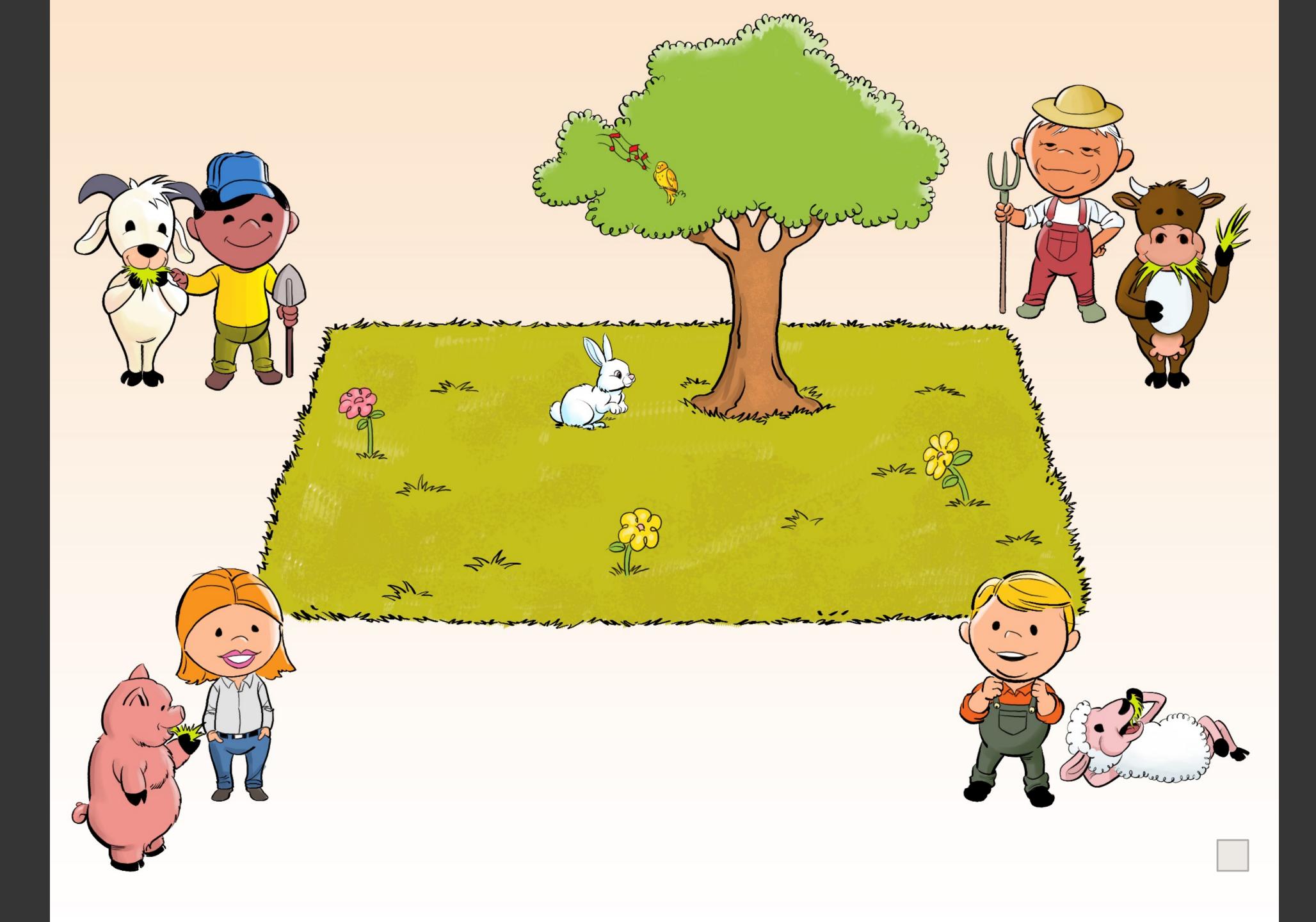
FINANCIAL FOUNDATIONS FOR THRIVING COMMUNITIES

Beyond the Bottom Line









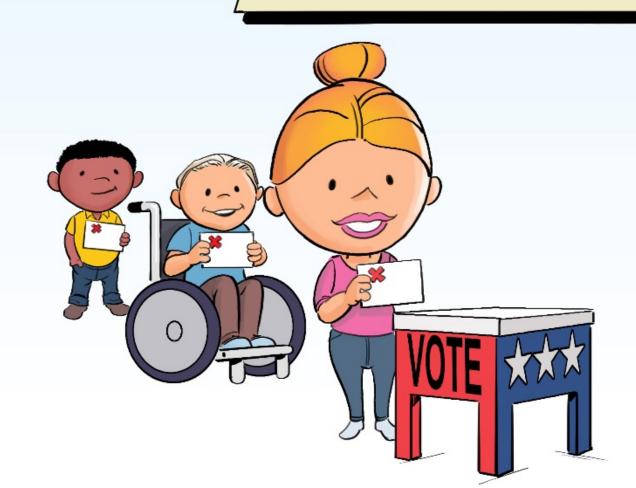


















FINANCIAL FOUNDATIONS FRAMEWORK

Pillar 1
ESTABLISH
LONG-TERM

