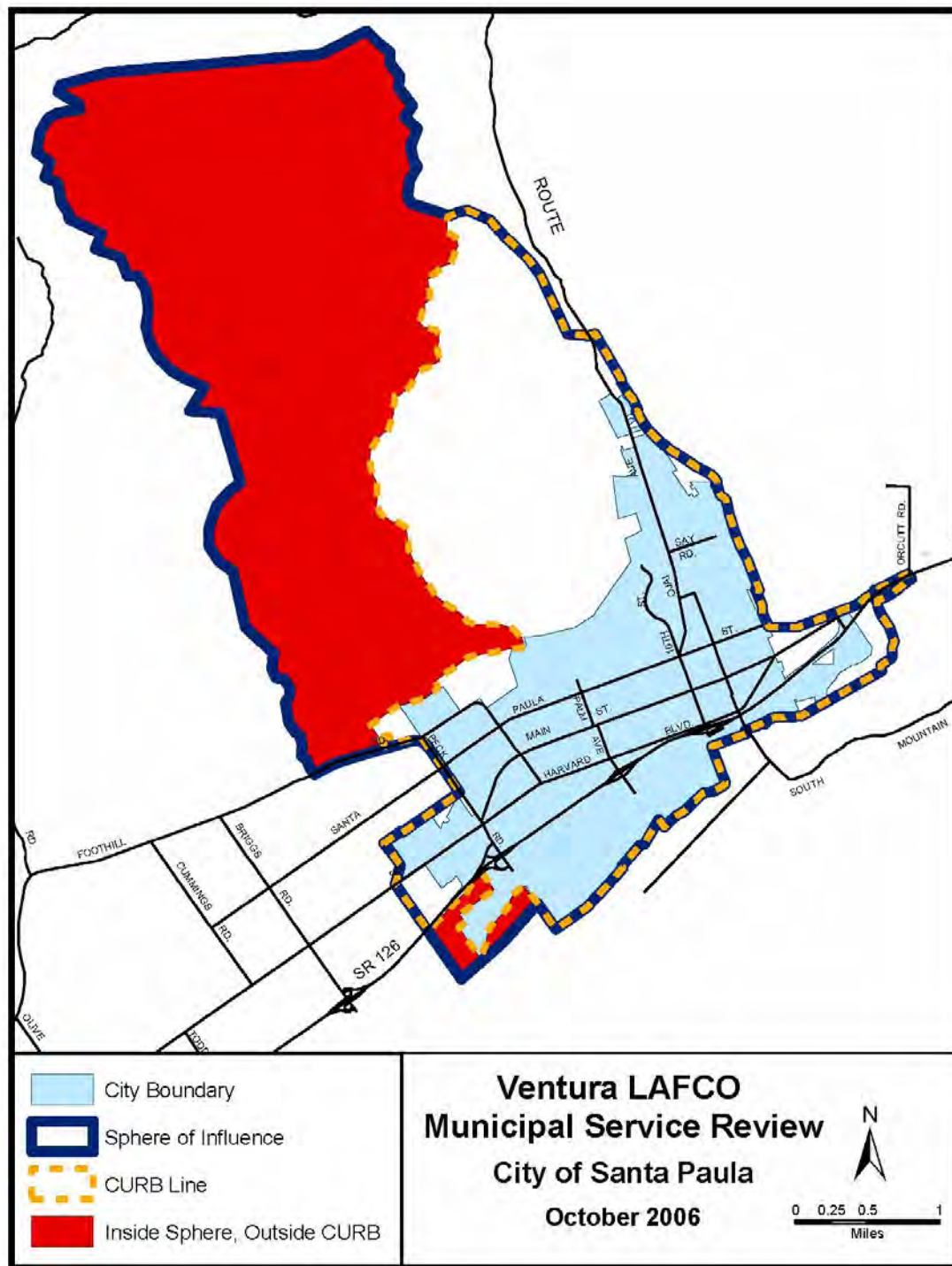
City of Santa Paula – Sphere Review Discussion

As shown on Map 17, the City of Santa Paula has a large area, known as Adams Canyon that is currently , inside the City’s sphere of influence but outside the City boundary and outside the City’s City Urban Restriction Boundary (CURB). This circumstance was based on the City’s 1998 general plan and LAFCo approval of an amended sphere to include both the Fagan and Adams Canyon areas in early 2000. In November of 2000 the City voters approved a Save Our Open Space and Agricultural Resources (SOAR) measure that established the City’s CURB. The Adams Canyon area (the larger area in red on map 17) was at that time left outside the City’s CURB while the Fagan Canyon area, adjoining to the east, was left inside the City’s CURB. Since 2000 the City’s voters have twice voted to uphold the CURB line to not include the Adams Canyon area, but a third vote to change the CURB line to include the Adams Canyon area is now scheduled for May 2007.

Because of the voter restrictions established by the City’s SOAR and related LAFCo policies the areas shown in red on map 17 should be considered for removal from the sphere of influence as a part of any sphere update.

In addition to, but separate from, the City’s SOAR ordinance, the City’s voters approved Measure L6 in November 2006. This measure basically requires a City-wide vote for any development project of greater than 80 acres. The primary effect of this Measure will be on the future development of the Fagan Canyon area. Because of this measure, because there are several parcels still in active land Conservation Act Contracts in the Fagan Canyon area, and based on LAFCo policies, the sphere of influence update should also consider excluding the Fagan Canyon area from the sphere. As elsewhere, if urban development and/or the extension of City services requires a City wide vote, such actions should occur first, along with city entitlements based on new CEQA reviews, before areas are included in a city’s sphere of influence.

Map 17. City of Santa Paula SOI/CURB



City of Simi Valley – Sphere Review Discussion

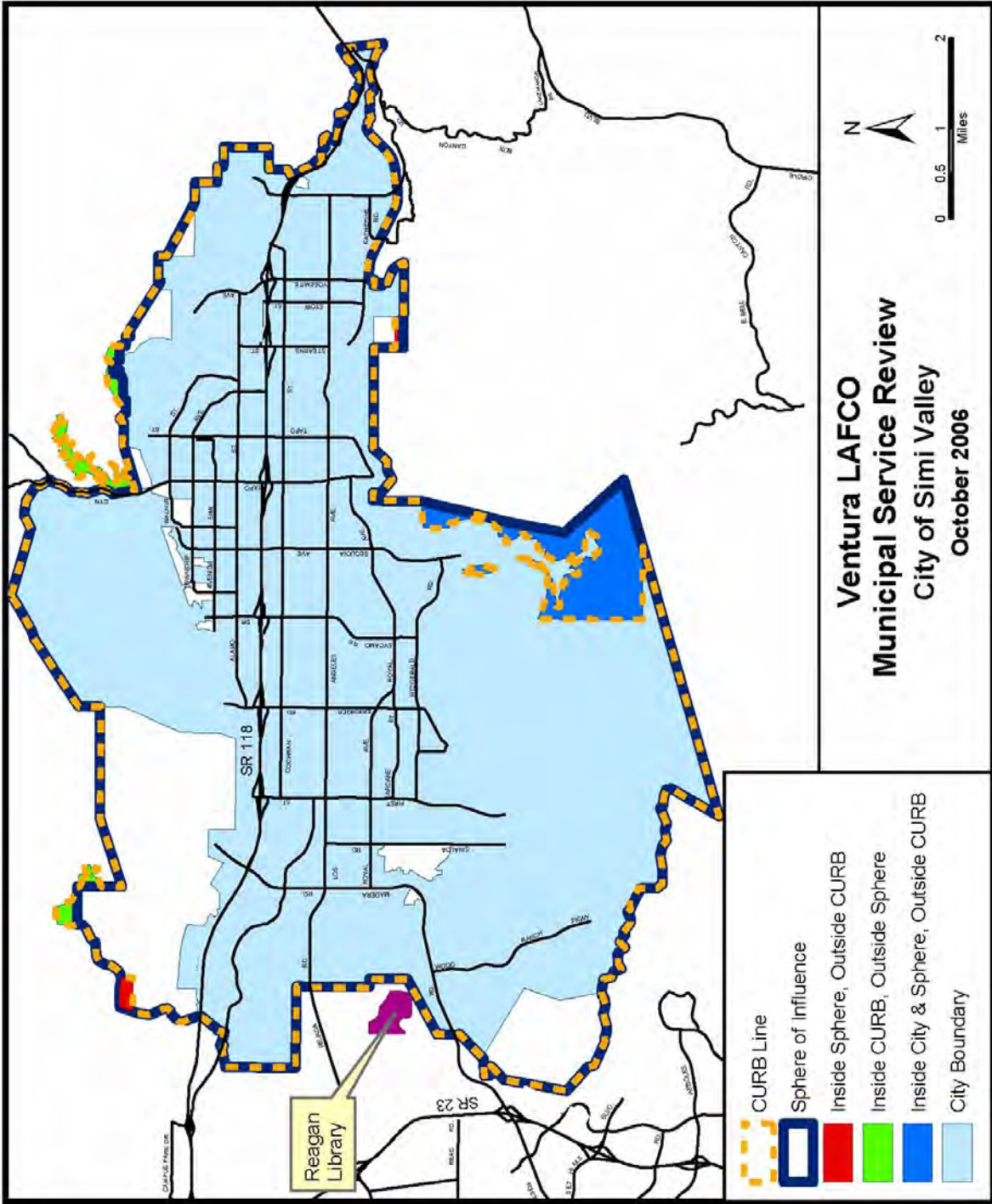
There are only limited discrepancies between the City of Simi Valley’s City Urban Restriction Boundary (CURB) and the City’s sphere of influence, as shown on Map 18. The area shown in red is an approximately 31 acre parcel that is outside the City boundary and City CURB, but currently inside the City’s sphere of influence. As a part of the sphere update process this area should be considered for exclusion from the sphere of influence. The areas shown in green on Map 18 are outside the City boundary and current sphere of influence, but inside the City’s CURB. These areas are based on the City’s general plan, but do not necessarily follow lines of ownership or assessment. Until and unless these areas are considered by the City for urban use and/or extension of services, and the City has conducted the necessary CEQA review for urban use entitlements and/or extension of services, these areas should remain outside the sphere.

The dark blue area shown on map 18 was recently added to the City’s sphere and annexed into the City even though it is outside the City’s CURB. LAFCo approved both the sphere amendment and annexation for this area because the City and/or the Rancho Simi Recreation and Park District will be overseeing the area as permanent open space.

Not shown on map 18, but a factor that will be strongly considered as a part of any sphere of influence update will be to include areas, currently outside the City and the City’s CURB, in the City’s sphere where the City provides one or more services. The most notable example of this is the Reagan Library and immediately surrounding area. The City provides sewer service, water service, via Ventura County Waterworks District No. 8 (a dependent district controlled by the City of Simi Valley City Council) and, via agreement with the County of Ventura, emergency 911 police services, to the Reagan Library and adjoining residential area. Current law precludes a city or special district from providing services outside its sphere of influence with very limited exceptions. To the extent practical, the sphere of influence should thus include areas where city services are currently being provided.

As a part of the City’s merger with the former Simi Valley County Sanitation District in 1995, the City adopted Resolution 95-98 and agreed to “continue providing the services of the Simi Valley County Sanitation District at the same level to those areas outside the City of Simi Valley’s boundaries, but within the territory of the Simi Valley County Sanitation District, as the services provided for the territory within the City of Simi Valley limits.” This commitment by the City that was a part of the LAFCo approval of the merger action, affects existing developed areas outside the City’s sphere in addition to the Reagan Library, such as the Santa Susana Knolls area. The boundaries and service area of the former Simi Valley County Sanitation District will therefore also be considered as a part of the sphere update process.

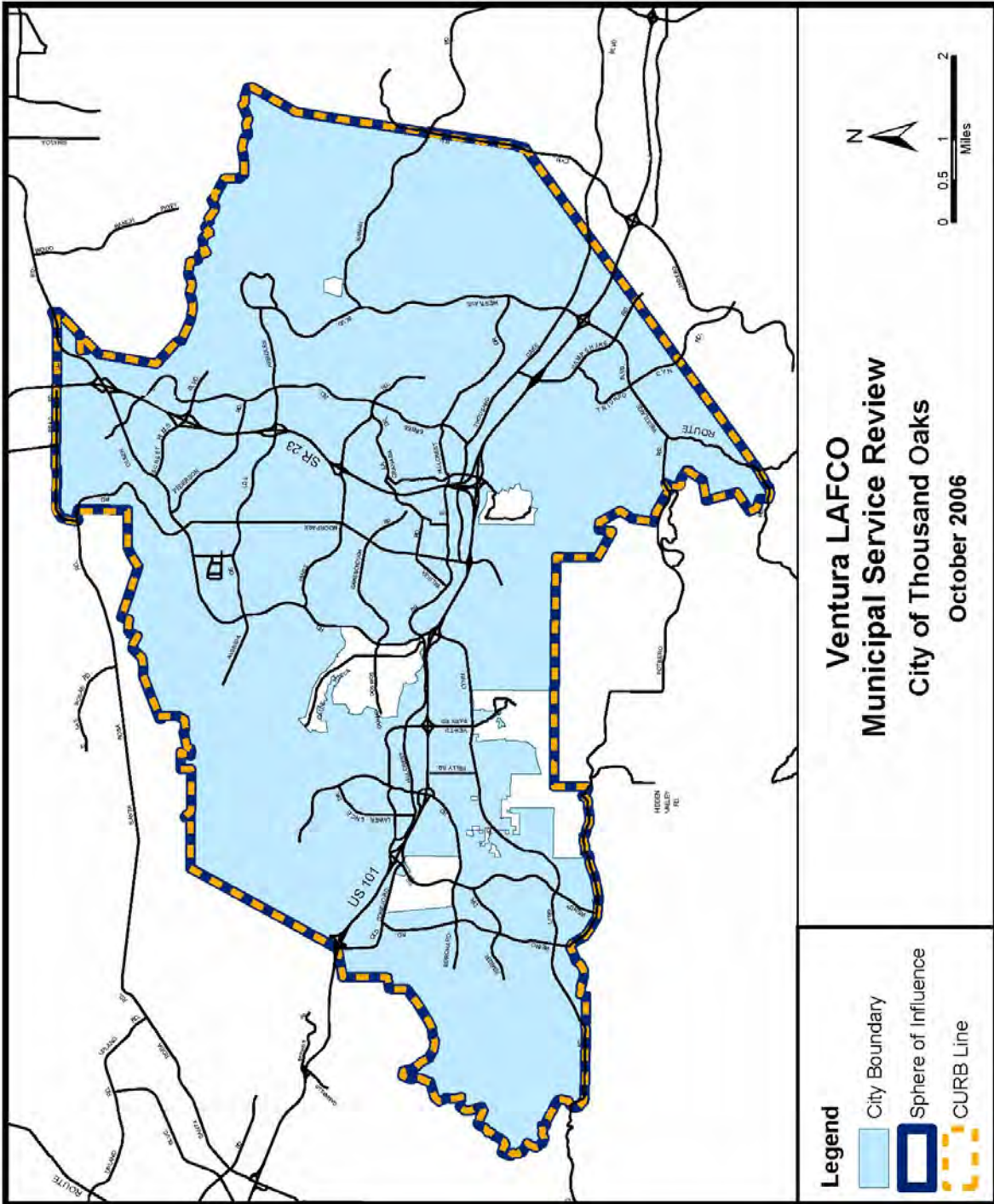
Map 18. City of Simi Valley SOI/CURB



City of Thousand Oaks – Sphere Review Discussion

As shown on Map 19 the sphere of influence and the City Urban Restriction Boundary (CURB) for the City of Thousand Oaks are co-terminus. As a part of the sphere update process City owned properties outside the current sphere will be considered for inclusion in the sphere of influence, as will other publicly owned properties that may require new or expanded City services. However, any sphere changes as a part of the sphere update process by LAFCo will only be made if they can be determined to be categorically exempt or of no impact pursuant to the California Environmental Quality Act (CEQA).

Map 19. City of Thousand Oaks SOI/CURB



Appendix

1- Financial Tables

2 – Staffing

3 – Compensation

4 – Guidelines for Orderly Development

5 – Comparison of Ventura County SOAR & Related Ordinances

This Page Intentionally Left Blank

Appendix 1 - Financial Tables

There are three kinds of lies: lies, damned lies, and statistics.
(attributed to Benjamin Disraeli by Mark Twain)

The tables in Appendix 1 contain information from the *Cities Annual Report* published by the State Controller for fiscal years 2001-02, 2002-03 and 2003-04, the three most recent years available. For each city there are two tables, one for revenue and one for expenditures. Each table includes per capita information for each fiscal year based on State Department of Finance population estimates for each city as of January 1, 2002, 2003 and 2004. By comparing this information a generalized comparison can be made for each city over time and between cities. Information for the City of Port Hueneme is included for informational and comparative purposes, even though that City is not a part of this municipal service review.

In reviewing the data in the tables following information should be considered:

- The data in the *Cities Annual Report* is compiled from unaudited city reports submitted to the State Controller. The State Controller does not verify the accuracy of the information.
- Cities lack a prescribed uniform system of accounting. Therefore, readers should be cautious when making comparisons, because what comprises a piece of data may differ from one city to the next.
- Some cities have special districts for which the city council acts as the board of directors. Generally accepted accounting principles require local governments to combine such entities in their financial reports. However, the State Controller does not include such districts in the *Cities Annual Report* because these districts are included in the *Special Districts Annual Report*. In Ventura County this affects the City of Camarillo where the City Council is the governing board for the Camarillo Sanitary District and the City of Simi Valley where the City Council is the governing board for Waterworks District No. 8. Likewise, information about expenditures by Redevelopment Agencies or legally separate financing agencies, such as parking authorities and landscape and lighting districts, are not included. Table 1 presents only expenditures by cities, not for other legally separate agencies and districts that may be controlled by cities.
- Total expenditure information is used, including both general and enterprise function expenses and both operating and capital expenses. Capital expenses can vary substantially year to year, especially for enterprise functions such as water and sewer.

This Page Intentionally Left Blank

CITY OF CAMARILLO									
Fiscal Year	2002-2002			2002-2003			2003-2004		
REVENUE		Percent	Per Capita 56,566		Percent	Per Capita 60,712		Percent	Per Capita 61,864
TAXES: TOTAL	17,379,670	36.55%	307.25	18,160,579	33.07%	299.13	19,991,378	42.94%	323.15
Secured unsecured property taxes	2,384,809	5.01%	42.16	3,297,804	6.01%	54.32	3,212,278	6.90%	51.92
Voter approved indebtedness property tax	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Other property tax	299,350	0.63%	5.29	0	0.00%	0.00	0	0.00%	0.00
Sales and use tax	8,554,023	17.99%	151.22	8,916,711	16.24%	146.87	9,866,703	21.19%	159.49
Transient lodging taxes	1,148,675	2.42%	20.31	1,159,106	2.11%	19.09	1,390,912	2.99%	22.48
Franchises	1,593,242	3.35%	28.17	1,600,041	2.91%	26.35	1,751,660	3.76%	28.31
Business license taxes	1,008,707	2.12%	17.83	1,019,606	1.86%	16.79	1,079,260	2.32%	17.45
Real property transfer taxes	468,398	0.98%	8.28	496,529	0.90%	8.18	724,082	1.56%	11.70
Utility users taxes	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Other non-property taxes	1,922,466	4.04%	33.99	1,670,782	3.04%	27.52	1,966,483	4.22%	31.79
SPECIAL BENEFIT ASSESSMENTS: TOTAL	220,405	0.46%	3.90	237,548	0.43%	3.91	261,220	0.56%	4.22
Fire and paramedics	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Police	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Lighting	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Special Benefit Assessments Other	220,405	0.46%	3.90	237,548	0.43%	3.91	261,220	0.56%	4.22
LICENSES AND PERMITS: TOTAL	998,815	2.10%	17.66	1,102,871	2.01%	18.17	1,220,246	2.62%	19.72
Construction Permits	998,750	2.10%	17.66	1,102,748	2.01%	18.16	1,220,058	2.62%	19.72
Other Licenses and permits	65	0.00%	0.00	123	0.00%	0.00	188	0.00%	0.00
FINES AND FOREFEITURES: TOTAL	447,103	0.94%	7.90	513,889	0.94%	8.46	451,495	0.97%	7.30
Vehicle code fines	400,910	0.84%	7.09	468,983	0.85%	7.72	402,971	0.87%	6.51
Other fines, forfeitures and penalties	46,193	0.10%	0.82	44,906	0.08%	0.74	48,524	0.10%	0.78
USE OF MONEY AND PROPERTY: TOTAL	3,247,057	6.83%	57.40	2,560,977	4.66%	42.18	862,293	1.85%	13.94
Investment earnings	3,246,264	6.83%	57.39	2,553,160	4.65%	42.05	847,762	1.82%	13.70
Rents, concessions, royalties and other	793	0.00%	0.01	7,817	0.01%	0.13	14,531	0.03%	0.23
INTERGOVERNMENTAL: TOTAL	6,392,209	13.44%	113.00	7,154,216	13.03%	117.84	5,542,918	11.90%	89.60
State motor vehicle in-lieu tax	3,751,775	7.89%	66.33	3,215,912	5.86%	52.97	2,907,297	6.24%	46.99
State homeowners property tax relief	42,323	0.09%	0.75	48,143	0.09%	0.79	42,800	0.09%	0.69
State gasoline tax	1,101,520	2.32%	19.47	1,136,776	2.07%	18.72	1,142,471	2.45%	18.47
Other state grants	-354,135	-0.74%	-6.26	1,185,481	2.16%	19.53	778,277	1.67%	12.58
County grants	227,067	0.48%	4.01	0	0.00%	0.00	0	0.00%	0.00
Federal grants	1,623,659	3.41%	28.70	1,567,904	2.86%	25.83	672,073	1.44%	10.86
Other taxes in Lieu	0	0.00%	0.00	0	0.00%	0.00	2,004	0.00%	0.03
CURRENT SERVICE CHARGES: TOTAL	17,898,638	37.64%	316.42	15,277,548	27.82%	251.64	17,043,972	36.61%	275.51
Zoning, subdivision and plan checking fees	705,228	1.48%	12.47	773,995	1.41%	12.75	1,205,351	2.59%	19.48
Special police department services	391,683	0.82%	6.92	223,546	0.41%	3.68	230,475	0.49%	3.73
Special Fire dept./first aid/ambulance charges	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Engineering fees, inspections and other	619,818	1.30%	10.96	67,499	0.12%	1.11	669,345	1.44%	10.82
Sewer service charges and connection fees	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Solid waste revenues	3,846,141	8.09%	67.99	3,931,444	7.16%	64.76	4,317,374	9.27%	69.79
Parking facilities	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Parks and recreation fees	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Golf course fees	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Water service charges and connection fees	8,758,396	18.42%	154.83	7,772,673	14.15%	128.03	8,193,612	17.60%	132.45
Electric revenues	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Gas revenues	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Airport revenues	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Port and harbor revenues	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Hospital revenues	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Transit revenues	90,225	0.19%	1.60	105,906	0.19%	1.74	56,001	0.12%	0.91
Quasi-external transactions	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Other current service charges	3,487,147	7.33%	61.65	2,402,485	4.38%	39.57	2,371,814	5.09%	38.34
OTHER REVENUES: TOTAL	971,312	2.04%	17.17	986,361	1.80%	16.25	1,187,257	2.55%	19.19
Sale of real and personal property	413	0.00%	0.01	6,812	0.01%	0.11	7,943	0.02%	0.13
Contributions-non-governmental sources	636,622	1.34%	11.25	3,000	0.01%	0.05	192,112	0.41%	3.11
Other sources of revenue	334,277	0.70%	5.91	976,549	1.78%	16.08	987,202	2.12%	15.96
OTHER FINANCING SOURCES: TOTAL	0	0.00%	0.00	8,917,290	16.24%	146.88	0	0.00%	0.00
Sale of bonds	0	0.00%	0.00	8,917,290	16.24%	146.88	0	0.00%	0.00
Notes and other	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
TOTAL REVENUE	47,555,209	100.00%	840.70	54,911,279	100.00%	904.46	46,560,779	100.00%	752.63

Fiscal Year	2001-2002				2002-2003				2003-2004			
	Operating	Capital Outlay	Total	Per Capita	Operating	Capital Outlay	Total	Per Capita	Operating	Capital Outlay	Total	Per Capita
EXPENSES				56,566				60,712				61,864
GENERAL GOVERNMENTAL-TOTAL:	2,856,283	0	2,856,283	7.19%	3,277,403	0	3,277,403	7.38%	3,689,524	10,755	3,700,279	8.65%
Legislative	1,146,659	0	1,146,659	2.89%	1,117,260	0	1,117,260	2.52%	1,256,600	18,40	1,256,600	2.94%
Management and support	1,709,624	0	1,709,624	4.30%	2,160,143	0	2,160,143	4.87%	2,432,924	10,755	2,443,679	5.71%
PUBLIC SAFETY-TOTAL:	8,032,798	146,313	8,179,111	20.59%	8,866,002	52,727	8,918,729	19.64%	9,985,768	0	9,985,768	23.34%
Police	7,762,398	136,271	7,898,669	19.86%	8,280,524	52,727	8,333,251	18.78%	9,337,013	0	9,337,013	21.82%
Fire	0	0	0	0.00%	0	0	0	0.00%	0	0	0	0.00%
Emergency Medical Services	0	0	0	0.00%	0	0	0	0.00%	0	0	0	0.00%
Animal Regulation	153,740	0	153,740	0.39%	175,541	0	175,541	0.40%	190,858	0	190,858	0.45%
Weed Abatement	0	0	0	0.00%	0	0	0	0.00%	0	0	0	0.00%
Street Lighting	0	0	0	0.00%	0	0	0	0.00%	0	0	0	0.00%
Disaster Procedures	116,660	10,042	126,702	0.32%	67,148	0	67,148	0.15%	40,848	0	40,848	0.10%
Other Public Safety	0	0	0	0.00%	142,789	0	142,789	0.32%	417,049	0	417,049	0.97%
TRANSPORTATION-TOTAL:	3,526,903	8,258,261	11,785,164	29.66%	3,756,850	11,974,321	15,731,171	35.44%	3,922,748	7,186,188	11,108,936	25.96%
Streets and highways	2,525,146	8,255,645	10,780,791	27.14%	190,59	2,646,742	2,837,331	7.21%	2,681,805	7,186,188	9,867,993	23.06%
Street trees and landscaping	492,746	2,616	495,362	1.25%	506,778	0	506,778	1.14%	565,305	0	565,305	1.32%
Parking Facilities	0	0	0	0.00%	0	0	0	0.00%	0	0	0	0.00%
Public Transit	509,011	0	509,011	1.28%	603,330	0	603,330	1.36%	675,638	0	675,638	1.58%
Airports	0	0	0	0.00%	0	0	0	0.00%	0	0	0	0.00%
Ports and Harbors	0	0	0	0.00%	0	0	0	0.00%	0	0	0	0.00%
Transportation-Other	0	0	0	0.00%	0	0	0	0.00%	0	0	0	0.00%
COMMUNITY DEVELOPMENT-TOTAL:	5,183,500	227,689	5,411,189	13.67%	5,035,897	13,391	5,049,288	11.38%	5,738,376	0	5,738,376	13.47%
Planning	1,557,864	0	1,557,864	3.92%	1,456,885	0	1,456,885	3.28%	1,719,100	0	1,719,100	4.02%
Construct/Engineering Reg	3,189,313	0	3,189,313	8.03%	2,590,784	13,391	2,604,175	5.87%	3,362,384	0	3,362,384	7.86%
Redevelopment	0	0	0	0.00%	0	0	0	0.00%	0	0	0	0.00%
Housing	0	217,189	217,189	0.55%	3,84	0	3,84	0.01%	0	0	0	0.00%
Employment	367,735	10,500	378,235	0.95%	472,161	0	472,161	1.06%	421,891	0	421,891	0.99%
Community Promotion	68,588	0	68,588	0.17%	515,867	0	515,867	1.16%	235,001	0	235,001	0.55%
Community Development Other	3,902,362	0	3,902,362	9.87%	3,891,673	82,378	4,064,051	9.16%	4,413,341	30,835	4,444,176	10.39%
HEALTH-TOTAL:	0	0	0	0.00%	0	0	0	0.00%	0	0	0	0.00%
Physical and Mental Health	0	0	0	0.00%	0	0	0	0.00%	0	0	0	0.00%
Hospitals and Sanitariums	0	0	0	0.00%	0	0	0	0.00%	0	0	0	0.00%
Solid Waste	3,902,362	0	3,902,362	9.82%	3,981,673	0	3,981,673	8.97%	4,413,341	0	4,413,341	10.31%
Sewers (collection & treatment)	0	0	0	0.00%	0	0	0	0.00%	0	0	0	0.00%
Cemeteries	0	0	0	0.00%	0	0	0	0.00%	0	0	0	0.00%
Health-Other	0	0	0	0.00%	0	0	0	0.00%	0	0	0	0.00%
CULTURE AND LEISURE-TOTAL:	965	333,408	334,373	0.84%	113,590	0	113,590	0.26%	461,278	15,375	476,653	1.11%
Parks	965	0	965	0.00%	0	0	0	0.00%	45,448	15,375	60,823	0.14%
Recreation	0	0	0	0.00%	0	0	0	0.00%	0	0	0	0.00%
Marines and Wharfs	0	0	0	0.00%	0	0	0	0.00%	0	0	0	0.00%
Libraries	0	333,408	333,408	0.84%	111,000	0	111,000	0.25%	415,830	0	415,830	0.97%
Museums	0	0	0	0.00%	0	0	0	0.00%	0	0	0	0.00%
Golf Courses	0	0	0	0.00%	0	0	0	0.00%	0	0	0	0.00%
Sport arenas and Stadiums	0	0	0	0.00%	0	0	0	0.00%	0	0	0	0.00%
Community Centers/Auditoriums	0	0	0	0.00%	0	0	0	0.00%	0	0	0	0.00%
Culture and Leisure Other	0	0	0	0.00%	0	0	0	0.00%	0	0	0	0.00%
PUBLIC UTILITIES-TOTAL:	7,040,257	218,992	7,259,249	18.27%	6,665,937	763,382	7,429,319	16.74%	6,893,623	441,080	7,334,703	17.14%
Water	7,040,257	218,992	7,259,249	18.27%	6,665,937	763,382	7,429,319	16.74%	6,893,623	441,080	7,334,703	17.14%
Gas	0	0	0	0.00%	0	0	0	0.00%	0	0	0	0.00%
Electric	0	0	0	0.00%	0	0	0	0.00%	0	0	0	0.00%
Public Utilities-Other	0	0	0	0.00%	0	0	0	0.00%	0	0	0	0.00%
OTHER EXPENDITURES-TOTAL	0	0	0	0.00%	0	0	0	0.00%	0	0	0	0.00%
GRAND TOTAL EXPENDITURES:	30,543,068	9,184,663	39,727,731	100.00%	31,497,152	12,866,199	44,363,351	100.00%	35,104,658	7,684,233	42,788,891	100.00%
				702.33				731.04				691.66

CITY OF FILLMORE

Fiscal Year	2001-2002			2002-2003			2003-2004		
	REVENUE	Percent	Per Capita 14,493		Percent	Per Capita 14,735		Percent	Per Capita 15,157
TAXES: TOTAL	1,547,149	13.68%	106.75	2,290,277	23.30%	155.43	2,764,332	26.06%	182.38
Secured unsecured property taxes	254,086	2.25%	17.53	286,887	2.92%	19.47	313,074	2.95%	20.66
Voter approved indebtedness property tax	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Other property tax	53,098	0.47%	3.66	0	0.00%	0.00	0	0.00%	0.00
Sales and use tax	853,187	7.54%	58.87	838,042	8.53%	56.87	829,279	7.82%	54.71
Transient lodging taxes	50,499	0.45%	3.48	53,639	0.55%	3.64	40,117	0.38%	2.65
Franchises	238,224	2.11%	16.44	236,154	2.40%	16.03	251,791	2.37%	16.61
Business license taxes	73,909	0.65%	5.10	68,408	0.70%	4.64	68,618	0.65%	4.53
Real property transfer taxes	0	0.00%	0.00	51,165	0.52%	3.47	70,402	0.66%	4.64
Utility users taxes	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Other non-property taxes	24,146	0.21%	1.67	755,982	7.69%	51.31	1,191,051	11.23%	78.58
SPECIAL BENEFIT ASSESSMENTS: TOTAL	179,986	1.59%	12.42	208,708	2.12%	14.16	203,987	1.92%	13.46
Fire and paramedics	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Police	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Lighting	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Special Benefit Assessments Other	179,986	1.59%	12.42	208,708	2.12%	14.16	203,987	1.92%	13.46
LICENSES AND PERMITS: TOTAL	256,037	2.26%	17.67	173,557	1.77%	11.78	196,707	1.85%	12.98
Construction Permits	247,061	2.18%	17.05	161,895	1.65%	10.99	186,038	1.75%	12.27
Other Licenses and permits	8,976	0.08%	0.62	11,662	0.12%	0.79	10,669	0.10%	0.70
FINES AND FOREFEITURES: TOTAL	127,436	1.13%	8.79	106,940	1.09%	7.26	130,834	1.23%	8.63
Vehicle code Fines	127,436	1.13%	8.79	106,940	1.09%	7.26	130,834	1.23%	8.63
Other fines, forfeitures and penalties	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
USE OF MONEY AND PROPERTY: TOTAL	217,462	1.92%	15.00	184,203	1.87%	12.50	136,956	1.29%	9.04
Investment earnings	158,169	1.40%	10.91	120,071	1.22%	8.15	74,551	0.70%	4.92
Rents, concessions, royalties and other	59,293	0.52%	4.09	64,132	0.65%	4.35	62,405	0.59%	4.12
INTERGOVERNMENTAL: TOTAL	3,246,900	28.71%	224.03	1,964,837	19.99%	133.34	1,318,989	12.43%	87.02
State motor vehicle in-lieu tax	792,083	7.00%	54.65	828,582	8.43%	56.23	670,413	6.32%	44.23
State homeowners property tax relief	6,050	0.05%	0.42	-8,591	-0.09%	-0.58	-10,060	-0.09%	-0.66
State gasoline tax	244,592	2.16%	16.88	304,534	3.10%	20.67	283,380	2.67%	18.70
Other state grants	1,282,963	11.34%	88.52	516,763	5.26%	35.07	178,199	1.68%	11.76
County grants	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Federal grants	921,212	8.14%	63.56	323,549	3.29%	21.96	197,057	1.86%	13.00
Other taxes in Lieu	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
CURRENT SERVICE CHARGES: TOTAL	3,415,275	30.19%	235.65	4,725,008	48.07%	320.67	4,397,275	41.45%	290.12
Zoning, subdivision and plan checking fees	85,370	0.75%	5.89	114,597	1.17%	7.78	141,233	1.33%	9.32
Special police department services	17,242	0.15%	1.19	12,423	0.13%	0.84	19,889	0.19%	1.31
Special Fire dept./first aid/ambulance charges	815	0.01%	0.06	109	0.00%	0.01	95	0.00%	0.01
Engineering fees, inspections and other	45,518	0.40%	3.14	49,209	0.50%	3.34	109,526	1.03%	7.23
Sewer service charges and connection fees	876,011	7.74%	60.44	948,479	9.65%	64.37	1,319,512	12.44%	87.06
Solid waste revenues	43,268	0.38%	2.99	47,015	0.48%	3.19	44,062	0.42%	2.91
Parking facilities	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Parks and recreation fees	33,223	0.29%	2.29	42,953	0.44%	2.92	36,916	0.35%	2.44
Golf course fees	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Water service charges and connection fees	1,751,003	15.48%	120.82	2,015,971	20.51%	136.82	1,957,773	18.46%	129.17
Electric revenues	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Gas revenues	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Airport revenues	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Port and harbor revenues	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Hospital revenues	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Transit revenues	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Quasi-external transactions	0	0.00%	0.00	0	0.00%	0.00	632,830	5.97%	41.75
Other current service charges	562,825	4.98%	38.83	1,494,252	15.20%	101.41	135,439	1.28%	8.94
OTHER REVENUES: TOTAL	2,320,983	20.52%	160.15	176,373	1.79%	11.97	1,458,483	13.75%	96.23
Sale of real and personal property	1,495,752	13.22%	103.21	0	0.00%	0.00	530,100	5.00%	34.97
Contributions-non-governmental sources	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Other sources of revenue	825,231	7.30%	56.94	176,373	1.79%	11.97	928,383	8.75%	61.25
OTHER FINANCING SOURCES: TOTAL	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Sale of bonds	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Notes and other	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
TOTAL REVENUE	11,311,228	100.00%	780.46	9,829,903	100.00%	667.11	10,607,563	100.00%	699.85

Fiscal Year	2001-2002				2002-2003				2003-2004			
	Operating	Capital Outlay	Total	Per Capita 14,493	Operating	Capital Outlay	Total	Per Capita 14,735	Operating	Capital Outlay	Total	Per Capita 15,157
EXPENSES												
GENERAL GOVERNMENTAL-TOTAL:	582,774	0	582,774	40.21	788,259	23,764	822,023	55.79	1,180,184	0	1,180,184	77.86
Legislative	93,337	0	93,337	6.44	83,568	0	83,568	5.67	152,854	0	152,854	10.08
Management and Support	489,437	0	489,437	33.77	714,691	23,764	738,455	50.12	1,027,330	0	1,027,330	67.78
PUBLIC SAFETY-TOTAL:	2,727,994	0	2,727,994	188.23	2,276,464	127,297	2,403,761	163.13	2,679,497	724,865	3,404,362	224.61
Police	2,146,477	0	2,146,477	148.10	1,925,210	9,079	1,934,289	131.27	2,297,407	10,571	2,307,978	152.27
Fire	363,467	0	363,467	25.08	305,750	118,218	423,968	28.77	339,011	714,294	1,053,305	69.43
Emergency Medical Services	0	0	0	0.00	0	0	0	0.00	0	0	0	0.00
Animal Regulation	36,004	0	36,004	2.48	45,504	0	45,504	3.09	43,079	0	43,079	2.84
Weed Abatement	0	0	0	0.00	0	0	0	0.00	0	0	0	0.00
Street Lighting	0	0	0	0.00	0	0	0	0.00	0	0	0	0.00
Disaster Procedures	0	0	0	0.00	0	0	0	0.00	0	0	0	0.00
Other Public Safety	182,046	0	182,046	12.56	0	0	0	0.00	0	0	0	0.00
TRANSPORTATION-TOTAL:	681,647	13,975	695,622	48.00	1,133,578	1,030,436	2,164,014	146.86	988,365	93,687	1,082,052	71.38
Streets and highways	390,146	13,975	404,121	27.86	682,233	1,030,436	1,712,669	116.23	465,161	93,537	558,698	36.86
Street trees and landscaping	291,501	0	291,501	20.11	237,803	0	237,803	16.14	262,280	150	262,430	17.31
Parking Facilities	0	0	0	0.00	0	0	0	0.00	0	0	0	0.00
Public Transit	0	0	0	0.00	211,542	0	211,542	14.36	259,328	0	259,328	17.11
Airports	0	0	0	0.00	0	0	0	0.00	0	0	0	0.00
Ports and Harbors	0	0	0	0.00	0	0	0	0.00	0	0	0	0.00
Transportation-Other	0	0	0	0.00	2,000	0	2,000	0.14	1,536	0	1,536	0.10
COMMUNITY DEVELOPMENT-TOTAL:	376,658	1,124,652	1,501,310	103.59	406,762	6,299	413,061	28.03	480,721	8,751	489,472	32.28
Planning	82,312	0	82,312	5.68	91,885	0	91,885	6.23	105,365	0	105,365	6.99
Construct/Engineering Reg	170,450	0	170,450	11.76	170,394	0	170,394	11.56	193,550	0	193,550	12.77
Redevelopment	0	0	0	0.00	53,574	0	53,574	3.64	84,398	0	84,398	5.57
Housing	0	0	0	0.00	0	0	0	0.00	0	0	0	0.00
Employment	0	0	0	0.00	0	0	0	0.00	0	0	0	0.00
Community Promotion	54,367	0	54,367	3.75	67,362	6,299	73,661	5.00	70,982	8,751	79,733	5.26
Community Development Other	69,529	1,124,652	1,194,181	82.40	23,577	0	23,577	1.60	26,426	0	26,426	1.74
HEALTH-TOTAL:	923,958	0	923,958	63.75	895,451	534,469	1,429,920	97.04	1,038,717	638,311	1,677,028	110.64
Physical and Mental Health	0	0	0	0.00	0	0	0	0.00	0	0	0	0.00
Hospitals and Sanitariums	0	0	0	0.00	0	0	0	0.00	0	0	0	0.00
Solid Waste	50,101	0	50,101	3.46	53,236	0	53,236	3.61	57,856	0	57,856	3.83
Sewers (collection & treatment)	873,857	0	873,857	60.30	842,215	534,469	1,376,684	93.43	980,861	638,311	1,619,172	106.83
Cemeteries	0	0	0	0.00	0	0	0	0.00	0	0	0	0.00
Health-Other	0	0	0	0.00	0	0	0	0.00	0	0	0	0.00
CULTURE AND LEISURE-TOTAL:	468,070	0	468,070	32.30	512,329	65,187	577,516	39.19	390,907	22,207	413,114	27.26
Parks	281,143	0	281,143	19.40	353,405	65,187	418,592	28.41	390,907	22,207	413,114	27.26
Recreation	0	0	0	0.00	0	0	0	0.00	0	0	0	0.00
Marines and Wharfs	0	0	0	0.00	0	0	0	0.00	0	0	0	0.00
Libraries	0	0	0	0.00	0	0	0	0.00	0	0	0	0.00
Museums	0	0	0	0.00	0	0	0	0.00	0	0	0	0.00
Golf Courses	0	0	0	0.00	0	0	0	0.00	0	0	0	0.00
Sport arenas and Stadiums	0	0	0	0.00	0	0	0	0.00	0	0	0	0.00
Community Centers/Auditoriums	166,927	0	166,927	11.54	158,924	0	158,924	10.79	0	0	0	0.00
Culture and Leisure Other	1,300,054	0	1,300,054	89.70	1,938,201	0	1,938,201	131.54	1,566,268	255,733	1,822,001	120.21
PUBLIC UTILITIES-TOTAL:	1,300,054	0	1,300,054	89.70	1,938,201	0	1,938,201	131.54	1,566,268	255,733	1,822,001	120.21
Water	0	0	0	0.00	0	0	0	0.00	0	0	0	0.00
Gas	0	0	0	0.00	0	0	0	0.00	0	0	0	0.00
Electric	0	0	0	0.00	0	0	0	0.00	0	0	0	0.00
Public Utilities-Other	0	0	0	0.00	0	0	0	0.00	0	0	0	0.00
OTHER EXPENDITURES-TOTAL:	0	0	0	0.00	0	0	0	0.00	0	0	0	0.00
GRAND TOTAL EXPENDITURES:	7,061,155	1,138,627	8,199,782	565.78	7,961,044	1,787,452	9,748,496	661.59	9,341,633	1,925,144	10,266,777	677.36