Give people a reason to cooperate.

VISION

Pillar 2

BUILD TRUST AND OPEN COMMUNICATION

Create the conditions for cooperation.

Pillar 3
USE
COLLECTIVE
DECISION
MAKING

Develop forums for participation.

Pillar 4
CREATE
CLEAR
RULES

Reinforce constructive tbehavior.

Pillar 5
TREAT
EVERYONE
FAIRLY

Promote and protect mutual trust and respect.

1-2-All

1 minute to think silently

2 minutes with a partner

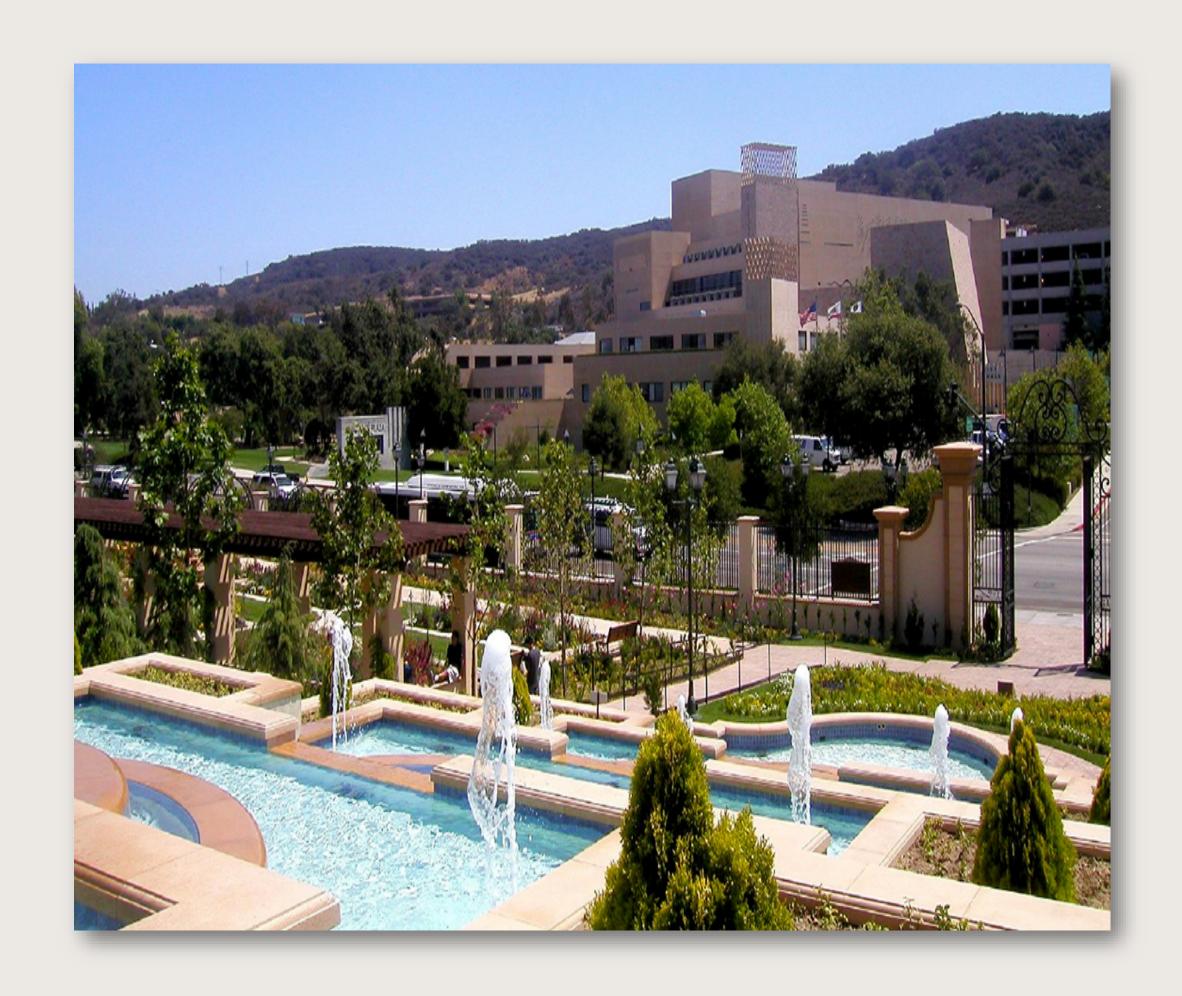
What is the biggest threat to the financial foundation of your community?