CITY OF MOORPARK

Fiscal Year	2001-2002			2002-2003			2003-2004		
	REVENUE	Percent	Per Capita		Percent	Per Capita		Percent	Per Capita
TAXES: TOTAL	8,931,491	41.72%	268.63	9,138,509	39.70%	263.83	10,054,424	40.82%	288.41
Secured unsecured property taxes	1,936,137	9.04%	58.23	2,136,817	9.28%	61.69	2,321,818	9.43%	66.60
Voter approved indebtedness property tax	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Other property tax	32,535	0.15%	0.98	33,952	0.15%	0.98	1,961	0.01%	0.06
Sales and use tax	1,790,801	8.36%	53.86	1,664,626	7.23%	48.06	2,176,893	8.84%	62.44
Transient lodging taxes	0	0.00%	0.00	0	0.00%	0.00	421,608	1.71%	12.09
Franchises	839,920	3.92%	25.26	835,345	3.63%	24.12	0	0.00%	0.00
Business license taxes	38,555	0.18%	1.16	44,840	0.19%	1.29	916,287	3.72%	26.28
Real property transfer taxes	204,947	0.96%	6.16	243,195	1.06%	7.02	51,650	0.21%	1.48
Utility users taxes	0	0.00%	0.00	0	0.00%	0.00	302,527	1.23%	8.68
Other non-property taxes	4,088,596	19.10%	122.97	4,179,734	18.16%	120.67	3,861,680	15.68%	110.77
SPECIAL BENEFIT ASSESSMENTS: TOTAL	2,816,090	13.15%	84.70	2,646,188	11.49%	76.40	2,572,958	10.45%	73.81
Fire and paramedics	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Police	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Lighting	216,766	1.01%	6.52	219,176	0.95%	6.33	400,344	1.63%	11.48
Special Benefit Assessments Other	2,599,324	12.14%	78.18	2,427,012	10.54%	70.07	2,172,614	8.82%	62.32
LICENSES AND PERMITS: TOTAL	851,914	3.98%	25.62	1,484,403	6.45%	42.85	1,169,397	4.75%	33.54
Construction Permits	851,914	3.98%	25.62	1,478,160	6.42%	42.67	1,157,902	4.70%	33.21
Other Licenses and permits	0	0.00%	0.00	6,243	0.03%	0.18	11,495	0.05%	0.33
FINES AND FOREFEITURES: TOTAL	244,512	1.14%	7.35	287,081	1.25%	8.29	306,401	1.24%	8.79
Vehicle code Fines	240,307	1.12%	7.23	287,081	1.25%	8.29	306,401	1.24%	8.79
Other fines, forfeitures and penalties	4,205	0.02%	0.13	0	0.00%	0.00	0	0.00%	0.00
USE OF MONEY AND PROPERTY: TOTAL	1,714,089	8.01%	51.55	1,227,442	5.33%	35.44	870,172	3.53%	24.96
Investment earnings	1,674,964	7.82%	50.38	1,179,716	5.12%	34.06	808,423	3.28%	23.19
Rents, concessions, royalties and other	39,125	0.18%	1.18	47,726	0.21%	1.38	61,749	0.25%	1.77
INTERGOVERNMENTAL: TOTAL	3,371,998	15.75%	101.42	3,611,586	15.69%	104.27	3,831,038	15.55%	109.89
State motor vehicle in-lieu tax	1,926,638	9.00%	57.95	2,160,376	9.38%	62.37	1,569,415	6.37%	45.02
State homeowners property tax relief	29,948	0.14%	0.90	31,425	0.14%	0.91	31,443	0.13%	0.90
State gasoline tax	552,241	2.58%	16.61	623,654	2.71%	18.00	728,481	2.96%	20.90
Other state grants	342,327	1.60%	10.30	700,255	3.04%	20.22	774,398	3.14%	22.21
County grants	10,566	0.05%	0.32	21,078	0.09%	0.61	71,174	0.29%	2.04
Federal grants	510,278	2.38%	15.35	74,798	0.32%	2.16	656,127	2.66%	18.82
Other taxes in Lieu	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
CURRENT SERVICE CHARGES: TOTAL	2,526,404	11.80%	75.99	4,016,321	17.45%	115.95	5,242,913	21.28%	150.39
Zoning, subdivision and plan checking fees	1,156,321	5.40%	34.78	1,698,921	7.38%	49.05	2,052,193	8.33%	58.87
Special police department services	45,562	0.21%	1.37	46,427	0.20%	1.34	62,923	0.26%	1.80
Special Fire dept./first aid/ambulance charges	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Engineering fees, inspections and other	278,656	1.30%	8.38	992,667	4.31%	28.66	179,526	0.73%	5.15
Sewer service charges and connection fees	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Solid waste revenues	209,262	0.98%	6.29	232,324	1.01%	6.71	267,758	1.09%	7.68
Parking facilities	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Parks and recreation fees	463,732	2.17%	13.95	420,137	1.83%	12.13	536,387	2.18%	15.39
Golf course fees	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Water service charges and connection fees	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Electric revenues	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Gas revenues	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Airport revenues	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Port and harbor revenues	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Hospital revenues	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Transit revenues	26,979	0.13%	0.81	30,555	0.13%	0.88	1,113,885	4.52%	31.95
Quasi-external transactions	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Other current service charges	345,892	1.62%	10.40	595,290	2.59%	17.19	1,030,241	4.18%	29.55
OTHER REVENUES: TOTAL	951,855	4.45%	28.63	609,423	2.65%	17.59	585,116	2.38%	16.78
Sale of real and personal property	5,663	0.03%	0.17	0	0.00%	0.00	0	0.00%	0.00
Contributions-non-governmental sources	153,948	0.72%	4.63	73,501	0.32%	2.12	48,152	0.20%	1.38
Other sources of revenue	792,244	3.70%	23.83	535,922	2.33%	15.47	536,964	2.18%	15.40
OTHER FINANCING SOURCES: TOTAL	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Sale of bonds	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Notes and other	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
TOTAL REVENUE	21,408,353	100.00%	643.90	23,020,953	100.00%	664.62	24,632,419	100.00%	706.59

CITY OF OJAI

Fiscal Year	2001-2002			2002-2003			2003-2004		
	REVENUE	Percent	Per Capita 7,963		Percent	Per Capita 8,015		Percent	Per Capita 8,111
TAXES: TOTAL	4,008,006	55.64%	503.33	3,753,476	51.65%	468.31	2,963,088	48.18%	365.32
Secure d unsecured property taxes	737,768	10.24%	92.65	767,497	10.56%	95.76	846,095	13.76%	104.31
Voter approved indebtedness property tax	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Other property tax	26,236	0.36%	3.29	38,358	0.53%	4.79	45,300	0.74%	5.59
Sales and use tax	1,095,985	15.22%	137.63	1,085,711	14.94%	135.46	973,888	15.83%	120.07
Transient lodging taxes	1,669,763	23.18%	209.69	1,355,705	18.65%	169.15	618,312	10.05%	76.23
Franchises	247,169	3.43%	31.04	330,097	4.54%	41.18	284,305	4.62%	35.05
Business license taxes	49,968	0.69%	6.28	60,120	0.83%	7.50	63,143	1.03%	7.78
Real property transfer taxes	55,078	0.76%	6.92	66,828	0.92%	8.34	106,514	1.73%	13.13
Utility users taxes	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Other non-property taxes	126,039	1.75%	15.83	49,160	0.68%	6.13	25,531	0.42%	3.15
SPECIAL BENEFIT ASSESSMENTS: TOTAL	179,480	2.49%	22.54	278,913	3.84%	34.80	323,922	5.27%	39.94
Fire and paramedics	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Police	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Lighting	46,504	0.65%	5.84	46,105	0.63%	5.75	92,375	1.50%	11.39
Special Benefit Assessments Other	132,976	1.85%	16.70	232,808	3.20%	29.05	231,547	3.76%	28.55
LICENSES AND PERMITS: TOTAL	2,852	0.04%	0.36	277,287	3.82%	34.60	311,677	5.07%	38.43
Construction Permits	0	0.00%	0.00	273,561	3.76%	34.13	308,125	5.01%	37.99
Other Licenses and permits	2,852	0.04%	0.36	3,726	0.05%	0.46	3,552	0.06%	0.44
FINES AND FOREFEITURES: TOTAL	32,095	0.45%	4.03	62,347	0.86%	7.78	44,719	0.73%	5.51
Vehicle code Fines	20,329	0.28%	2.55	62,347	0.86%	7.78	44,719	0.73%	5.51
Other fines, forfeitures and penalties	11,766	0.16%	1.48	0	0.00%	0.00	0	0.00%	0.00
USE OF MONEY AND PROPERTY: TOTAL	163,850	2.27%	20.58	302,256	4.16%	37.71	31,250	0.51%	3.85
Investment earnings	149,315	2.07%	18.75	71,853	0.99%	8.96	31,250	0.51%	3.85
Rents, concessions, royalties and other	14,535	0.20%	1.83	230,403	3.17%	28.75	0	0.00%	0.00
INTERGOVERNMENTAL: TOTAL	1,721,252	23.90%	216.16	1,701,847	23.42%	212.33	1,339,222	21.77%	165.11
State motor vehicle in-lieu tax	436,214	6.06%	54.78	472,033	6.49%	58.89	356,644	5.80%	43.97
State homeowners property tax relief	10,504	0.15%	1.32	12,268	0.17%	1.53	12,339	0.20%	1.52
State gasoline tax	155,949	2.17%	19.58	154,670	2.13%	19.30	156,718	2.55%	19.32
Other state grants	1,016,728	14.12%	127.68	609,026	8.38%	75.99	637,016	10.36%	78.54
County grants	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Federal grants	101,857	1.41%	12.73	453,850	6.24%	56.63	176,505	2.87%	21.76
Other taxes in Lieu	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
CURRENT SERVICE CHARGES: TOTAL	967,633	13.43%	121.52	815,396	11.22%	101.73	975,188	15.86%	120.23
Zoning, subdivision and plan checking fees	91,711	1.27%	11.52	159,812	2.20%	19.94	121,025	1.97%	14.92
Special police department services	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Special Fire dept./first aid/ambulance charges	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Engineering fees, inspections and other	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Sewer service chages and connection fees	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Solid waste revenues	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Parking facilities	0	0.00%	0.00	474,189	6.52%	59.16	0	0.00%	0.00
Parks and recreation fees	666,431	9.25%	83.69	0	0.00%	0.00	554,035	9.01%	68.31
Golf course fees	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Water service charges and connection fees	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Electric revenues	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Gas revenues	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Airport revenues	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Port and harbor revenues	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Hospital revenues	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Transit revenues	59,479	0.83%	7.47	54,587	0.75%	6.81	247,178	4.02%	30.47
Quasi-external transactions	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Other current service charges	150,012	2.08%	18.84	126,808	1.74%	15.82	52,950	0.86%	6.53
OTHER REVENUES: TOTAL	127,690	1.77%	16.04	76,230	1.05%	9.51	161,556	2.63%	19.92
Sale of real and personal property	0	0.00%	0.00	7,690	0.11%	0.96	8,800	0.14%	1.08
Contributions-non-governmental sources	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Other sources of revenue	127,690	1.77%	16.04	68,540	0.94%	8.55	152,756	2.48%	18.83
OTHER FINANCING SOURCES: TOTAL	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Sale of bonds	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Notes and other	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
TOTAL REVENUE	7,202,858	100.00%	904.54	7,267,752	100.00%	906.77	6,150,622	100.00%	758.31

Fiscal Year	CITY OF OJAI														
	2001-2002			2002-2003			2003-2004			2003-2004					
	Operating	Capital Outlay	Total	Per Capita 7,963	Percent	Operating	Capital Outlay	Total	Per Capita 8,015	Percent	Operating	Capital Outlay	Total	Per Capita 8,111	Percent
GENERAL GOVERNMENTAL-TOTAL:	1,551,704	66,688	1,618,392	194.86	22.75%	2,016,993	50,923	2,067,916	256.01	25.66%	1,954,863	125,665	2,081,528	247.6%	24.76%
Legislative	335,753	0	335,753	42.16	4.92%	429,973	0	429,973	53.65	5.34%	386,498	237	386,735	47.86	4.60%
Management and Support	1,215,951	66,688	1,282,639	152.70	17.83%	1,587,020	50,923	1,637,943	204.36	20.35%	1,568,365	125,428	1,694,793	208.95	20.16%
PUBLIC SAFETY-TOTAL:	2,430,529	13,208	2,443,737	305.23	35.64%	2,266,640	141,331	2,407,971	300.43	29.91%	2,349,771	11,735	2,361,506	291.15	28.09%
Police	2,179,222	13,208	2,192,430	273.67	31.95%	2,117,888	0	2,117,888	264.24	26.31%	2,218,815	2,250	2,219,065	273.55	26.39%
Fire	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%
Emergency Medical Services	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%
Animal Regulation	142,661	0	142,661	17.92	2.09%	38,716	0	38,716	4.83	0.49%	44,129	0	44,129	5.44	0.52%
Weed Abatement	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%
Street Lighting	108,646	0	108,646	13.64	1.59%	110,036	141,331	251,367	31.36	3.12%	86,827	9,485	96,312	11.72	1.17%
Disaster Procedures	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%
Other Public Safety	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%
TRANSPORTATION-TOTAL:	1,511,550	528,804	2,040,354	189.82	22.16%	1,581,642	231,014	1,792,656	223.66	22.27%	1,730,644	439,024	2,169,668	267.56	25.89%
Streets and highways	739,043	436,149	1,195,192	95.32	11.13%	625,212	219,174	844,386	105.35	10.49%	734,124	422,589	1,156,713	142.61	13.76%
Street trees and landscaping	286,276	64,993	351,269	35.95	4.20%	470,369	11,840	482,209	60.16	5.99%	467,800	16,435	484,235	59.70	5.76%
Parking Facilities	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%
Public Transit	466,231	27,662	493,893	58.55	6.84%	466,061	0	466,061	58.15	5.79%	528,720	0	528,720	65.18	6.29%
Airports	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%
Ports and Harbors	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%
Transportation-Other	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%
COMMUNITY DEVELOPMENT-TOTAL:	368,842	1,743	370,585	46.32	5.41%	454,956	5,153	460,109	57.41	5.72%	433,342	2,452	435,794	53.75	5.18%
Planning	368,842	1,743	370,585	46.32	5.41%	454,956	5,153	460,109	57.41	5.72%	433,342	2,452	435,794	53.75	5.18%
Construct/Engineering Reg	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%
Redevelopment	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%
Housing	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%
Employment	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%
Community Promotion	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%
Community Development Other	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%
HEALTH-TOTAL:	2,189	930	3,119	0.27	0.03%	5,489	318	5,807	0.72	0.07%	30,592	205	30,797	3.80	0.37%
Physical and Mental Health	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%
Hospitals and Sanitariums	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%
Solid Waste	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%
Sewers (collection & treatment)	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%
Cemeteries	2,189	930	3,119	0.27	0.03%	5,489	318	5,807	0.72	0.07%	30,592	205	30,797	3.80	0.37%
Health-Other	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%
CULTURE AND LEISURE-TOTAL:	955,066	228,968	1,184,034	119.94	14.00%	943,765	402,207	1,315,972	164.19	16.35%	942,256	386,556	1,328,812	163.95	15.89%
Parks	849,566	228,968	1,078,534	106.69	12.46%	803,765	402,207	1,205,972	150.46	14.96%	827,756	386,556	1,214,312	149.71	14.44%
Recreation	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%
Marinas and Wharfs	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%
Libraries	105,500	0	105,500	13.25	1.55%	110,000	0	110,000	13.72	1.37%	114,500	0	114,500	14.12	1.36%
Museums	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%
Golf Courses	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%
Sport arenas and Stadiums	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%
Community Centers/Auditoriums	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%
Culture and Leisure Other	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%
PUBLIC UTILITIES-TOTAL:	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%
Water	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%
Gas	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%
Electric	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%
Public Utilities-Other	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%
OTHER EXPENDITURES-TOTAL:	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%	0	0	0	0.00%	0.00%
GRAND TOTAL EXPENDITURES:	6,819,880	840,341	7,660,221	856.45	100.00%	7,219,485	830,946	8,050,431	1,004.42	100.00%	7,442,468	965,637	8,408,105	1,036.56	100.00%