ESTABLISHA LONG-TERM VISION

CITY OF THOUSAND OAKS

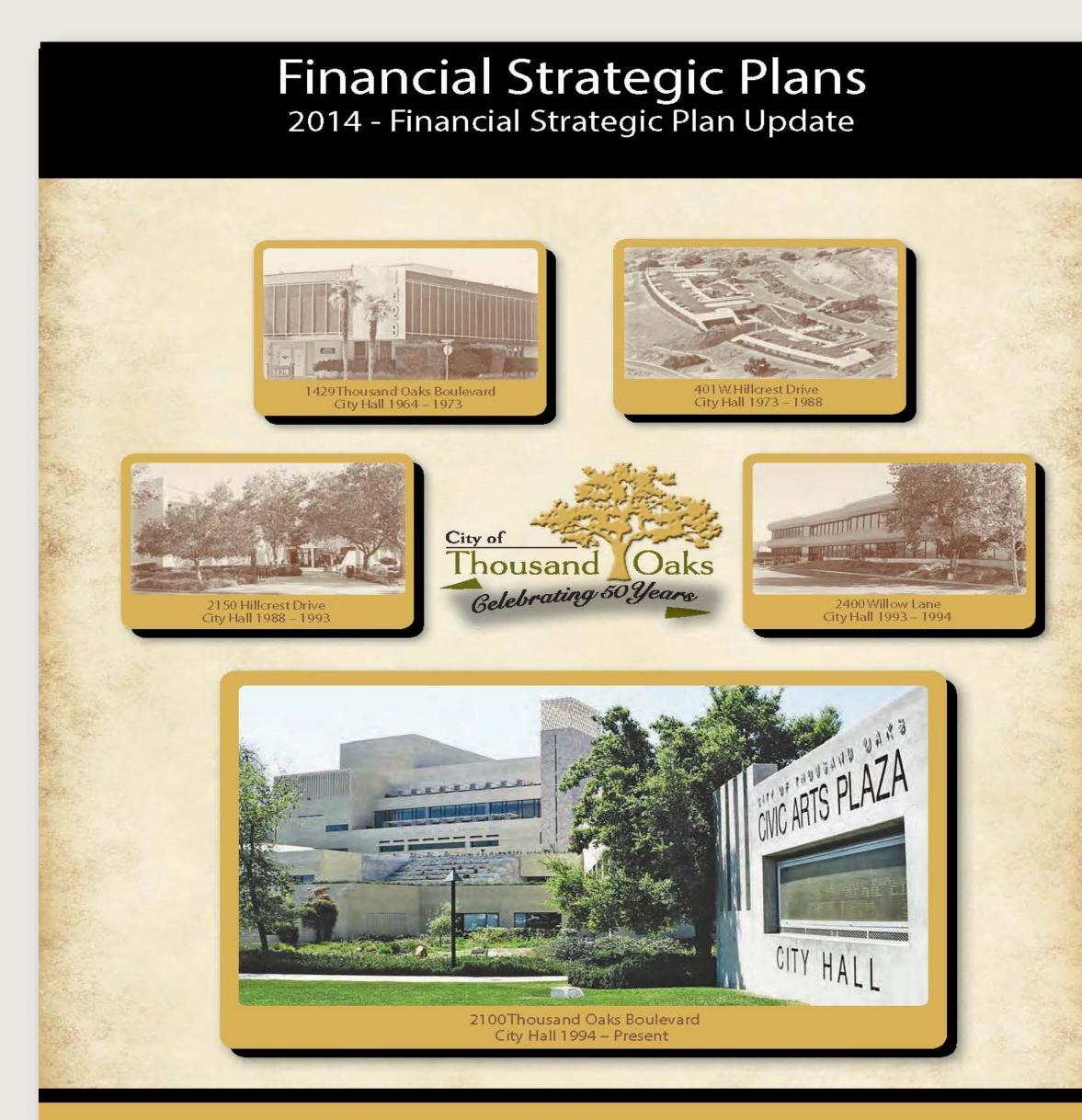
- Council/manager form of government
- Population 129,557
- 56 square miles
- Strong financial management
- Long-term strategic planning
- Financially strong
- Not full service (police contract/fire district/parks and rec district)
- Operate 2 theatres, 2 libraries, golf course, equestrian facility
- Open space agency (COSCA) & TOARTS



CITY OF THOUSAND OAKS LONG TERM VISION

Financial Strategic Plan – Fiscal Sustainability Study

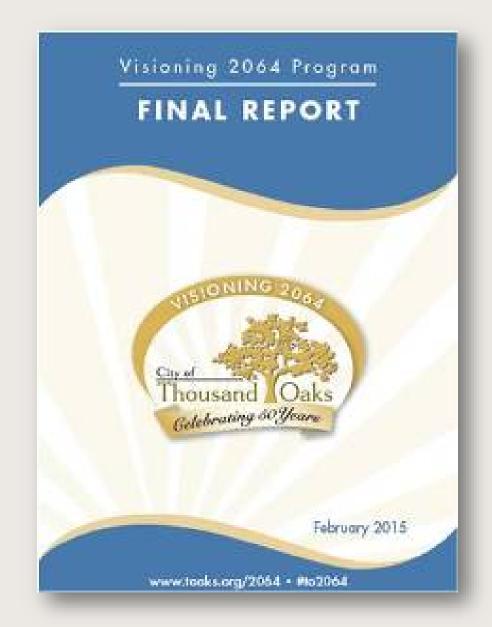
- First Financial Strategic Plan 2005
- Updated in 2014
- Adopted Fiscal Sustainability Study in 2016
- 10 year forecast of revenues and expenditures of all funds
- Strategies for revenue enhancement
 &/or expenditures reductions