CITY OF OXNARD

Fiscal Year	2001-2002			2002-2003			2003-2004		
	REVENUE	Percent	Per Capita 179,443	Percent	Per Capita 182,329	Percent	Per Capita 186,476		
TAXES: TOTAL	59,969,099	28.55%	334.20	55,506,679	27.33%	304.43	62,843,256	17.77%	337.00
Secured unsecured property taxes	14,059,699	6.69%	78.35	15,650,211	7.71%	85.84	16,857,769	4.77%	90.40
Voter approved indebtedness property tax	5,114,562	2.43%	28.50	6,303,560	3.10%	34.57	8,325,351	2.35%	44.65
Other property tax	564,749	0.27%	3.15	561,343	0.29%	3.19	578,913	0.16%	3.10
Sales and use tax	19,846,352	9.45%	110.60	20,775,896	10.23%	113.95	22,772,358	6.44%	122.12
Transient lodging taxes	2,321,758	1.11%	12.94	2,247,831	1.11%	12.33	2,821,935	0.80%	15.13
Franchises	7,104,954	3.38%	39.59	2,830,461	1.39%	15.52	2,222,553	0.63%	11.92
Business license taxes	3,174,931	1.51%	17.69	3,366,003	1.66%	18.46	3,718,917	1.05%	19.94
Real property transfer taxes	608,145	0.29%	3.39	849,413	0.42%	4.66	4,386,245	1.24%	23.52
Utility users taxes	1,902,690	0.91%	10.60	0	0.00%	0.00	1,159,215	0.33%	6.22
Other non-property taxes	5,271,259	2.51%	29.38	2,901,961	1.43%	15.92	0	0.00%	0.00
SPECIAL BENEFIT ASSESSMENTS: TOTAL	1,515,592	0.72%	8.45	1,727,674	0.85%	9.48	2,089,100	0.59%	11.20
Fire and paramedics	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Police	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Lighting	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Special Benefit Assessments Other	1,515,592	0.72%	8.45	1,727,674	0.85%	9.48	2,089,100	0.59%	11.20
LICENSES AND PERMITS: TOTAL	1,987,392	0.95%	11.08	2,862,476	1.41%	15.70	2,182,715	0.62%	11.71
Construction Permits	1,530,882	0.73%	8.53	2,123,038	1.05%	11.64	1,303,470	0.37%	6.99
Other Licenses and permits	456,510	0.22%	2.54	739,438	0.36%	4.06	879,245	0.25%	4.72
FINES AND FOREFEITURES: TOTAL	1,509,422	0.72%	8.41	1,876,733	0.92%	10.29	2,355,947	0.67%	12.63
Vehicle code Fines	369,732	0.18%	2.06	418,089	0.21%	2.29	505,401	0.14%	2.71
Other fines, forfeitures and penalties	1,139,690	0.54%	6.35	1,458,644	0.72%	8.00	1,850,546	0.52%	9.92
USE OF MONEY AND PROPERTY: TOTAL	6,913,448	3.29%	38.53	5,980,211	2.94%	32.80	6,520,080	1.84%	34.96
Investment earnings	6,566,149	3.13%	36.59	5,566,871	2.74%	30.53	6,276,228	1.78%	33.66
Rents, concessions, royalties and other	347,299	0.17%	1.94	413,340	0.20%	2.27	243,852	0.07%	1.31
INTERGOVERNMENTAL: TOTAL	28,080,468	13.37%	156.49	35,991,033	17.72%	197.40	34,557,540	9.77%	185.32
State motor vehicle in-lieu tax	9,928,351	4.73%	55.33	10,383,004	5.11%	56.95	8,319,185	2.35%	44.61
State homeowners property tax relief	293,511	0.14%	1.64	313,556	0.15%	1.72	241,793	0.07%	1.30
State gasoline tax	3,337,806	1.59%	18.60	3,392,007	1.67%	18.60	3,429,748	0.97%	18.39
Other state grants	6,379,163	3.04%	35.55	10,240,928	5.04%	56.17	8,977,426	2.54%	48.14
County grants	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Federal grants	8,141,637	3.88%	45.37	11,661,538	5.74%	63.96	13,589,388	3.84%	72.87
Other taxes in Lieu	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
CURRENT SERVICE CHARGES: TOTAL	95,303,683	45.37%	531.11	94,564,362	46.57%	518.65	109,775,840	31.05%	588.69
Zoning, subdivision and plan checking fees	2,525,821	1.20%	14.08	2,647,683	1.30%	14.52	2,293,827	0.65%	12.30
Special police department services	319,773	0.15%	1.78	392,955	0.19%	2.16	1,360,515	0.38%	7.30
Special Fire dept./first aid/ambulance charges	79,916	0.04%	0.45	47,949	0.02%	0.26	64,032	0.02%	0.34
Engineering fees, inspections and other	985,861	0.47%	5.49	1,145,344	0.56%	6.28	1,138,460	0.32%	6.11
Sewer service charges and connection fees	20,834,188	9.92%	116.10	22,130,759	10.90%	121.38	21,932,305	6.20%	117.61
Solid waste revenues	28,330,568	13.49%	157.88	29,683,552	14.62%	162.80	32,965,746	9.32%	176.78
Parking facilities	0	0.00%	0.00	0	0.00%	0.00	3,040	0.00%	0.02
Parks and recreation fees	418,619	0.20%	2.33	464,805	0.23%	2.55	438,192	0.12%	2.35
Golf course fees	3,207,541	1.53%	17.87	2,687,299	1.32%	14.74	7,487,215	2.12%	40.15
Water service charges and connection fees	17,206,345	8.19%	95.89	20,350,812	10.02%	111.62	28,401,190	8.03%	152.30
Electric revenues	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Gas revenues	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Airport revenues	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Port and harbor revenues	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Hospital revenues	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Transit revenues	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Quasi-external transactions	20,312,942	9.67%	113.20	3,210,270	1.58%	17.61	3,906,853	1.11%	20.95
Other current service charges	1,082,109	0.52%	6.03	11,802,934	5.81%	64.73	9,784,465	2.77%	52.47
OTHER REVENUES: TOTAL	12,089,139	5.75%	67.37	4,569,242	2.25%	25.06	4,372,597	1.24%	23.45
Sale of real and personal property	119,380	0.06%	0.67	107,071	0.05%	0.59	873,220	0.25%	4.68
Contributions-non-governmental sources	2,520,599	1.20%	14.05	2,385,239	1.17%	13.08	42,228	0.01%	0.23
Other sources of revenue	9,449,160	4.50%	52.66	2,076,932	1.02%	11.39	3,457,149	0.98%	18.54
OTHER FINANCING SOURCES: TOTAL	2,705,584	1.29%	15.08	0	0.00%	0.00	128,860,094	36.45%	691.03
Sale of bonds	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Notes and other	2,705,584	1.29%	15.08	0	0.00%	0.00	128,860,094	36.45%	691.03
TOTAL REVENUE	210,073,827	100.00%	1,170.70	203,078,410	100.00%	1,113.80	353,557,169	100.00%	1,895.99

CITY OF OXNARD	Fiscal Year																
	EXPENSES	2001-2002			2002-2003			2003-2004			Per Capita	Percent	Total	Per Capita	Percent	Total	
		Operating	Capital Outlay	Total	Operating	Capital Outlay	Total	Operating	Capital Outlay	Total							
GENERAL GOVERNMENTAL-TOTAL:	23,944,802	3,030,389	26,975,191	13.32%	179,443	150,337	10,174,111	159,346	10,333,457	5.29%	182,329	13,292,052	34,566	13,326,618	5.72%	186,476	
Legislative	939,466	1,125	940,591	0.47%	5,24	1,002,381	9,271	1,011,652	9,271	1,011,652	0.52%	5,55	1,079,592	8,763	1,083,355	0.47%	5,84
Management and Support	23,005,336	3,029,264	26,034,600	13.05%	145,009	9,171,730	150,075	9,321,805	4,777%	51.13	12,212,460	25,803	12,238,263	5.25%	65.63		
PUBLIC SAFETY-TOTAL:	44,560,812	1,089,490	45,650,302	22.87%	254.40	45,429,624	1,124,158	46,553,782	23.83%	255.33	54,712,598	631,008	55,343,606	23.75%	296.79		
Police	33,453,675	901,672	34,355,347	17.22%	191.48	33,555,173	898,169	34,453,342	17.63%	188.96	41,906,939	565,222	42,472,161	18.23%	227.76		
Fire	9,980,292	187,818	10,168,110	5.10%	56.66	10,607,050	225,989	10,833,039	5.34%	59.41	11,579,273	65,766	11,645,061	5.00%	62.45		
Emergency Medical Services	0	0	0	0.00%	0.00	0	0	0	0	0.00%	0	0	0	0.00%	0		
Animal Regulation	0	0	0	0.00%	0.00	0	0	0	0	0.00%	0	0	0	0.00%	0		
Weed Abatement	0	0	0	0.00%	0.00	61,141	0	61,141	0.03%	0.34	65,145	0	65,145	0.03%	0.35		
Street Lighting	1,126,845	0	1,126,845	0.56%	6.28	1,206,260	0	1,206,260	0.62%	6.62	1,161,249	0	1,161,249	0.50%	6.23		
Disaster Procedures	0	0	0	0.00%	0.00	0	0	0	0	0.00%	0	0	0	0.00%	0		
Other Public Safety	0	0	0	0.00%	0.00	0	0	0	0	0.00%	0	0	0	0.00%	0		
TRANSPORTATION-TOTAL:	6,137,265	9,636,504	15,773,769	7.90%	87.90	13,677,624	14,228,239	27,905,863	14.28%	153.05	12,039,668	20,722,632	32,762,300	14.06%	175.69		
Streets and highways	4,111,669	9,636,504	13,748,173	6.89%	76.62	10,754,894	13,662,112	24,417,006	12.50%	133.92	8,340,324	20,688,368	29,008,692	12.49%	155.56		
Street trees and landscaping	2,025,596	0	2,025,596	1.02%	11.29	1,996,154	0	1,996,154	1.02%	10.95	1,729,766	0	1,729,766	0.74%	9.28		
Parking Facilities	0	0	0	0.00%	0.00	926,576	0	926,576	0.47%	5.08	1,969,586	54,264	2,023,850	0.87%	10.85		
Public Transit	0	0	0	0.00%	0.00	0	0	0	0	0.00%	0	0	0	0.00%	0		
Airports	0	0	0	0.00%	0.00	0	0	0	0	0.00%	0	0	0	0.00%	0		
Ports and Harbors	0	0	0	0.00%	0.00	0	0	0	0	0.00%	0	0	0	0.00%	0		
Transportation-Other	0	0	0	0.00%	0.00	0	0	0	0	0.00%	0	0	0	0.00%	0		
COMMUNITY DEVELOPMENT-TOTAL:	9,562,010	5,200,350	14,762,360	7.40%	82.27	11,049,910	643,898	11,693,608	5.98%	64.13	10,439,727	1,211,806	11,651,533	5.00%	62.48		
Planning	975,835	0	975,835	0.49%	5.44	1,017,589	17,481	1,035,068	0.53%	5.68	1,141,186	5,665	1,146,851	0.49%	6.15		
Construct/Engineering Reg	5,834,492	2,565,841	8,400,333	4.21%	46.81	3,566,795	81,171	3,647,966	1.87%	20.01	2,793,706	96,766	2,890,472	1.24%	15.50		
Redevelopment	0	0	0	0.00%	0.00	0	54,000	1,317,589	0.67%	7.23	3,215,544	588,902	3,774,446	1.62%	20.24		
Housing	0	0	0	0.00%	0.00	1,263,589	54,000	1,317,589	0.67%	7.23	3,215,544	588,902	3,774,446	1.62%	20.24		
Employment	1,494,026	19,324	1,513,350	0.76%	8.43	2,556,135	0	2,556,135	1.31%	14.02	1,277,098	45,799	1,277,098	0.55%	6.85		
Community Promotion	505,993	0	505,993	0.25%	2.82	1,080,266	0	1,080,266	0.55%	5.92	678,351	0	678,351	0.29%	3.64		
Community Development Other	751,564	2,615,185	3,366,849	1.69%	18.76	1,565,550	491,046	2,056,596	1.05%	11.26	1,379,641	504,674	1,884,315	0.81%	10.10		
HEALTH-TOTAL:	45,459,999	5,989,160	51,449,159	25.78%	286.72	46,701,820	6,966,445	53,668,265	27.47%	294.35	49,866,700	7,189,051	57,055,751	24.49%	305.97		
Physical and Mental Health	0	0	0	0.00%	0.00	0	0	0	0	0.00%	0	0	0	0.00%	0		
Hospitals and Sanitariums	0	0	0	0.00%	0.00	0	0	0	0	0.00%	0	0	0	0.00%	0		
Solid Waste	28,709,083	1,120,086	29,829,169	14.95%	166.23	28,167,953	2,530,795	30,698,248	15.71%	168.37	33,240,959	574,557	33,815,516	14.51%	181.34		
Sewers (collection & treatment)	16,750,916	4,869,074	21,619,990	10.83%	120.48	18,533,867	4,436,150	22,970,017	11.76%	125.98	16,625,741	6,614,494	23,240,235	9.96%	124.63		
Cemeteries	0	0	0	0.00%	0.00	0	0	0	0	0.00%	0	0	0	0.00%	0		
Recreation	0	0	0	0.00%	0.00	0	0	0	0	0.00%	0	0	0	0.00%	0		
Health-Other:	16,792,332	5,717,730	22,510,062	11.28%	125.44	16,020,110	4,141,070	20,161,180	10.32%	110.58	18,491,730	12,702,027	31,193,757	13.39%	167.28		
CULTURE AND LEISURE-TOTAL:	6,765,268	4,822,247	11,587,535	5.81%	64.58	8,439,053	3,375,879	11,814,932	6.05%	64.80	9,335,862	7,542,041	16,877,893	7.24%	90.51		
Parks	0	0	0	0.00%	0.00	0	0	0	0	0.00%	0	0	0	0.00%	0		
Marinas and Wharfs	0	0	0	0.00%	0.00	0	0	0	0	0.00%	0	0	0	0.00%	0		
Libraries	4,163,021	135,583	4,298,604	2.15%	23.96	3,454,216	95,612	3,549,828	1.82%	19.47	3,764,391	82,272	3,846,663	1.65%	20.63		
Museums	266,524	0	266,524	0.13%	1.49	286,256	0	286,256	0.14%	1.46	312,028	8,952	320,980	0.14%	1.72		
Golf Courses	4,347,736	717,285	5,065,021	2.54%	28.23	2,576,257	669,579	3,245,836	1.66%	17.80	3,676,647	5,068,762	8,745,409	3.75%	46.90		
Sport arenas and Stadiums	0	0	0	0.00%	0.00	0	0	0	0	0.00%	0	0	0	0.00%	0		
Community Centers/Auditoriums	1,249,763	42,615	1,292,378	0.65%	7.29	1,284,328	0	1,284,328	0.66%	7.04	1,402,812	0	1,402,812	0.60%	7.52		
Culture and Leisure Other	19,656,846	2,787,586	22,444,432	11.25%	125.08	17,737,993	7,335,765	25,073,758	12.83%	137.52	21,312,120	10,331,290	31,643,410	13.56%	169.69		
PUBLIC UTILITIES-TOTAL:	19,656,846	2,787,586	22,444,432	11.25%	125.08	17,737,993	7,335,765	25,073,758	12.83%	137.52	21,312,120	10,331,290	31,643,410	13.56%	169.69		
Water	19,656,846	2,787,586	22,444,432	11.25%	125.08	17,737,993	7,335,765	25,073,758	12.83%	137.52	21,312,120	10,331,290	31,643,410	13.56%	169.69		
Gas	0	0	0	0.00%	0.00	0	0	0	0	0.00%	0	0	0	0.00%	0		
Electric	0	0	0	0.00%	0.00	0	0	0	0	0.00%	0	0	0	0.00%	0		
Public Utilities-Other	0	0	0	0.00%	0.00	0	0	0	0	0.00%	0	0	0	0.00%	0		
OTHER EXPENDITURES-TOTAL:	166,114,066	33,451,209	199,565,275	100.00%	1,112.14	160,791,192	34,598,721	195,389,913	100.00%	1,071.63	180,154,595	52,822,380	232,976,975	100.00%	1,248.37		
GRAND TOTAL EXPENDITURES:	166,114,066	33,451,209	199,565,275	100.00%	1,112.14	160,791,192	34,598,721	195,389,913	100.00%	1,071.63	180,154,595	52,822,380	232,976,975	100.00%	1,248.37		

CITY OF PORT HUENEME

Fiscal Year	2001-2002			2002-2003			2003-2004		
	REVENUE	Percent	Per Capita 22,007		Percent	Per Capita 21,862		Percent	Per Capita 22,178
TAXES: TOTAL	3,989,532	17.92%	181.28	4,021,795	17.47%	183.96	4,320,438	17.22%	194.81
Secure d unsecured property taxes	784,698	3.52%	35.66	837,451	3.64%	38.31	949,372	3.78%	42.81
Voter approved indebtedness property tax	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Other property tax	8,032	0.04%	0.36	3,375	0.01%	0.15	3,876	0.02%	0.17
Sales and use tax	685,642	3.08%	31.16	684,222	2.97%	31.30	771,898	3.08%	34.80
Transient lodging taxes	251,666	1.13%	11.44	247,214	1.07%	11.31	1,055,075	4.21%	47.57
Franchises	390,293	1.75%	17.73	385,397	1.67%	17.63	326,489	1.30%	14.72
Business license taxes	233,317	1.05%	10.60	246,262	1.07%	11.26	264,634	1.05%	11.93
Real property transfer taxes	67,562	0.30%	3.07	78,068	0.34%	3.57	129,781	0.52%	5.85
Utility users taxes	829,896	3.73%	37.71	887,549	3.86%	40.60	792,313	3.16%	35.73
Other non-property taxes	738,428	3.32%	33.55	652,257	2.83%	29.84	27,000	0.11%	1.22
SPECIAL BENEFIT ASSESSMENTS: TOTAL	465,041	2.09%	21.13	349,132	1.52%	15.97	469,969	1.87%	21.19
Fire and paramedics	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Police	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Lighting	118,355	0.53%	5.38	0	0.00%	0.00	119,772	0.48%	5.40
Special Benefit Assessments Other	346,686	1.56%	15.75	349,132	1.52%	15.97	350,197	1.40%	15.79
LICENSES AND PERMITS: TOTAL	162,771	0.73%	7.40	272,566	1.18%	12.47	375,990	1.50%	16.95
Construction Permits	158,372	0.71%	7.20	191,110	0.83%	8.74	374,665	1.49%	16.89
Other Licenses and permits	4,399	0.02%	0.20	81,456	0.35%	3.73	1,325	0.01%	0.06
FINES AND FOREFEITURES: TOTAL	422,599	1.90%	19.20	315,024	1.37%	14.41	341,014	1.36%	15.38
Vehicle code Fines	0	0.00%	0.00	315,024	1.37%	14.41	0	0.00%	0.00
Other fines, forfeitures and penalties	422,599	1.90%	19.20	0	0.00%	0.00	341,014	1.36%	15.38
USE OF MONEY AND PROPERTY: TOTAL	3,536,950	15.89%	160.72	3,402,390	14.78%	155.63	2,628,091	10.48%	118.50
Investment earnings	3,036,150	13.64%	137.96	2,877,144	12.50%	131.60	2,219,294	8.85%	100.07
Rents, concessions, royalties and other	500,800	2.25%	22.76	525,246	2.28%	24.03	408,797	1.63%	18.43
INTERGOVERNMENTAL: TOTAL	2,710,620	12.18%	123.17	3,184,095	13.83%	145.65	2,759,113	11.00%	124.41
State motor vehicle in-lieu tax	1,214,130	5.45%	55.17	1,316,335	5.72%	60.21	991,644	3.95%	44.71
State homeowners property tax relief	13,140	0.06%	0.60	12,476	0.05%	0.57	13,106	0.05%	0.59
State gasoline tax	388,515	1.75%	17.65	467,625	2.03%	21.39	430,877	1.72%	19.43
Other state grants	487,017	2.19%	22.13	684,816	2.98%	31.32	740,421	2.95%	33.39
County grants	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Federal grants	607,818	2.73%	27.62	702,843	3.05%	32.15	583,065	2.32%	26.23
Other taxes in Lieu	3,377	0.02%	0.15	3,539	0.02%	0.16	246,060	0.98%	11.09
CURRENT SERVICE CHARGES: TOTAL	8,240,967	37.02%	374.47	8,972,787	38.98%	410.43	10,912,051	43.50%	492.02
Zoning, subdivisino and plan checking fees	11,240	0.05%	0.51	25,556	0.11%	1.17	28,885	0.12%	1.30
Special police department services	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Special Fire dept./first aid/ambulance charges	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Engineering fees, inspections and other	9,680	0.04%	0.44	0	0.00%	0.00	0	0.00%	0.00
Sewer service chages and connection fees	3,489,569	15.67%	158.57	3,738,387	16.24%	171.00	4,270,343	17.02%	192.65
Solid waste revenues	2,188,601	9.83%	99.45	2,375,672	10.32%	108.67	2,863,198	11.41%	129.10
Parking facilities	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Parks and recreation fees	72,654	0.33%	3.30	50,657	0.22%	2.32	59,343	0.24%	2.68
Golf course fees	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Water service charges and connection fees	2,469,223	11.09%	112.20	2,719,253	11.81%	124.38	3,648,647	14.54%	164.52
Electric revenues	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Gas revenues	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Airport revenues	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Port and harbor revenues	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Hospital revenues	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Transit revenues	0	0.00%	0.00	55,222	0.24%	2.53	0	0.00%	0.00
Quasi-external transactions	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Other current service charges	0	0.00%	0.00	8,040	0.03%	0.37	41,635	0.17%	1.88
OTHER REVENUES: TOTAL	2,733,600	12.28%	124.22	2,498,851	10.86%	114.30	3,280,731	13.08%	147.93
Sale of real and personal property	10,524	0.05%	0.48	0	0.00%	0.00	14,325	0.06%	0.65
Contributions-non-governmental sources	12,077	0.05%	0.55	5,865	0.03%	0.27	1,988	0.01%	0.09
Other sources of revenue	2,710,999	12.18%	123.19	2,492,986	10.83%	114.03	3,264,418	13.01%	147.19
OTHER FINANCING SOURCES: TOTAL	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Sale of bonds	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Notes and other	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
TOTAL REVENUE	22,262,080	100.00%	1,011.59	23,016,640	100.00%	1,052.81	25,087,397	100.00%	1,131.18