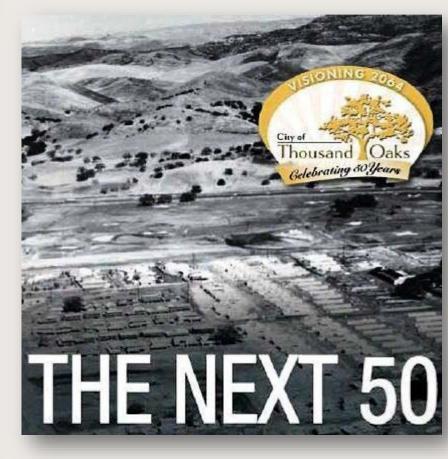


CITY OF THOUSAND OAKS LONG TERM VISION

Visioning 2064

- Celebrated 50th anniversary in 2014
- Engaged residents and community to look forward to next 50 years
- 5 committees
 - Civic and Community
 - Economy
 - Environment
 - Infrastructure
 - Municipal Services
- Top 10 Guiding Principles









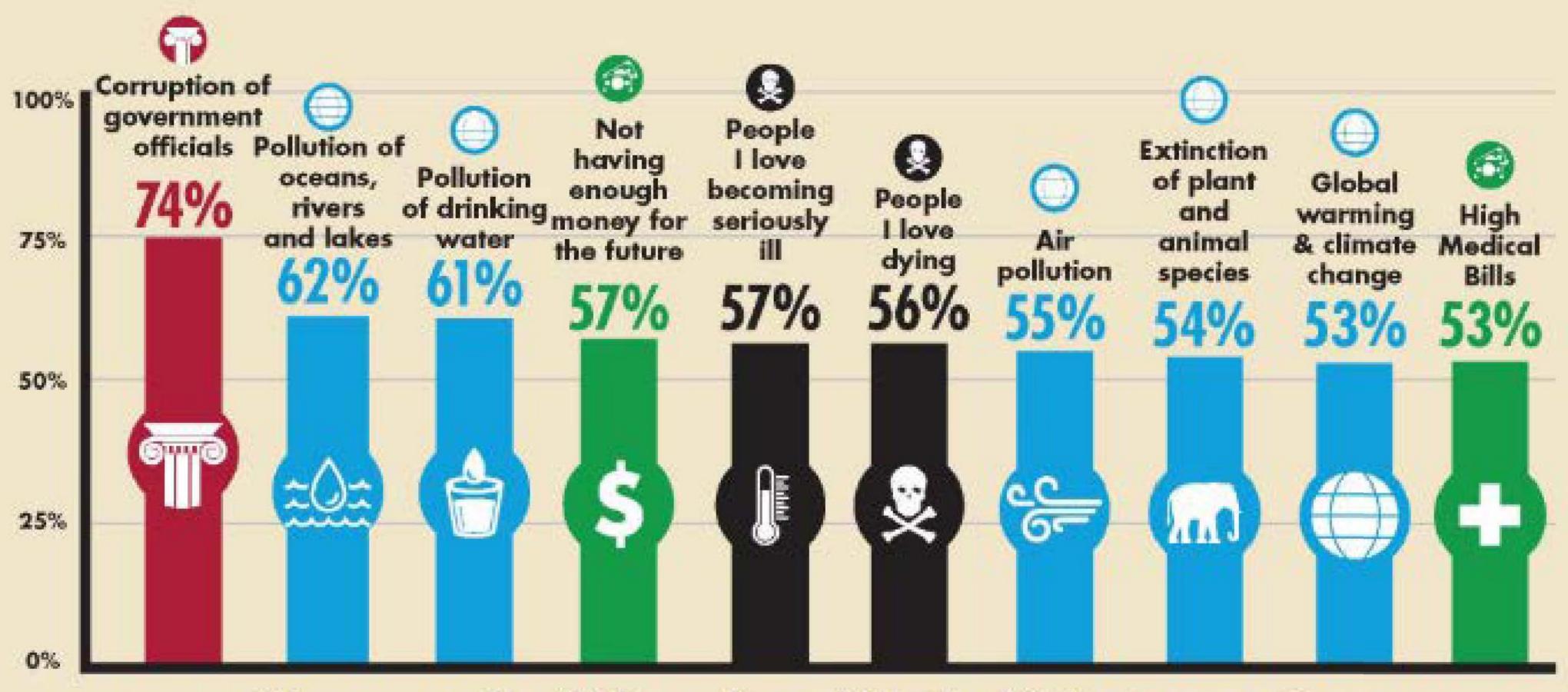
Check out the
Indian Wells
Strategic Planning
and Budgeting
Research Report