CITY OF PORT HUENEME FISCAL YEAR	2001-2002					2002-2003					2003-2004				
	Operating	Capital Outlay	Total	Percent	Per Capita	Operating	Capital Outlay	Total	Percent	Per Capita	Operating	Capital Outlay	Total	Percent	Per Capita
	22,007	22,007	22,007	22,007	22,007	22,007	22,007	22,007	22,007	21,862	22,178	21,862	22,178	21,862	22,178
GENERAL GOVERNMENTAL-TOTAL:	7,023,135	774,782	7,797,917	36.33%	354.34	6,304,174	100,146	6,404,320	27.28%	292.94	6,395,965	198,230	6,594,195	27.86%	297.33
Legislative	375,267	0	375,267	1.75%	17.05	431,366	0	431,366	1.87%	19.73	653,548	0	653,548	2.76%	29.47
Management and support	6,647,868	774,782	7,422,650	34.58%	337.29	5,872,808	100,146	5,972,954	25.91%	273.21	5,742,417	198,230	5,940,647	25.10%	267.86
PUBLIC SAFETY-TOTAL:	3,581,997	217,458	3,799,455	17.70%	172.65	4,055,034	171,694	4,226,728	18.34%	193.34	4,686,682	107,183	4,793,865	20.26%	216.15
Police	3,307,979	210,235	3,518,214	16.33%	159.87	3,793,869	171,694	3,965,563	17.20%	181.35	4,389,637	92,484	4,482,121	18.94%	202.10
Fire	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00
Emergency Medical Services	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00
Animal Regulation	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00
Weed Abatement	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00
Street Lighting	133,495	0	133,495	0.62%	6.07	120,658	0	120,658	0.52%	5.52	101,941	0	101,941	0.43%	4.60
Disaster Procedures	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00
Other Public Safety	140,523	7,223	147,746	0.69%	6.71	140,307	0	140,307	0.61%	6.43	195,044	14,699	209,743	0.89%	9.46
TRANSPORTATION-TOTAL:	1,682,746	56,087	1,738,833	8.10%	79.01	1,030,814	36,680	1,067,494	4.63%	48.83	1,737,583	0	1,737,583	7.34%	78.35
Streets and highways	667,216	0	667,216	3.11%	30.32	436,663	0	436,663	1.89%	19.97	271,959	0	271,959	1.15%	12.26
Street trees and landscaping	332,641	6,097	338,738	1.58%	15.39	225,682	4,391	230,073	1.00%	10.52	354,325	0	354,325	1.50%	15.98
Parking Facilities	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00
Public Transit	682,889	49,990	732,879	3.41%	33.30	368,569	32,289	400,858	1.74%	18.34	1,111,299	0	1,111,299	4.70%	50.11
Airports	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00
Ports and Harbors	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00
Transportation-Other	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00
COMMUNITY DEVELOPMENT-TOTAL:	1,349,253	64,595	1,413,848	6.59%	64.25	1,806,659	127,348	1,734,007	7.52%	79.32	1,565,279	57,899	1,623,178	6.86%	73.19
Planning	288,316	21,868	310,184	1.45%	14.09	275,487	0	275,487	1.20%	12.60	0	0	0	0.00%	0.00
Construct/Engineering Reg	1,060,937	42,727	1,103,664	5.14%	50.15	1,331,172	127,348	1,458,520	6.33%	66.71	1,262,559	57,899	1,320,458	5.58%	59.54
Redevelopment	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00
Housing	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00
Employment	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00
Community Promotion	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00
Community Development-Other	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00
HEALTH-TOTAL:	3,550,298	137,318	3,687,616	17.18%	167.57	4,434,196	490,109	4,924,305	21.36%	225.24	4,472,612	215,649	4,688,261	19.81%	211.39
Physical and Mental Health	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00
Hospitals and Sanitariums	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00
Solid Waste	1,271,491	8,327	1,279,818	5.96%	58.16	1,617,320	64,823	1,672,143	7.25%	76.43	1,690,896	52,773	1,743,669	7.37%	78.62
Sewers (collection & treatment)	2,278,807	128,991	2,407,798	11.22%	109.41	2,816,876	435,286	3,252,162	14.11%	148.76	2,781,716	162,876	2,944,592	12.44%	132.77
Cemeteries	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00
Health-Other	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00
CULTURE AND LEISURE-TOTAL:	478,867	44,328	523,195	2.44%	23.77	615,952	11,066	627,018	2.72%	28.68	519,570	11,064	530,634	2.24%	23.93
Parks	142,666	8,015	150,681	0.70%	6.85	112,289	6,216	118,505	0.51%	5.42	87,504	2,294	89,798	0.38%	4.05
Recreation	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00
Marines and Wharfs	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00
Libraries	3,646	1,000	4,646	0.02%	0.21	2,295	0	2,295	0.01%	0.10	0	0	0	0.00%	0.00
Museums	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00
Golf Courses	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00
Sport arenas and Stadiums	332,555	35,313	367,868	1.71%	16.72	501,368	4,850	506,218	2.20%	23.16	432,066	8,770	440,836	1.86%	19.88
Community Centers/Auditoriums	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00
Culture and Leisure-Other	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00
PUBLIC UTILITIES-TOTAL:	2,453,702	50,444	2,504,146	11.67%	113.79	3,962,678	104,144	4,066,822	17.64%	186.02	3,697,977	0	3,697,977	15.63%	166.74
Water	2,463,702	50,444	2,504,146	11.67%	113.79	3,962,678	104,144	4,066,822	17.64%	186.02	3,697,977	0	3,697,977	15.63%	166.74
Gas	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00
Electric	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00
Public Utilities-Other	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00
OTHER EXPENDITURES-TOTAL	20,119,998	1,345,012	21,465,010	100.00%	975.37	22,009,507	1,041,187	23,050,694	100.00%	1,054.37	23,075,668	590,025	23,665,693	100.00%	1,067.08
GRAND TOTAL EXPENDITURES:	20,119,998	1,345,012	21,465,010	100.00%	975.37	22,009,507	1,041,187	23,050,694	100.00%	1,054.37	23,075,668	590,025	23,665,693	100.00%	1,067.08

CITY OF SAN BUENAVENTURA

Fiscal Year REVENUE	2001-2002			2002-2003			2003-2004		
		Percent	Per Capita 103,002		Percent	Per Capita 104,582		Percent	Per Capita 105,228
TAXES: TOTAL	47,665,785	41.46%	462.77	52,985,252	44.22%	506.64	53,370,418	40.89%	507.19
Secured unsecured property taxes	11,568,742	10.06%	112.32	12,815,690	10.70%	122.54	13,887,768	10.64%	131.98
Voter approved indebtedness property tax	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Other property tax	551,508	0.48%	5.35	595,198	0.50%	5.69	649,190	0.50%	6.17
Sales and use tax	18,209,712	15.84%	176.79	22,300,760	18.61%	213.24	19,778,626	15.15%	187.96
Transient lodging taxes	3,017,540	2.62%	29.30	2,835,572	2.37%	27.11	3,169,742	2.43%	30.12
Franchises	2,107,599	1.83%	20.46	2,292,690	1.91%	21.92	2,344,298	1.80%	22.28
Business license taxes	1,332,190	1.16%	12.93	1,317,031	1.10%	12.59	1,364,937	1.05%	12.97
Real property transfer taxes	488,755	0.43%	4.75	573,209	0.48%	5.48	603,392	0.46%	5.73
Utility users taxes	6,437,425	5.60%	62.50	7,087,384	5.92%	67.77	7,260,284	5.56%	69.00
Other non-property taxes	3,952,314	3.44%	38.37	3,167,718	2.64%	30.29	4,312,181	3.30%	40.98
SPECIAL BENEFIT ASSESSMENTS: TOTAL	1,322,750	1.15%	12.84	1,371,389	1.14%	13.11	1,384,697	1.06%	13.16
Fire and paramedics	185,898	0.16%	1.80	193,908	0.16%	1.85	192,384	0.15%	1.83
Police	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Lighting	880,177	0.77%	8.55	895,458	0.75%	8.56	886,592	0.68%	8.43
Special Benefit Assessments Other	256,675	0.22%	2.49	282,023	0.24%	2.70	305,721	0.23%	2.91
LICENSES AND PERMITS: TOTAL	1,376,203	1.20%	13.36	1,115,715	0.93%	10.67	1,337,911	1.02%	12.71
Construction Permits	1,361,297	1.18%	13.22	1,111,843	0.93%	10.63	1,324,585	1.01%	12.59
Other Licenses and permits	14,906	0.01%	0.14	3,872	0.00%	0.04	13,326	0.01%	0.13
FINES AND FOREFEITURES: TOTAL	1,399,504	1.22%	13.59	1,517,489	1.27%	14.51	1,735,787	1.33%	16.50
Vehicle code Fines	1,247,835	1.09%	12.11	1,425,603	1.19%	13.63	1,591,246	1.22%	15.12
Other fines, forfeitures and penalties	151,669	0.13%	1.47	91,886	0.08%	0.88	144,541	0.11%	1.37
USE OF MONEY AND PROPERTY: TOTAL	9,257,778	8.05%	89.88	6,010,420	5.02%	57.47	3,449,486	2.64%	32.78
Investment earnings	9,053,513	7.87%	87.90	5,826,466	4.86%	55.71	3,036,005	2.33%	28.85
Rents, concessions, royalties and other	204,265	0.18%	1.98	183,954	0.15%	1.76	413,481	0.32%	3.93
INTERGOVERNMENTAL: TOTAL	16,925,834	14.72%	164.33	12,230,018	10.21%	116.94	10,467,011	8.02%	99.47
State motor vehicle in-lieu tax	5,728,788	4.98%	55.62	5,922,778	4.94%	56.63	4,767,428	3.65%	45.31
State homeowners property tax relief	125,060	0.11%	1.21	193,105	0.16%	1.85	192,588	0.15%	1.83
State gasoline tax	2,188,329	1.90%	21.25	2,183,680	1.82%	20.88	1,970,786	1.51%	18.73
Other state grants	5,691,085	4.95%	55.25	2,014,014	1.68%	19.26	1,316,604	1.01%	12.51
County grants	75,846	0.07%	0.74	75,846	0.06%	0.73	60,000	0.05%	0.57
Federal grants	3,116,726	2.71%	30.26	1,840,595	1.54%	17.60	2,159,605	1.65%	20.52
Other taxes in Lieu	32,815	0.03%	0.32	0	0.00%	0.00	67,789	0.05%	0.64
CURRENT SERVICE CHARGES: TOTAL	34,813,647	30.28%	337.99	43,332,658	36.17%	414.34	40,399,878	30.95%	383.93
Zoning, subdivision and plan checking fees	1,114,274	0.97%	10.82	1,190,399	0.99%	11.38	1,456,960	1.12%	13.88
Special police department services	352,853	0.31%	3.43	409,675	0.34%	3.92	421,787	0.32%	4.01
Special Fire dept./first aid/ambulance charges	509,990	0.44%	4.95	254,198	0.21%	2.43	455,540	0.35%	4.33
Engineering fees, inspections and other	62,825	0.05%	0.61	91,164	0.08%	0.87	95,448	0.07%	0.91
Sewer service charges and connection fees	11,162,654	9.71%	108.37	12,677,123	10.58%	121.22	13,430,212	10.29%	127.63
Solid waste revenues	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Parking facilities	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Parks and recreation fees	2,001,710	1.74%	19.43	1,847,463	1.54%	17.67	1,688,484	1.29%	16.05
Golf course fees	1,544,656	1.34%	15.00	1,492,267	1.25%	14.27	3,380,562	2.59%	32.13
Water service charges and connection fees	15,353,505	13.35%	149.06	16,103,697	13.44%	153.98	16,866,810	12.92%	160.29
Electric revenues	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Gas revenues	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Airport revenues	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Port and harbor revenues	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Hospital revenues	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Transit revenues	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Quasi-external transactions	2,668,572	2.32%	25.91	9,214,712	7.69%	88.11	2,564,663	1.96%	24.37
Other current service charges	42,608	0.04%	0.41	51,960	0.04%	0.50	39,412	0.03%	0.37
OTHER REVENUES: TOTAL	2,220,155	1.93%	21.55	1,247,851	1.04%	11.93	4,067,654	3.12%	38.66
Sale of real and personal property	28,347	0.02%	0.28	733	0.00%	0.01	127,416	0.10%	1.21
Contributions-non-governmental sources	-179,226	-0.16%	-1.74	0	0.00%	0.00	0	0.00%	0.00
Other sources of revenue	2,371,034	2.06%	23.02	1,247,118	1.04%	11.92	3,940,238	3.02%	37.44
OTHER FINANCING SOURCES: TOTAL	0	0.00%	0.00	0	0.00%	0.00	14,325,000	10.97%	136.13
Sale of bonds	0	0.00%	0.00	0	0.00%	0.00	14,325,000	10.97%	136.13
Notes and other	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
TOTAL REVENUE	114,981,656	100.00%	1,116.31	119,810,792	100.00%	1,145.62	130,537,842	100.00%	1,240.52

EXPENSES	2001-2002						2002-2003						2003-2004					
	Operating	Capital	Total	Percent	Per Capita	Outlay	Operating	Capital	Total	Percent	Per Capita	Operating	Capital	Total	Percent	Per Capita		
GENERAL GOVERNMENTAL-TOTAL:	16,558,799	190,335	16,749,134	18.18%	160.76	14,020,446	562,565	14,583,011	14.53%	139.44	17,393,355	358,952	17,752,307	12.96%	168.70			
Legislative	3,045,214	35,046	3,080,260	3.34%	29.56	3,093,157	4,099	3,097,256	3.09%	29.62	3,964,093	28,402	3,992,495	2.91%	37.94			
Management and support	13,513,585	155,289	13,668,874	14.84%	131.20	10,927,289	558,466	11,485,755	11.44%	109.83	13,429,262	330,550	13,759,812	10.04%	130.76			
PUBLIC SAFETY-TOTAL:	33,368,870	2,666,228	36,035,098	36.64%	323.96	35,656,240	235,970	35,892,210	35.76%	343.20	39,510,151	135,982	39,646,133	28.94%	376.76			
Police	20,851,937	1,875,903	22,727,840	22.89%	202.44	21,556,897	163,122	21,720,019	21.64%	207.68	23,306,220	78,572	23,384,792	17.07%	222.28			
Fire	11,271,901	790,325	12,062,226	12.38%	109.43	12,789,576	72,848	12,862,424	12.81%	122.99	14,874,147	57,410	14,931,557	10.90%	141.90			
Emergency Medical Services	192,382	0	192,382	0.21%	1.87	209,254	0	209,254	0.21%	2.00	169,527	0	169,527	0.12%	1.61			
Animal Regulation	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	184,227	0	184,227	0.13%	1.75			
Weed Abatement	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00			
Street Lighting	1,045,245	0	1,045,245	1.15%	10.15	1,074,755	0	1,074,755	1.07%	10.28	972,080	0	972,080	0.71%	9.24			
Disaster Procedures	7,405	0	7,405	0.01%	0.07	25,758	0	25,758	0.03%	0.25	3,950	0	3,950	0.00%	0.04			
Other Public Safety	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00			
TRANSPORTATION-TOTAL:	7,287,780	11,310,013	18,597,793	8.00%	70.75	7,187,511	5,163,698	12,351,209	12.30%	118.10	6,548,806	9,675,646	16,224,452	11.84%	154.18			
Streets and highways	4,431,708	11,310,013	15,741,721	4.87%	43.03	4,266,423	5,101,355	9,367,778	9.33%	89.57	3,787,800	9,675,646	13,463,446	9.83%	127.99			
Street trees and landscaping	1,074,260	0	1,074,260	1.18%	10.43	1,235,146	62,343	1,297,489	1.29%	12.41	1,085,101	0	1,085,101	0.79%	10.31			
Parking Facilities	1,781,812	0	1,781,812	1.36%	17.30	1,685,942	0	1,685,942	1.68%	16.12	1,675,905	0	1,675,905	1.22%	15.93			
Public Transit	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00			
Airports	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00			
Ports and Harbors	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00			
Transportation-Other	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00			
COMMUNITY DEVELOPMENT-TOTAL:	4,458,328	2,355,731	6,814,059	4.89%	43.28	4,764,118	620,111	5,384,229	5.36%	51.48	4,484,815	957,139	5,441,954	3.97%	51.72			
Planning	1,812,203	316,793	2,129,096	1.99%	17.59	2,048,396	4,616	2,053,012	2.05%	19.63	2,073,812	4,818	2,078,630	1.52%	19.75			
Construct/Engineering Reg	1,064,104	14,412	1,078,516	1.17%	10.33	1,107,058	150	1,107,208	1.10%	10.59	1,128,208	0	1,128,208	0.82%	10.73			
Redevelopment	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00			
Housing	29,000	357,966	386,966	0.03%	0.28	29,000	503,520	532,520	0.53%	5.09	34,000	250,296	284,296	0.21%	2.70			
Employment	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00			
Community Promotion	1,553,021	1,666,560	3,219,581	1.71%	15.08	1,492,727	111,825	1,604,552	1.60%	15.34	1,157,651	702,025	1,859,676	1.36%	17.67			
Community Development Other	0	0	0	0.00%	0.00	86,937	0	86,937	0.09%	0.83	90,545	0	90,545	0.07%	0.86			
HEALTH-TOTAL:	9,412,122	2,232,749	11,644,871	10.33%	91.38	10,694,473	0	10,694,473	10.55%	102.26	11,457,325	0	11,457,325	8.36%	108.88			
Physical and Mental Health	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00			
Hospitals and Sanitariums	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00			
Solid Waste	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00			
Sewers (collection & treatment)	8,758,497	2,221,263	10,979,760	9.62%	85.03	10,057,212	0	10,057,212	10.02%	96.17	10,870,649	0	10,870,649	7.93%	103.31			
Cemeteries	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00			
Health-Other	653,625	11,486	665,111	0.72%	6.35	637,261	0	637,261	0.63%	6.09	586,676	0	586,676	0.43%	5.58			
CULTURE AND LEISURE-TOTAL:	8,100,480	2,868,365	10,968,845	8.89%	78.64	7,908,456	1,056,035	8,964,491	8.93%	85.72	10,204,822	6,019,726	16,224,548	11.84%	154.18			
Parks	6,839,700	2,780,469	9,620,159	7.51%	66.40	7,025,650	947,525	7,973,175	7.94%	76.24	7,015,452	5,864,923	12,880,375	9.40%	122.40			
Recreation	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00			
Marinas and Wharfs	30,126	5,118	35,244	0.03%	0.29	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00			
Libraries	0	0	0	0.00%	0.00	30,819	27,122	57,941	0.06%	0.55	32,690	9,397	42,087	0.03%	0.40			
Museums	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00			
Golf Courses	1,156,684	0	1,156,684	1.27%	11.23	775,340	0	775,340	0.77%	7.41	3,156,680	0	3,156,680	2.30%	30.00			
Sport arenas and Stadiums	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00			
Community Centers/Auditoriums	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00			
Culture and Leisure Other	73,970	82,788	156,758	0.08%	0.72	76,647	81,388	158,035	0.16%	1.51	145,406	145,406	1.11%	1.38				
PUBLIC UTILITIES-TOTAL:	11,894,865	5,871,474	17,766,339	13.06%	115.48	12,510,833	0	12,510,833	12.46%	119.63	26,200,353	4,052,776	30,253,129	22.08%	287.50			
Water	11,894,865	5,871,474	17,766,339	13.06%	115.48	12,510,833	0	12,510,833	12.46%	119.63	26,200,353	4,052,776	30,253,129	22.08%	287.50			
Gas	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00			
Electric	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00			
Public Utilities-Other	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00			
OTHER EXPENDITURES-TOTAL	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00			
GRAND TOTAL EXPENDITURES:	91,981,244	27,494,895	118,576,139	100.00%	884.27	92,742,077	7,638,379	100,380,456	100.00%	959.83	115,799,627	21,200,221	136,999,848	100.00%	1,301.93			

CITY OF SANTA PAULA

Fiscal Year	2001-2002			2002-2003			2003-2004		
	REVENUE	Percent	Per Capita	Percent	Per Capita	Percent	Per Capita		
			28,920		29,053		29,179		
TAXES: TOTAL	4,041,359	20.07%	139.74	4,743,648	22.28%	163.28	5,385,903	23.17%	184.58
Secured unsecured property taxes	1,768,644	8.78%	61.15	1,966,117	9.23%	67.67	2,091,514	9.00%	71.68
Voter approved indebtedness property tax	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Other property tax	53,592	0.27%	1.85	41,704	0.20%	1.44	11,671	0.05%	0.40
Sales and use tax	1,627,334	8.08%	56.27	1,507,410	7.08%	51.88	1,620,776	6.97%	55.55
Transient lodging taxes	78,567	0.39%	2.72	110,174	0.52%	3.79	1,021,648	4.40%	35.01
Franchises	311,878	1.55%	10.78	212,579	1.00%	7.32	315,014	1.36%	10.80
Business license taxes	118,034	0.59%	4.08	125,345	0.59%	4.31	122,863	0.53%	4.21
Real property transfer taxes	57,773	0.29%	2.00	64,610	0.30%	2.22	108,305	0.47%	3.71
Utility users taxes	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Other non-property taxes	25,637	0.13%	0.89	716,709	3.36%	24.63	94,112	0.40%	3.23
SPECIAL BENEFIT ASSESSMENTS: TO	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Fire and paramedics	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Police	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Lighting	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Special Benefit Assessments Other	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
LICENSES AND PERMITS: TOTAL	230,363	1.14%	7.97	257,379	1.21%	8.86	391,028	1.68%	13.40
Construction Permits	139,682	0.69%	4.83	177,593	0.83%	6.11	268,114	1.15%	9.19
Other Licenses and permits	90,681	0.45%	3.14	79,786	0.37%	2.75	122,914	0.53%	4.21
FINES AND FOREFEITURES: TOTAL	87,043	0.43%	3.01	106,275	0.50%	3.66	79,024	0.34%	2.71
Vehicle code Fines	50,568	0.25%	1.75	64,927	0.30%	2.23	37,188	0.16%	1.27
Other fines, forfeitures and penalties	36,475	0.18%	1.26	41,348	0.19%	1.42	41,836	0.18%	1.43
USE OF MONEY AND PROPERTY: TOTAL	590,016	2.93%	20.40	373,483	1.75%	12.86	518,358	2.23%	17.76
Investment earnings	388,322	1.93%	13.43	229,685	1.08%	7.91	198,048	0.85%	6.79
Rents, concessions, royalties and other	201,694	1.00%	6.97	143,798	0.68%	4.95	320,310	1.38%	10.98
INTERGOVERNMENTAL: TOTAL	5,463,396	27.13%	188.91	5,770,420	27.10%	198.62	5,120,028	22.03%	175.47
State motor vehicle in-lieu tax	1,625,148	8.07%	56.19	1,558,019	7.31%	53.58	1,585,216	6.82%	54.33
State homeowners property tax relief	25,638	0.13%	0.89	25,510	0.12%	0.88	25,931	0.11%	0.89
State gasoline tax	513,395	2.55%	17.75	548,468	2.58%	18.88	560,549	2.41%	19.21
Other state grants	1,275,577	6.33%	44.11	1,643,686	7.72%	56.58	1,434,346	6.17%	49.16
County grants	0	0.00%	0.00	421	0.00%	0.01	2,922	0.01%	0.10
Federal grants	2,023,638	10.05%	69.97	1,996,316	9.38%	68.71	1,511,064	6.50%	51.79
Other taxes in Lieu	0	0.00%	0.00	0	0.00%	0.00	958	0.00%	0.03
CURRENT SERVICE CHARGES: TOTAL	9,237,623	45.87%	319.42	9,774,249	45.90%	336.43	11,380,403	48.96%	390.02
Zoning, subdivision and plan checking fees	130,281	0.65%	4.50	169,677	0.80%	5.84	372,803	1.60%	12.78
Special police department services	96,097	0.48%	3.32	56,592	0.27%	1.95	66,929	0.29%	2.29
Special Fire dept./first aid/ambulance charge	3,529	0.02%	0.12	2,954	0.01%	0.10	8,959	0.04%	0.31
Engineering fees, inspections and other	121,079	0.60%	4.19	77,502	0.36%	2.67	260,118	1.12%	8.91
Sewer service charges and connection fees	1,620,966	8.05%	56.05	2,129,902	10.00%	73.31	2,523,543	10.86%	86.48
Solid waste revenues	1,589,871	7.89%	54.97	1,624,863	7.63%	55.93	1,645,707	7.08%	56.40
Parking facilities	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Parks and recreation fees	132,846	0.66%	4.59	115,244	0.54%	3.97	121,267	0.52%	4.16
Golf course fees	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Water service charges and connection fees	5,305,548	26.35%	183.46	5,291,029	24.85%	182.12	5,511,072	23.71%	188.87
Electric revenues	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Gas revenues	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Airport revenues	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Port and harbor revenues	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Hospital revenues	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Transit revenues	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Quasi-external transactions	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Other current service charges	237,408	1.18%	8.21	306,486	1.44%	10.55	870,005	3.74%	29.82
OTHER REVENUES: TOTAL	488,867	2.43%	16.90	267,225	1.26%	9.20	370,610	1.59%	12.70
Sale of real and personal property	0	0.00%	0.00	9,559	0.04%	0.33	7,746	0.03%	0.27
Contributions-non-governmental sources	168,562	0.84%	5.83	128,376	0.60%	4.42	107,817	0.46%	3.70
Other sources of revenue	320,305	1.59%	11.06	129,290	0.61%	4.45	255,047	1.10%	8.74
OTHER FINANCING SOURCES: TOTAL	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Sale of bonds	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Notes and other	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
TOTAL REVENUE	20,138,667	100.00%	696.36	21,292,679	100.00%	732.89	23,245,354	100.00%	796.65

CITY OF SANTA PAULA

EXPENSES	2001-2002					2002-2003					2003-2004				
	Operating	Capital Outlay	Total	Percent	Per Capita	Operating	Capital Outlay	Total	Percent	Per Capita	Operating	Capital Outlay	Total	Percent	Per Capita
GENERAL GOVERNMENTAL-TOTAL:	2,519,280	11,655	2,530,935	14.67%	87.52	2,240,285	8,031	2,248,316	11.13%	77.39	1,977,192	8,031	2,005,223	9.32%	68.72
Legislative	204,944	694	205,638	1.19%	7.11	170,726	0	170,726	0.85%	5.88	139,414	0	139,414	0.65%	4.76
Management and Support	2,314,336	10,961	2,325,297	13.48%	80.40	2,069,559	8,031	2,077,590	10.29%	71.51	1,857,778	8,031	1,865,809	8.68%	63.94
PUBLIC SAFETY-TOTAL:	4,466,267	1,406,203	5,872,470	34.05%	203.06	6,667,167	305,055	6,972,222	34.52%	239.98	6,937,375	74,645	7,012,020	32.60%	240.31
Police	3,520,558	152,095	3,672,653	21.29%	126.95	4,068,741	53,330	4,122,071	20.41%	141.88	4,170,313	0	4,170,313	19.39%	142.92
Fire	822,929	368,627	1,191,556	6.91%	41.20	868,311	251,725	1,150,036	5.62%	39.07	1,094,776	74,645	1,169,421	5.44%	40.08
Emergency Medical Services	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00
Animal Regulation	122,760	0	122,760	0.71%	4.25	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00
Weed Abatement	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00
Street Lighting	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00
Disaster Procedures	0	885,481	885,481	5.13%	30.62	23,838	0	23,838	0.12%	0.82	119,925	0	118,925	0.55%	4.08
Other Public Safety	0	0	0	0.00%	0.00	1,691,277	0	1,691,277	8.37%	58.21	1,553,361	0	1,553,361	7.22%	53.24
TRANSPORTATION-TOTAL:	1,452,881	0	1,452,881	8.42%	50.24	2,748,793	0	2,748,793	13.61%	94.61	2,863,718	0	2,863,718	13.32%	98.14
Streets and highways	1,397,367	0	1,397,367	8.10%	48.32	2,297,506	0	2,297,506	11.36%	79.08	2,192,107	0	2,192,107	10.19%	75.13
Street trees and landscaping	30,084	0	30,084	0.17%	1.04	451,287	0	451,287	2.23%	15.53	671,611	0	671,611	3.12%	23.02
Parking Facilities	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00
Public Transit	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00
Airports	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00
Ports and Harbors	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00
Transportation-Other	25,430	0	25,430	0.15%	0.88	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00
COMMUNITY DEVELOPMENT-TOTAL:	1,077,913	5,998	1,083,911	6.28%	37.48	943,319	0	943,319	4.67%	32.47	1,386,798	0	1,386,798	6.45%	47.55
Planning	397,653	0	397,653	2.31%	13.75	349,013	0	349,013	1.73%	12.01	755,811	0	755,811	3.51%	25.90
Construct/Engineering Reg	542,299	0	542,299	3.14%	18.75	574,733	0	574,733	2.85%	19.78	575,198	0	575,198	2.68%	19.75
Redevelopment	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00
Housing	97,708	0	97,708	0.57%	3.38	6,356	0	6,356	0.03%	0.22	45,969	0	45,969	0.21%	1.58
Employment	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00
Community Promotion	40,253	5,998	46,251	0.27%	1.60	13,217	0	13,217	0.07%	0.45	8,820	0	8,820	0.04%	0.30
Community Development Other	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00
HEALTH-TOTAL:	1,942,790	0	1,942,790	11.26%	67.18	2,540,159	0	2,540,159	12.58%	87.43	2,844,493	0	2,844,493	13.23%	97.46
Physical and Mental Health	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00
Hospitals and Sanitariums	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00
Solid Waste	909,719	0	909,719	5.27%	31.46	1,150,511	0	1,150,511	5.70%	39.60	1,049,677	0	1,049,677	4.88%	35.97
Sewers (collection & treatment)	1,033,071	0	1,033,071	5.99%	35.72	1,389,648	0	1,389,648	6.86%	47.83	1,794,816	0	1,794,816	8.35%	61.51
Cemeteries	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00
Health-Other	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00
CULTURE AND LEISURE-TOTAL:	831,260	2,810	834,070	4.84%	28.84	901,341	112,305	1,013,646	5.02%	34.89	1,188,963	5,310	1,194,263	5.55%	40.93
Parks	456,047	0	456,047	2.64%	15.77	496,468	0	496,468	2.47%	17.16	577,470	0	577,470	2.69%	19.79
Recreation	0	0	0	0.00%	0.00	7,900	36,758	44,658	0.22%	1.54	0	0	0	0.00%	0.00
Marinas and Wharfs	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00
Libraries	45,619	0	45,619	0.26%	1.58	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00
Museums	171,254	2,810	174,064	1.01%	6.02	189,776	0	189,776	0.94%	6.53	207,676	0	207,676	0.97%	7.12
Golf Courses	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00
Sport arenas and Stadiums	158,340	0	158,340	0.92%	5.48	185,988	75,547	261,535	1.30%	9.00	218,505	0	223,815	1.04%	7.87
Community Centers/Auditoriums	0	0	0	0.00%	0.00	19,209	0	19,209	0.10%	0.68	185,302	0	185,302	0.86%	6.38
Culture and Leisure Other	3,517,431	14,608	3,532,039	20.48%	122.12	3,728,636	0	3,728,636	18.46%	128.34	4,200,365	0	4,200,365	19.53%	143.95
PUBLIC UTILITIES-TOTAL:	3,517,431	14,608	3,532,039	20.48%	122.12	3,728,636	0	3,728,636	18.46%	128.34	4,200,365	0	4,200,365	19.53%	143.95
Water	3,517,431	14,608	3,532,039	20.48%	122.12	3,728,636	0	3,728,636	18.46%	128.34	4,200,365	0	4,200,365	19.53%	143.95
Gas	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00
Electric	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00
Public Utilities-Other	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00	0	0	0	0.00%	0.00
OTHER EXPENDITURES-TOTAL:	15,807,522	1,441,274	17,248,796	100.00%	596.43	19,769,700	425,391	20,195,091	100.00%	695.11	21,418,894	87,966	21,506,860	100.00%	737.07

CITY OF SIMI VALLEY									
Fiscal Year	2001-2002			2002-2003			2003-2004		
REVENUE	Percent	Per Capita	Percent	Per Capita	Percent	Per Capita	Percent	Per Capita	Per Capita
		116,285		118,041		118,041		119,023	
TAXES: TOTAL	30,571,180	44.58%	262.90	31,498,403	47.59%	266.84	34,309,493	46.30%	288.28
Secured unsecured property taxes	6,736,195	9.82%	57.93	7,663,529	11.58%	64.92	8,710,817	11.76%	73.19
Voter approved indebtedness property tax	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Other property tax	359,481	0.52%	3.09	858,308	1.30%	7.27	261,181	0.35%	2.19
Sales and use tax	12,683,123	18.49%	109.07	12,830,405	19.39%	108.69	13,878,702	18.73%	116.61
Transient lodging taxes	998,252	1.46%	8.58	894,063	1.35%	7.57	4,801,764	6.48%	40.34
Franchises	3,255,020	4.75%	27.99	3,366,957	5.09%	28.52	3,773,013	5.09%	31.70
Business license taxes	1,397,335	2.04%	12.02	1,370,609	2.07%	11.61	1,287,934	1.74%	10.82
Real property transfer taxes	617,041	0.90%	5.31	687,857	1.04%	5.83	965,001	1.30%	8.11
Utility users taxes	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Other non-property taxes	4,524,733	6.60%	38.91	3,826,675	5.78%	32.42	631,081	0.85%	5.30
SPECIAL BENEFIT ASSESSMENTS: TOTAL	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Fire and paramedics	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Police	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Lighting	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Special Benefit Assessments Other	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
LICENSES AND PERMITS: TOTAL	2,611,829	3.81%	22.46	3,000,143	4.53%	25.42	3,910,943	5.28%	32.86
Construction Permits	2,571,530	3.75%	22.11	2,947,596	4.45%	24.97	3,839,235	5.18%	32.26
Other Licenses and permits	40,299	0.06%	0.35	52,547	0.08%	0.45	71,708	0.10%	0.60
FINES AND FOREFEITURES: TOTAL	771,823	1.13%	6.64	780,796	1.18%	6.61	692,871	0.94%	5.82
Vehicle code Fines	499,088	0.73%	4.29	504,494	0.76%	4.27	505,892	0.68%	4.25
Other fines, forfeitures and penalties	272,735	0.40%	2.35	276,302	0.42%	2.34	186,979	0.25%	1.57
USE OF MONEY AND PROPERTY: TOTAL	2,739,122	3.99%	23.56	1,947,174	2.94%	16.50	1,154,273	1.56%	9.70
Investment earnings	2,585,276	3.77%	22.23	1,790,211	2.70%	15.17	997,912	1.35%	8.38
Rents, concessions, royalties and other	153,846	0.22%	1.32	156,963	0.24%	1.33	156,361	0.21%	1.31
INTERGOVERNMENTAL: TOTAL	16,264,825	23.72%	139.87	15,007,939	22.67%	127.13	14,579,181	19.67%	122.49
State motor vehicle in-lieu tax	6,673,657	9.73%	57.39	6,951,827	10.50%	58.89	5,686,714	7.67%	47.78
State homeowners property tax relief	116,479	0.17%	1.00	123,176	0.19%	1.04	122,861	0.17%	1.03
State gasoline tax	2,162,263	3.15%	18.59	2,158,322	3.26%	18.28	2,222,406	3.00%	18.67
Other state grants	2,228,448	3.25%	19.16	794,747	1.20%	6.73	363,727	0.49%	3.06
County grants	11,191	0.02%	0.10	52,100	0.08%	0.44	250,863	0.34%	2.11
Federal grants	5,072,787	7.40%	43.62	4,926,867	7.44%	41.74	5,932,610	8.01%	49.84
Other taxes in Lieu	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
CURRENT SERVICE CHARGES: TOTAL	14,013,164	20.43%	120.51	12,530,409	18.93%	106.15	17,157,984	23.15%	144.16
Zoning, subdivision and plan checking fees	1,085,460	1.58%	9.33	977,629	1.48%	8.28	2,179,020	2.94%	18.31
Special police department services	188,607	0.28%	1.62	120,308	0.18%	1.02	177,440	0.24%	1.49
Special Fire dept./first aid/ambulance charges	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Engineering fees, inspections and other	845,497	1.23%	7.27	681,646	1.03%	5.77	1,088,322	1.47%	9.14
Sewer service charges and connection fees	10,495,267	15.30%	90.25	9,184,395	13.88%	77.81	12,314,861	16.62%	103.47
Solid waste revenues	88,187	0.13%	0.76	112,858	0.17%	0.96	86,351	0.12%	0.73
Parking facilities	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Parks and recreation fees	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Golf course fees	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Water service charges and connection fees	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Electric revenues	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Gas revenues	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Airport revenues	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Port and harbor revenues	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Hospital revenues	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Transit revenues	412,945	0.60%	3.53	583,259	0.88%	4.94	419,948	0.57%	3.53
Quasi-external transactions	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Other current service charges	897,201	1.31%	7.72	870,314	1.31%	7.37	892,042	1.20%	7.49
OTHER REVENUES: TOTAL	1,611,741	2.35%	13.86	1,420,792	2.15%	12.04	2,295,923	3.10%	19.29
Sale of real and personal property	19,780	0.03%	0.17	31,577	0.05%	0.27	37,958	0.05%	0.32
Contributions-non-governmental sources	592,642	0.86%	5.10	201,933	0.31%	1.71	50,245	0.07%	0.42
Other sources of revenue	999,319	1.46%	8.59	1,187,282	1.79%	10.06	2,207,720	2.98%	18.55
OTHER FINANCING SOURCES: TOTAL	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Sale of bonds	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Notes and other	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
TOTAL REVENUE	68,583,684	100.00%	589.79	66,184,756	100.00%	560.69	74,100,668	100.00%	622.57

CITY OF SIMI VALLEY Fiscal Year	2001-2002						2002-2003						2003-2004					
	Operating	Capital Outlay	Total	Per Capita 116,285	Percent		Operating	Capital Outlay	Total	Per Capita 118,041	Percent		Operating	Capital Outlay	Total	Per Capita 119,023	Percent	
GENERAL GOVERNMENT-TOTAL:	3,380,968	4,109,944	7,490,912	64.42	11.37%		5,534,956	1,179,095	6,714,051	56.88	10.29%		4,195,866	1,870,065	6,065,931	51.34%	8.21%	
Legislative	636,893	0	636,893	5.48	0.97%		1,146,413	0	1,146,413	9.71	1.76%		881,132	0	881,132	7.40	1.19%	
Management and support	2,744,075	4,109,944	6,854,019	58.94	10.40%		4,388,543	1,179,095	5,567,638	47.17	8.53%		3,314,734	1,870,065	5,184,799	43.58	7.02%	
PUBLIC SAFETY-TOTAL:	18,897,145	72,857	19,625,002	163.13	28.80%		20,111,730	1,761,942	21,873,672	185.31	33.51%		23,086,299	297,249	23,383,548	196.46	31.64%	
Police	15,343,516	72,857	15,416,373	129.87	27.96%		15,604,126	1,761,942	17,366,068	146.59	27.73%		19,522,052	297,249	19,819,301	165.64	23.73%	
Fire	0	0	0	0.00%	0.00%		0	0	0	0.00%	0.00%		0	0	0	0.00%	0.00%	
Emergency Medical Services	0	0	0	0.00%	0.00%		0	0	0	0.00%	0.00%		0	0	0	0.00%	0.00%	
Animal Regulation	326,702	0	326,702	2.81	0.50%		344,188	0	344,188	2.92	0.53%		461,726	0	461,726	3.88	0.62%	
Weed Abatement	0	0	0	0.00%	0.00%		30	0	30	0.00%	0.00%		0	0	0	0.00%	0.00%	
Street Lighting	0	0	0	0.00%	0.00%		0	0	0	0.00%	0.00%		0	0	0	0.00%	0.00%	
Disaster Procedures	226,927	0	226,927	1.95	0.34%		163,386	0	163,386	1.38	0.25%		230,863	0	230,863	1.94	0.31%	
Other Public Safety	0	0	0	0.00%	0.00%		0	0	0	0.00%	0.00%		0	0	0	0.00%	0.00%	
TRANSPORTATION-TOTAL:	9,247,902	7,755,838	17,003,740	148.22	25.81%		9,906,411	1,896,511	11,802,922	99.99	18.08%		11,113,119	2,698,312	13,811,431	116.04	18.69%	
Streets and highways	2,465,261	7,163,576	9,628,837	82.80	14.62%		2,279,832	2,243,827	4,523,659	38.32	6.93%		2,710,353	2,561,908	5,272,261	44.30	7.15%	
Street trees and landscaping	3,544,040	24,237	3,568,277	30.69	5.42%		3,999,838	340,698	4,340,536	36.77	6.65%		4,464,111	0	4,464,111	37.51	6.04%	
Parking Facilities	0	0	0	0.00%	0.00%		0	0	0	0.00%	0.00%		0	0	0	0.00%	0.00%	
Public Transit	3,238,601	568,025	3,806,626	32.74	5.78%		3,626,741	-688,014	2,938,727	24.90	4.50%		3,938,655	136,404	4,075,059	34.24	5.51%	
Airports	0	0	0	0.00%	0.00%		0	0	0	0.00%	0.00%		0	0	0	0.00%	0.00%	
Ports and Harbors	0	0	0	0.00%	0.00%		0	0	0	0.00%	0.00%		0	0	0	0.00%	0.00%	
Transportation-Other	0	0	0	0.00%	0.00%		0	0	0	0.00%	0.00%		0	0	0	0.00%	0.00%	
COMMUNITY DEVELOPMENT-TOTAL:	10,385,755	94,471	10,480,226	90.13	15.91%		10,768,595	0	10,768,595	91.23	16.50%		12,190,314	0	12,190,314	102.43	16.50%	
Planning	2,363,702	15,806	2,379,508	20.38	3.60%		2,555,141	0	2,555,141	21.65	3.91%		2,966,840	0	2,966,840	24.93	4.02%	
Construct/Engineering Reg	5,229,513	78,665	5,308,178	45.65	8.06%		5,300,611	0	5,300,611	44.90	8.12%		5,899,003	0	5,899,003	49.56	7.98%	
Redevelopment	0	0	0	0.00%	0.00%		0	0	0	0.00%	0.00%		0	0	0	0.00%	0.00%	
Housing	2,095,281	0	2,095,281	18.02	3.18%		2,165,649	0	2,165,649	18.35	3.32%		2,527,308	0	2,527,308	21.23	3.42%	
Employment	707,259	0	707,259	6.08	1.07%		747,194	0	747,194	6.33	1.14%		797,163	0	797,163	6.70	1.08%	
Community Promotion	0	0	0	0.00%	0.00%		0	0	0	0.00%	0.00%		0	0	0	0.00%	0.00%	
Community Development-Other	0	0	0	0.00%	0.00%		0	0	0	0.00%	0.00%		0	0	0	0.00%	0.00%	
HEALTH-TOTAL:	10,687,563	944,998	11,632,561	100.12	17.67%		10,049,144	3,744,644	13,793,788	116.86	21.13%		11,052,119	7,071,317	18,123,436	152.27	24.53%	
Physical and Mental Health	381,637	0	381,637	3.28	0.59%		376,522	0	376,522	3.19	0.58%		478,298	0	478,298	4.02	0.65%	
Hospitals and Sanitariums	0	0	0	0.00%	0.00%		0	0	0	0.00%	0.00%		0	0	0	0.00%	0.00%	
Solid Waste	1,027,455	0	1,027,455	8.84	1.56%		1,151,164	0	1,151,164	9.75	1.76%		1,275,460	0	1,275,460	10.72	1.73%	
Sewers (collection & treatment)	9,288,471	944,998	10,233,469	88.00	15.53%		8,521,458	3,744,644	12,266,102	103.91	18.79%		9,298,361	7,071,317	16,369,678	137.53	22.15%	
Cemeteries	0	0	0	0.00%	0.00%		0	0	0	0.00%	0.00%		0	0	0	0.00%	0.00%	
Health-Other	286,532	0	286,532	2.46	0.43%		274,940	0	274,940	2.33	0.42%		318,865	0	318,865	2.68	0.43%	
CULTURE AND LEISURE-TOTAL:	0	0	0	0.00%	0.00%		0	0	0	0.00%	0.00%		0	0	0	0.00%	0.00%	
Parks	0	0	0	0.00%	0.00%		0	0	0	0.00%	0.00%		0	0	0	0.00%	0.00%	
Recreation	0	0	0	0.00%	0.00%		0	0	0	0.00%	0.00%		0	0	0	0.00%	0.00%	
Marines and Wharfs	0	0	0	0.00%	0.00%		0	0	0	0.00%	0.00%		0	0	0	0.00%	0.00%	
Libraries	0	0	0	0.00%	0.00%		0	0	0	0.00%	0.00%		0	0	0	0.00%	0.00%	
Museums	286,532	0	286,532	2.46	0.43%		274,940	0	274,940	2.33	0.42%		318,865	0	318,865	2.68	0.43%	
Golf Courses	0	0	0	0.00%	0.00%		0	0	0	0.00%	0.00%		0	0	0	0.00%	0.00%	
Sport arenas and Stadiums	0	0	0	0.00%	0.00%		0	0	0	0.00%	0.00%		0	0	0	0.00%	0.00%	
Community Centers/Auditoriums	0	0	0	0.00%	0.00%		0	0	0	0.00%	0.00%		0	0	0	0.00%	0.00%	
Culture and Leisure-Other	0	0	0	0.00%	0.00%		0	0	0	0.00%	0.00%		0	0	0	0.00%	0.00%	
PUBLIC UTILITIES-TOTAL:	0	0	0	0.00%	0.00%		0	0	0	0.00%	0.00%		0	0	0	0.00%	0.00%	
Water	0	0	0	0.00%	0.00%		0	0	0	0.00%	0.00%		0	0	0	0.00%	0.00%	
Gas	0	0	0	0.00%	0.00%		0	0	0	0.00%	0.00%		0	0	0	0.00%	0.00%	
Electric	0	0	0	0.00%	0.00%		0	0	0	0.00%	0.00%		0	0	0	0.00%	0.00%	
Public Utilities-Other	0	0	0	0.00%	0.00%		0	0	0	0.00%	0.00%		0	0	0	0.00%	0.00%	
OTHER EXPENDITURES-TOTAL	52,895,865	12,978,108	65,873,973	566.49	100.00%		56,690,921	8,582,192	65,273,113	552.97	100.00%		61,956,582	11,936,943	73,893,525	620.33	100.00%	
GRAND TOTAL EXPENDITURES:	52,895,865	12,978,108	65,873,973	566.49	100.00%		56,690,921	8,582,192	65,273,113	552.97	100.00%		61,956,582	11,936,943	73,893,525	620.33	100.00%	

CITY OF THOUSAND OAKS									
Fiscal Year	2001-2002			2002-2003			2003-2004		
REVENUE		Percent	Per Capita 121,756		Percent	Per Capita 124,373		Percent	Per Capita 126,323
TAXES: TOTAL	50,602,914	37.24%	415.61	54,419,830	41.37%	437.55	51,317,085	41.12%	406.24
Secured unsecured property taxes	7,236,175	5.33%	59.43	7,961,582	6.05%	64.01	8,652,402	6.93%	68.49
Voter approved indebtedness property tax	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Other property tax	591,526	0.44%	4.86	633,552	0.48%	5.09	685,444	0.55%	5.43
Sales and use tax	24,221,481	17.83%	198.93	25,401,457	19.31%	204.24	27,073,530	21.70%	214.32
Transient lodging taxes	2,037,778	1.50%	16.74	1,940,146	1.47%	15.60	5,691,957	4.56%	45.08
Franchises	3,857,711	2.94%	31.68	4,175,821	3.17%	33.57	4,374,567	3.51%	34.63
Business license taxes	1,577,767	1.16%	12.96	1,667,919	1.27%	13.41	1,760,619	1.41%	13.94
Real property transfer taxes	1,089,291	0.80%	8.95	1,077,855	0.82%	8.67	1,343,817	1.08%	10.64
Utility users taxes	9,991,187	7.35%	82.06	0	0.00%	0.00	0	0.00%	0.00
Other non-property taxes	0	0.00%	0.00	11,561,498	8.79%	92.98	1,734,749	1.39%	13.73
SPECIAL BENEFIT ASSESSMENTS: TOTAL	4,131,796	3.04%	33.94	4,005,909	3.05%	32.21	3,944,271	3.16%	31.22
Fire and paramedics	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Police	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Lighting	902,244	0.66%	7.41	958,046	0.73%	7.70	885,274	0.71%	7.01
Special Benefit Assessments Other	3,229,552	2.38%	26.52	3,047,863	2.32%	24.51	3,058,997	2.45%	24.22
LICENSES AND PERMITS: TOTAL	5,282,166	3.89%	43.38	4,995,008	3.80%	40.16	4,167,423	3.34%	32.99
Construction Permits	5,223,648	3.84%	42.90	4,941,972	3.76%	39.74	4,106,552	3.29%	32.51
Other Licenses and permits	58,518	0.04%	0.48	53,036	0.04%	0.43	60,871	0.05%	0.48
FINES AND FOREFEITURES: TOTAL	1,004,632	0.74%	8.25	1,190,811	0.91%	9.57	1,216,053	0.97%	9.63
Vehicle code Fines	673,439	0.50%	5.53	797,703	0.61%	6.41	818,467	0.66%	6.48
Other fines, forfeitures and penalties	331,193	0.24%	2.72	393,108	0.30%	3.16	397,586	0.32%	3.15
USE OF MONEY AND PROPERTY: TOTAL	7,559,028	5.56%	62.08	6,230,276	4.74%	50.09	2,408,986	1.93%	19.07
Investment earnings	7,143,002	5.26%	58.67	5,702,908	4.33%	45.85	1,818,697	1.46%	14.40
Rents, concessions, royalties and other	416,026	0.31%	3.42	527,368	0.40%	4.24	590,289	0.47%	4.67
INTERGOVERNMENTAL: TOTAL	10,785,987	7.94%	88.59	13,883,516	10.55%	111.63	12,973,960	10.40%	102.70
State motor vehicle in-lieu tax	6,852,578	5.04%	56.28	7,901,524	6.01%	63.53	5,996,869	4.81%	47.47
State homeowners property tax relief	115,711	0.09%	0.95	118,238	0.09%	0.95	120,378	0.10%	0.95
State gasoline tax	2,606,407	1.92%	21.41	2,649,031	2.01%	21.30	2,382,637	1.91%	18.66
Other state grants	965,579	0.71%	7.93	1,023,359	0.78%	8.23	805,653	0.65%	6.38
County grants	364,188	0.27%	2.98	265,597	0.20%	2.14	243,276	0.19%	1.93
Federal grants	-118,476	-0.09%	-0.97	1,925,767	1.46%	15.48	3,425,147	2.74%	27.11
Other taxes in Lieu	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
CURRENT SERVICE CHARGES: TOTAL	45,199,837	33.26%	371.23	43,260,848	32.88%	347.83	46,563,980	37.31%	368.61
Zoning, subdivision and plan checking fees	775,669	0.57%	6.37	675,022	0.51%	5.43	1,029,716	0.83%	8.15
Special police department services	44,570	0.03%	0.37	59,905	0.05%	0.48	82,880	0.07%	0.66
Special Fire dept./first aid/ambulance charges	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Engineering fees, inspections and other	378,069	0.28%	3.11	329,244	0.25%	2.65	527,803	0.42%	4.18
Sewer service charges and connection fees	20,913,047	15.39%	171.76	18,808,489	14.30%	151.23	19,308,003	15.47%	152.85
Solid waste revenues	1,196,369	0.89%	9.83	1,111,380	0.84%	8.94	1,240,587	0.99%	9.82
Parking facilities	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Parks and recreation fees	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Golf course fees	1,913,304	1.41%	15.71	2,397,137	1.82%	19.27	2,607,161	2.09%	20.64
Water service charges and connection fees	12,609,710	9.28%	103.57	12,222,316	9.29%	98.27	13,553,241	10.86%	107.29
Electric revenues	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Gas revenues	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Airport revenues	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Port and harbor revenues	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Hospital revenues	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Transit revenues	153,682	0.11%	1.26	298,759	0.23%	2.40	413,823	0.33%	3.28
Quasi-external transactions	4,261,155	3.14%	35.00	4,422,266	3.36%	35.56	4,509,849	3.61%	35.70
Other current service charges	2,954,262	2.17%	24.26	2,936,330	2.23%	23.61	3,290,917	2.64%	26.05
OTHER REVENUES: TOTAL	2,561,666	1.89%	21.04	1,283,865	0.98%	10.32	2,198,400	1.76%	17.40
Sale of real and personal property	32,756	0.02%	0.27	86,992	0.07%	0.70	132,733	0.11%	1.05
Contributions-non-governmental sources	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Other sources of revenue	2,528,910	1.86%	20.77	1,196,873	0.91%	9.62	2,065,667	1.66%	16.35
OTHER FINANCING SOURCES: TOTAL	8,751,032	6.44%	71.87	2,285,420	1.74%	18.38	0	0.00%	0.00
Sale of bonds	0	0.00%	0.00	0	0.00%	0.00	0	0.00%	0.00
Notes and other	8,751,032	6.44%	71.87	2,285,420	1.74%	18.38	0	0.00%	0.00
TOTAL REVENUE	135,879,058	100.00%	1,115.99	131,555,483	100.00%	1,057.75	124,790,158	100.00%	987.87

CITY OF THOUSAND OAKS

EXPENSES	2001-2002				2002-2003				2003-2004			
	Operating	Capital Outlay	Total	Per Capita	Operating	Capital Outlay	Total	Per Capita	Operating	Capital Outlay	Total	Per Capita
				Percent				Percent				Percent
GENERAL GOVERNMENTAL-TOTAL:	13,312,647	5,050,273	18,362,920	121.756	14,595,754	3,216,823	17,812,577	124.373	17,504,687	635,721	18,140,408	126.323
Legislative	2,457,916	0	2,457,916	13.89%	2,772,985	0	2,772,985	15.08%	3,142,108	0	3,142,108	13.86%
Management and support	10,854,731	5,050,273	15,905,004	12.03%	11,822,769	3,216,823	15,039,592	12.73%	14,362,579	635,721	14,998,300	11.46%
PUBLIC SAFETY-TOTAL:	15,889,729	143,224	16,132,953	12.20%	16,816,681	167,997	16,984,678	14.37%	18,099,165	105,886	18,204,991	13.91%
Police	15,015,010	135,722	15,150,732	11.46%	15,737,691	156,617	15,894,308	13.45%	17,158,165	105,886	17,264,051	13.19%
Fire	0	0	0	0.00%	0	0	0	0.00%	0	0	0	0.00%
Emergency Medical Services	0	0	0	0.00%	0	0	0	0.00%	0	0	0	0.00%
Animal Regulation	97,655	0	97,655	0.07%	85,074	0	85,074	0.07%	90,464	0	90,464	0.07%
Weed Abatement	0	0	0	0.00%	0	0	0	0.00%	0	0	0	0.00%
Street Lighting	789,010	0	789,010	0.60%	871,296	0	871,296	0.74%	708,596	0	708,596	0.54%
Disaster Procedures	88,054	7,502	95,556	0.07%	122,520	6,380	128,900	1.04%	141,880	0	141,880	1.11%
Other Public Safety	0	0	0	0.00%	0	0	0	0.00%	0	0	0	0.00%
TRANSPORTATION-TOTAL:	12,834,348	13,855,862	26,690,210	20.19%	13,592,895	8,702,452	22,295,347	18.87%	14,309,449	6,156,650	20,466,099	15.64%
Streets and highways	6,998,372	13,830,427	20,828,799	15.76%	17,107	8,431,129	15,761,330	13.34%	126,73	7,967,125	5,266,208	13,233,333
Street trees and landscaping	3,942,691	44,605	3,987,296	3.02%	4,183,430	271,323	4,454,753	3.77%	4,268,737	88,044	4,356,781	3.33%
Parking Facilities	1,893,285	-19,170	1,874,115	1.42%	2,079,064	0	2,079,064	1.76%	2,073,587	607,993	2,681,580	2.05%
Public Transit	0	0	0	0.00%	0	0	0	0.00%	0	0	0	0.00%
Ports and Harbors	0	0	0	0.00%	0	0	0	0.00%	0	0	0	0.00%
Transportation-Other	0	0	0	0.00%	0	0	0	0.00%	0	0	0	0.00%
COMMUNITY DEVELOPMENT-TOTAL:	9,033,873	706,071	9,739,944	7.37%	8,665,953	219,017	8,884,970	7.52%	9,773,700	613,841	10,387,541	7.94%
Planning	5,682,783	25,014	5,707,797	2.80%	3,779,877	17,733	3,797,610	3.21%	3,987,762	9,930	3,997,692	3.05%
Construct/Engineering Reg	3,763,908	115,171	3,879,079	2.93%	3,186	70,356	3,256,442	2.68%	3,001	2,688	2,689,681	2.07%
Redevelopment	0	124,537	124,537	0.09%	1,02	350,987	351,007	0.28%	28,700	77,001	105,701	0.08%
Housing	302,773	441,349	744,122	0.56%	0	0	0	0.00%	0	0	0	0.00%
Employment	0	0	0	0.00%	0	0	0	0.00%	0	0	0	0.00%
Community Promotion	298,660	0	298,660	0.23%	311,498	0	311,498	0.26%	327,829	0	327,829	0.25%
Community Development Other	985,749	0	985,749	0.75%	561,672	126,733	688,405	0.56%	1,657,192	0	1,657,192	1.27%
HEALTH-TOTAL:	13,036,928	10,728,723	23,765,651	17.98%	14,034,874	8,900,264	22,935,138	19.41%	14,470,794	18,858,017	33,328,811	25.46%
Physical and Mental Health	0	0	0	0.00%	0	0	0	0.00%	0	0	0	0.00%
Hospitals and Sanitariums	1,046,103	-6,678	1,039,425	0.79%	1,124,199	0	1,124,199	0.95%	1,109,175	0	1,109,175	0.85%
Solid Waste	11,990,825	10,735,401	22,726,226	17.19%	186,55	12,482,627	12,669,177	10.35%	12,802,439	18,858,017	31,660,456	24.19%
Cemeteries	0	0	0	0.00%	0	0	0	0.00%	0	0	0	0.00%
Health-Other	13,450,239	10,974,841	24,425,080	18.48%	14,341,143	2,098,718	16,439,861	13.91%	15,167,912	1,052,365	16,220,277	12.39%
CULTURE AND LEISURE-TOTAL:	0	41,866	41,866	0.03%	342,937	264,448	607,385	0.51%	1,171,917	7,120	1,179,037	0.90%
Parks	0	41,866	41,866	0.03%	342,937	264,448	607,385	0.51%	1,171,917	7,120	1,179,037	0.90%
Recreation	0	0	0	0.00%	0	0	0	0.00%	0	0	0	0.00%
Marines and Wharfs	6,243,286	67,756	6,311,042	4.77%	6,593,660	939,491	7,533,151	6.38%	6,622,485	668,491	7,290,976	5.57%
Libraries	247,035	0	247,035	0.19%	250,793	0	250,793	0.21%	267,434	0	267,434	0.20%
Museums	2,662,484	4,019,901	6,682,385	5.07%	2,791,619	477,912	3,269,531	2.71%	2,988,390	153,632	3,142,022	2.46%
Sport arenas and Stadiums	2,992,941	183,597	3,176,538	2.40%	3,041,841	57,745	3,099,586	2.62%	3,326,135	5,248	3,331,383	2.55%
Community Centers/Auditoriums	1,284,493	6,661,721	7,946,214	6.01%	1,320,293	343,102	1,663,395	1.41%	1,181,551	217,874	1,399,425	1.07%
Culture and Leisure Other	0	0	0	0.00%	16,020	16,020	16,020	0.01%	0	0	0	0.00%
PUBLIC UTILITIES-TOTAL:	10,918,743	2,158,485	13,077,228	9.89%	10,962,226	1,850,070	12,812,296	10.84%	12,236,599	1,908,447	14,145,046	10.81%
Water	10,918,743	2,158,485	13,077,228	9.89%	10,962,226	1,850,070	12,812,296	10.84%	12,236,599	1,908,447	14,145,046	10.81%
Gas	0	0	0	0.00%	0	0	0	0.00%	0	0	0	0.00%
Electric	0	0	0	0.00%	0	0	0	0.00%	0	0	0	0.00%
Public Utilities-Other	0	0	0	0.00%	0	0	0	0.00%	0	0	0	0.00%
OTHER EXPENDITURES-TOTAL:	0	0	0	0.00%	0	0	0	0.00%	0	0	0	0.00%
GRAND TOTAL EXPENDITURES:	88,576,507	43,617,479	132,193,986	100.00%	93,009,226	25,150,341	118,159,567	100.00%	101,562,246	29,330,927	130,893,173	100.00%

Appendix 2 - Staffing

Appendix 2 contains information about the staff levels for each city as of 2005, including the number of executive/management, professional/support and operations staff, and information about the number of bargaining units (labor unions). The information is based on the responses received on the LAFCo municipal service review questionnaire. Information for the City of Port Hueneme is included for informational and comparative purposes, even though that City is not a part of this municipal service review.

Agency Name	Total Employees	Executive/ Management	Professional/ Support	Operational
City of Camarillo	138	7	35	96
City of Fillmore	40	6	13	21
City of Moorpark	52	6	36	10
City of Ojai	28	5	3	20
City of Oxnard	1048	18	424	606
City of Port Hueneme	118	9	12	97
City of San Buenaventura	661	10	161	550
City of Santa Paula	148	10	30	108
City of Simi Valley	579	7	199	373
City of Thousand Oaks	450	68	82	300

Appendix 3 - Compensation

Appendix 3 provides information about the compensation of city council members in each city as of 2005 based on information provided by each city in response to the LAFCo municipal service review questionnaire. Information for the City of Port Hueneme is included for informational and comparative purposes, even though that City is not a part of this municipal service review.

COMPENSATION		City of Camarillo	City of Fillmore	City of Moorpark	City of Ojai	City of Oxnard	City of Port Hueneeme	City of San Buenaventura	City of Santa Paula	City of Simi Valley	City of Thousand Oaks
Compensation Cycle	Per Meeting	Per Month	Per Meeting	Per Meeting	Per Meeting	Per Month	Per Month	Per Month	Per Month	Per Month	Per Month
Basic Stipend	\$450.00	\$125.00	\$300.00	\$35.70	\$1,400.00	\$662.00	\$600 for Council Members; \$700 for Mayor	\$300.00	\$1,055.36	\$1,591.00	
Max Per Mo	\$900.00	\$125.00	\$420.00	\$75.00	\$1,400.00	\$682.00	\$600 for Council Members; \$700 for Mayor	\$300.00	\$1,115.36	\$1,591.00	
Life	\$50,000.00		\$25,000 (extra @ \$0.27/\$1,000) Dependents - \$5,000/\$2,000 (\$1.44 per unit)	\$8.10					\$151,000		
Medical	\$806.00	none	\$979 F family	AMT varies from \$0 - \$1,315.00/mo	none	439.9	can participate in city group plan		\$1163.62/month max	\$1646	
Dental	City Pays	none	\$130.24 Family	\$44.04	none	18.12	can participate in city group plan	Cafeteria Plan to pay for medical/dental=\$626.00	\$54.96/mo	\$156	
Other	Vision/Dental-City pays full family coverage in self-funded program	none	\$20.70 Vision-Family	Vision: \$9.07	none	Vision - 14.10/mo. (maximum)	none		\$296.83/mo flexible benefit allowance	Physical Exam=\$300	
Retirement	PERS & Defined Annuity or Defined Annuity Only (all include Medicare coverage)		7.5% Deferred Comp			PERS	can participate in PERS per their requirements	PERS	PERS- 2% @65		
Retirement Amount	City pays share into PERS & 7% into a 401A Plan or 7% City & 12% Councilmember			\$26.38					\$19,597% PERS contribution	\$101.00	

NOTE: As of January 1, 2006 AB 1234 (Salinas) became effective. This bill amended various provisions of the CA Government Code to, among other provisions, provide that local elected officials cannot be paid stipends or other fixed compensation amounts for expenses. The law now requires that reimbursement for expenses (mileage, travel, meals, etc.) be based on a written policy, be public record, and be limited to actual and necessary expenses incurred based on the filing of expense reports. If a city's written policy does not identify the reasonable reimbursement rates for travel, meals, and lodging, and other actual and necessary expenses, the city must use the rates established by the IRS. A copy of each city's written policy is available from the City Clerk of the respective city.

Appendix 4 – Guidelines for Orderly Development

The Guidelines for Orderly Development have contributed substantially to shaping where growth occurs in Ventura County and are one of the major reasons that Ventura County, unlike nearly every other county in the state, does not actively compete for development with cities. The Guidelines for Orderly Development were originally adopted in 1969 and have been periodically updated, most recently in 1996. The County of Ventura, all ten cities in the County and the Ventura LAFCo have all adopted the Guidelines for Orderly Development as policy.

Appendix 4 – Guidelines for Orderly Development

Guidelines for Orderly Development

The “Guidelines for Orderly Development” have been adopted by the Board of Supervisors, all City Councils within Ventura County and the Local Agency Formation Commission (LAFCO). They refine the guidelines originally adopted in 1969 and maintain the consistent theme that urban development should be located within incorporated cities whenever or wherever practical.

The revision of these Guidelines in December 1996 culminated an effort during the year by the County, Cities and LAFCO to improve the clarity of relationships between local agencies with respect to urban development projects.

Intent of Guidelines

- Clarify the relationship between the Cities and the County with respect to urban planning
- Facilitate a better understanding regarding development standards and fees
- Identify the appropriate governmental agency responsible for making determinations on land use requests

Jurisdictional Framework

The Guidelines are a unique effort to encourage urban development to occur within Cities; enhance the regional responsibility of County government; and facilitate the orderly planning and development of Ventura County by:

- Providing a framework for cooperative intergovernmental relations.
- Allowing for urbanization in a manner that will accommodate the development goals of the individual communities while conserving the resources of the County.
- Promoting efficient and effective delivery of community services for existing and future residents.
- Identifying in a manner understandable to the general public the planning and service responsibilities of local governments providing urban services.

General Policies

- Urban development should occur, whenever and wherever practical, within incorporated cities which exist to provide a full range of municipal services and are responsible for urban land use planning.
- The Cities and the County should strive to produce general plans, ordinances and policies which will fulfill these Guidelines.

Policies Within Spheres of Influence

- Applicants for land use permits or entitlements for urban uses shall be encouraged to apply to the City to achieve their development goals and discouraged from applying to the County.
- The City is primarily responsible for local land use planning and providing municipal services.
- Prior to being developed for urban purposes or to receiving municipal services, land should be annexed to the City.
- Annexation to the City is preferable to the formation of new or expansion of existing County service areas.
- Land uses allowed by the County without annexation should be equal to or more restrictive than land uses allowed by the City.
- Development standards and capital improvement requirements imposed by the County for new or expanding developments should not be less than those imposed by the City.

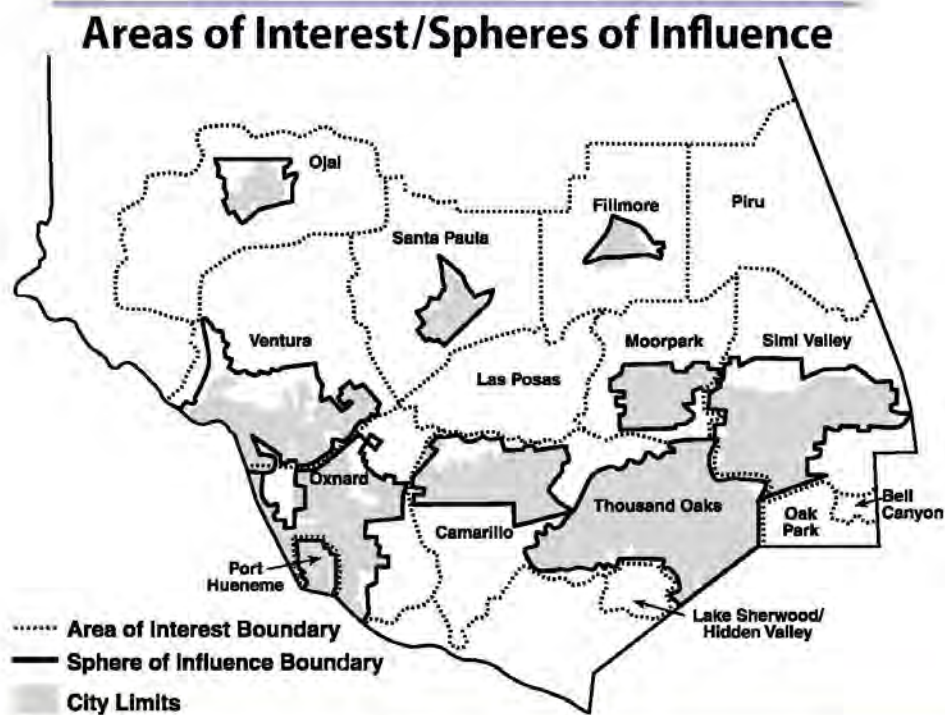
Policies Within Areas of Interest Where a City Exists

(outside that City's Sphere of Influence)

- Applications for discretionary land use permits or entitlements shall be referred to the City for review and comment. The County shall respond to all comments received from the City.
- The County is primarily responsible for local land use planning, consistent with the general land use goals and objectives of the City.
- Urban development should be allowed only within Existing Communities as designated on the County General Plan.
- Existing Communities as designated on the County General Plan should financially support County-administered urban services which are comparable to those urban services provided by the Cities.

Policies Within Areas of Interest Where No City Exists

- The County is responsible for land use planning and for providing municipal services.
- Urban development should only be allowed in Unincorporated Urban Centers or Existing Communities as designated in the County General Plan.
- Urban development in Unincorporated Urban Centers should only be allowed when an Area Plan has been adopted by the County, to ensure the proposed development is consistent with the intent of the Guidelines.



Definitions

AREAS OF INTEREST- A plan adopted by LAFCO which divides the County into major geographic areas reflective of community and planning identity. Within each Area of Interest, there is to be no more than one city (but there will not necessarily be a city in each Area). Areas of Interest also serve as planning referral boundaries of the County Planning Division.

DEVELOPMENT STANDARDS- Local regulations which determine the provision of essential services and infrastructure within designated land use districts or jurisdictions and which control the architectural and engineering design of buildings, structures and roadways.

EXISTING COMMUNITY- A land use designation of the County General Plan which identifies existing urban residential, commercial or industrial enclaves located outside Urban designated areas (i.e., cities or Unincorporated Urban Centers).

An Existing Community may include uses, densities, building intensities and zoning designations which are normally limited to Urban designated areas but do not qualify as Unincorporated Urban Centers.

This designation has been established to recognize existing land uses; to contain these enclaves within specific areas so as to prevent further expansion; and to limit the building intensity and land use to previously established levels.

LOCAL AGENCY FORMATION COMMISSION (LAFCO)- A regulatory commission empowered by State law to coordinate logical and timely changes in local government boundaries; conduct special studies which review way to reorganize, simplify and streamline government structure; and prepare Spheres of Influence for each city and special district.

SPHERES OF INFLUENCE- Plans adopted by LAFCO which designate the probable boundaries of each city and special district. The adoption of Spheres of Influence is required by Section 56425 of the Government Code.

UNINCORPORATED URBAN CENTER- A term of the County General Plan which refers to an existing or planned urban community which is located in an Area of Interest where no city exists. The Unincorporated Urban Center represents the focal center for community and planning activities within the Area of Interest, and may be a candidate for future incorporation.

URBAN DEVELOPMENT- Development shall be considered urban if it meets any of the following criteria:

1. It would require the establishment of new community sewer systems or the significant expansion of existing community sewer systems
2. It would result in the creation of residential lots less than two (2) acres in area; or
3. It would result in the establishment of commercial or industrial uses which are neither agriculturally-related nor related to the production of mineral resources.

PLN0024-6/97

This Page Intentionally Left Blank

Appendix 5 – Comparison of Ventura County Soar and Related Ordinances

This Appendix contains a comparison table of the various ordinances that require voter approval for the extension of services or for changing local general plan land use designations. These ordinances, known as SOAR ordinances (an acronym of Save Open Space and Agricultural Resources and of Save Our Agricultural Resources) are administered by the County (only for the County of Ventura's ordinance) and by each affected city. This is a summary table only. The jurisdiction responsible for administering each ordinance should be consulted for specific information. While LAFCoS are not bound by these local ordinances, the Ventura LAFCo has adopted a policy that sphere of influence boundaries should coincide with, or cover lesser area than, any growth boundaries these ordinances establish for affected cities.

The Table is current as of January 1, 2006. As such it does not contain information about Measure L6 adopted by the voters in the City of Santa Paula on November 7, 2006. That measure amended the City of Santa Paula's general plan to require that any residential or commercial project on 80 acres or more be approved by a majority of voters in the City of Santa Paula. Detailed information about this ordinance can be obtained from the City of Santa Paula.

COMPARISON OF VENTURA COUNTY S.O.A.R. AND SIMILAR MEASURES
Ventura LAFCO

Jurisdiction	Date Approved by Voters	Sunset Date	Area Covered	Applicable General Plan Categories	CURB Boundary	Amendments w/o Vote of the People	Exemptions
County of Ventura	Nov. 3, 1998 (Measure B)	Dec. 31, 2020	Areas covered by County General Plan	Agricultural, Open Space, Rural (inc. urban reserve)	No	Takings findings; further resource protection; Piru Redev. Area; Pre-existing uses.	Projects w/ vested rights.
City of Camarillo	Nov. 3, 1998 (Measure C)	Dec. 31, 2020	Sphere of Influence as of Jan. 1, 1998 plus farmland near: 1) Central Ave./US 101 interchange; and 2) Pleasant Valley/Pancho Roads intersection	Based on CURB line	Yes; Camarillo Urban Restriction Boundary	Low and very low income housing findings; Land not used for ag. for 2 yrs. & not suitable for ag. plus related findings; Takings findings.	Roadways in General Plan; potable water facilities; public schools; public parks; other gov't facilities; projects with vested rights.
City of Fillmore	City Council Ordinance No. 02-761; Jan. 17, 2002; No voter approval	Dec. 31, 2020	City limits as of Jan. 17, 2002, plus defined areas to the east and west of the City	Based on CURB line	Yes; City Urban Restriction Boundary	CURB amendments, based on very limited findings, of up to 20 acres per year for residential uses necessary to comply with state law for provision of housing for all economic segments of the community.	Roadways in General Plan; public water facilities; public schools; public parks (except golf courses); other gov't facilities; projects with vested rights.
City of Moorpark	Jan. 12, 1999 (Measure S)	Dec. 31, 2020	Sphere of Influence as of Jan. 1, 1998	Based on CURB line	Yes; City Urban Restriction Boundary	To reduce CURB; Violation of fair share housing regs. plus related findings; Land not used for ag. for 2 yrs. & not suitable for ag. plus related findings; Takings or vested rights findings.	Roadways in General Plan; potable water facilities; public schools; public parks; other gov't facilities.
City of Oxnard	Nov. 3, 1998 (Measure K)	Dec. 31, 2020	Sphere of Influence as of Jan. 1, 1998, plus Airport, Northwest and North Shore planning areas; plus areas designated ag. by the Jan. 1, 1998 General Plan (City Buffer Boundary)	Based on CURB line and areas designated Agriculture in City Buffer Boundary (CBB)	Yes; City Urban Restriction Boundary plus City Buffer Boundary (CBB)	Provision of housing for all income levels per state law, plus related findings; Land not used for ag. for 2 yrs. & not suitable for ag. plus related findings; Takings findings.	Roadways in General Plan; potable water facilities; public schools; public parks (not golf courses); other gov't facilities; projects with vested rights.

COMPARISON OF VENTURA COUNTY S.O.A.R. AND SIMILAR MEASURES
Ventura LAFCO

Jurisdiction	Date Approved by Voters	Sunset Date	Area Covered	Applicable General Plan Categories	CURB Boundary	Amendments w/o Vote of the People	Exemptions
City of San Buenaventura – Save Our Agricultural Resources Measure	Nov. 7, 1995 (Measure I)	Dec. 31, 2030	City Comprehensive Plan Planning Area as of Feb. 1, 1995	Agricultural	No	Takings findings.	None.
City of San Buenaventura – Hillside Voter Participation Measure Not a SOAR Ordinance	Nov. 6, 2001	Dec. 31, 2030	City "Hillside Area" as defined in the Measure via the "HVP Area Map". No urban services can be extended into the HVP Area without a vote of the people	Based on City boundary. City Sphere of Influence and City Planning Area, as of Jan. 1, 2001, as defined on HVP Area Map.	No	To enlarge the HVP Area; Takings findings.	Public potable water facilities; public parks; city gov't facilities; 1 dwelling unit on lots of record as of Dec. 7, 2001, that are contiguous to the City boundary; 1 dwelling unit on lots of 40 acres or more; ag related commercial or industrial uses; mineral resource production uses; "incidental uses"; projects with vested rights.
City of Santa Paula	Nov. 7, 2000 (Measure I)	Dec. 31, 2020	Sphere of Influence as of Feb. 2, 2000, excluding Adams Canyon, East Area 1, West Area 2 & South Mt. (expansion areas shown on the April 13, 1998 General Plan)	Based on CURB line	Yes; City Urban Restriction Boundary	Provision of housing for all income levels per state law, plus related findings; Land not used for ag. for 2 yrs. & not suitable for ag. plus related findings; Public water facilities, public schools, public parks or other gov't facilities; Takings or vested rights findings.	Public water facilities; public schools; public parks (not golf courses); other gov't facilities; projects with vested rights.
City of Simi Valley	Nov. 3, 1998 (Measure O)	Dec. 31, 2020	Sphere of Influence as of Jan. 1, 1998, plus 4 areas to the north of the SOI and 1 area to the south of the SOI	Based on CURB line	Yes; City Urban Restriction Boundary	Provision of housing for all income levels per state law, plus related findings; Takings or vested rights findings.	Roadways in General Plan; potable water facilities; public schools; public parks (not golf courses); other gov't facilities; off-site improvements (e.g. for flood control).
City of Thousand Oaks	Nov. 3, 1998 (Measure P)	Dec. 31, 2030	Sphere of Influence as of Jan. 1, 1998	Based on CURB line	Yes; City Urban Restriction Boundary	Provision of housing for all income levels per state law, plus related findings; Takings or vested rights findings.	Roadways in General Plan; potable water facilities; public schools; public parks (not golf courses); other gov't facilities.

This Page Intentionally Left Blank