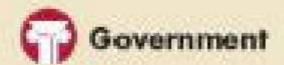


BUILD TRUST AND OPEN COMMUNICATION

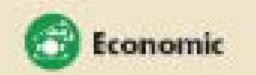
Top 10 Fears of 2018



Above are the 10 fears for which the highest percentage of Americans reported being afraid or very afraid.









"The rule of law depends on trust.

And if the rule of law cannot work,
Then our democracy and its institutions

Are doomed."

Rt. Hon. David Johnston, Former Governor-General of Canada

COMMUNITY BUDGET ENGAGEMENT



2019 Budget Engagement Summary

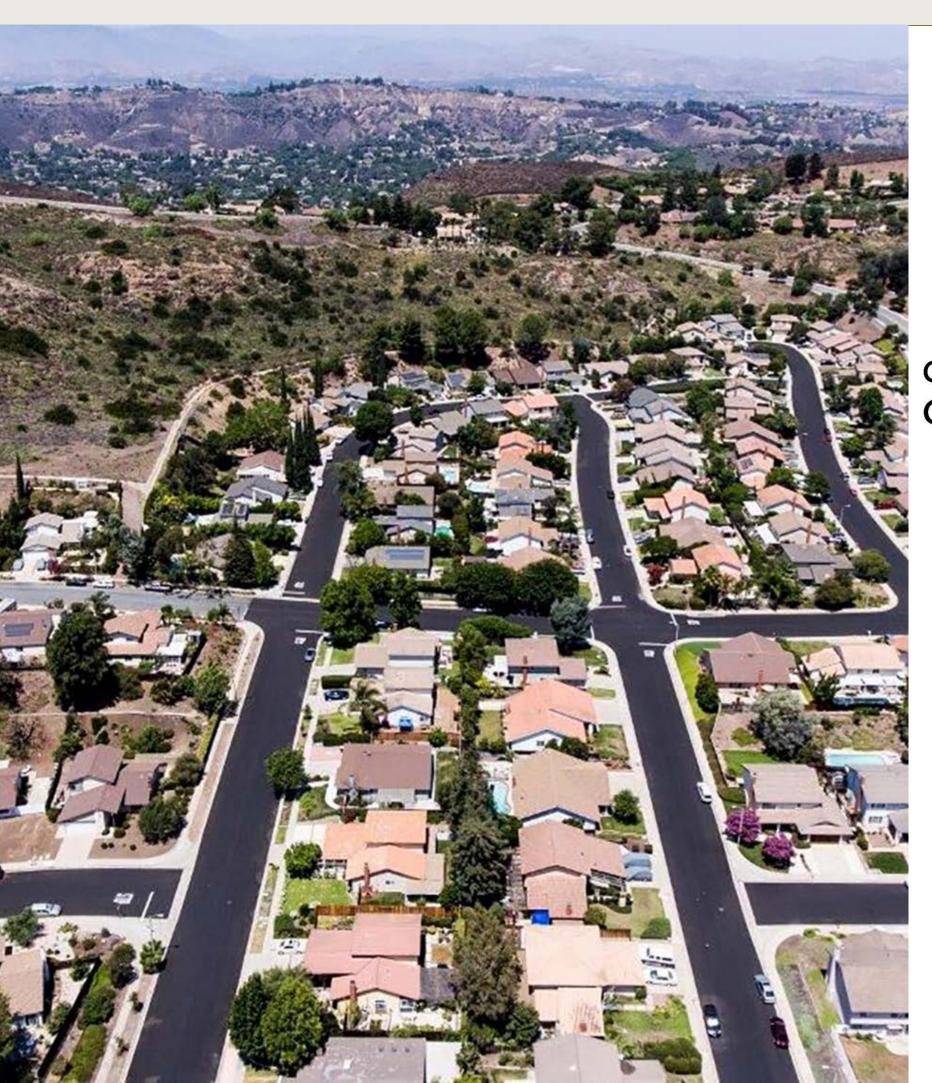
Goals Guide Our Budget Engagement

- 1. Gain a basic understanding of municipal budget process
- 2. Put a face on the process
- 3. Show connection between budget and action



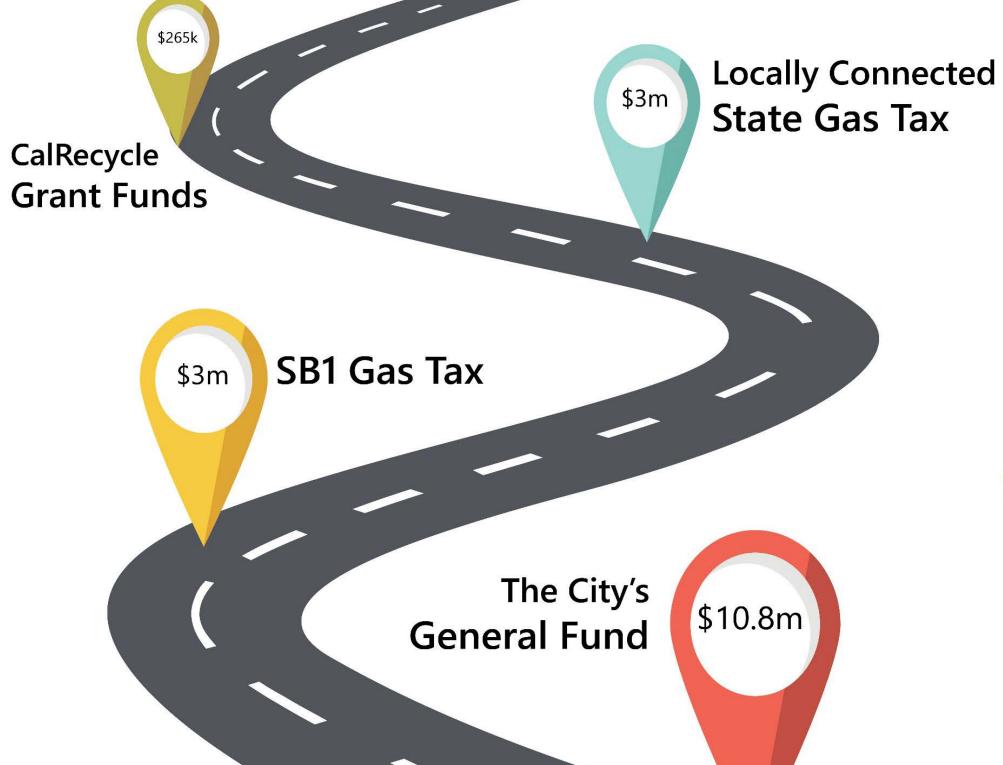


We Showed the Connection Between Budget and Action



An example of your City Budget at work

Preserving Your Streets Pavement Project



addressed a top resident priority

51 miles of streets resurfaced

varied funding sources

> \$17 million investment in our community

Diverse outreach drove strong results

















NEW GFOA CODE OF ETHICS

GFOA has done two remarkable things [with its new code of ethics].

First, it's offered practical advice to its members on how to navigate an increasingly tenuous and hostile civic space.

Second, and perhaps more important, it's articulated the real value proposition of public finance. Good public financial management is essential to trust in government. That's an investment we can and should support.

-Governing Magazine, August 2019

THE CONVENTIONAL WISDOM

"Trust takes a lifetime to build and seconds to destroy"



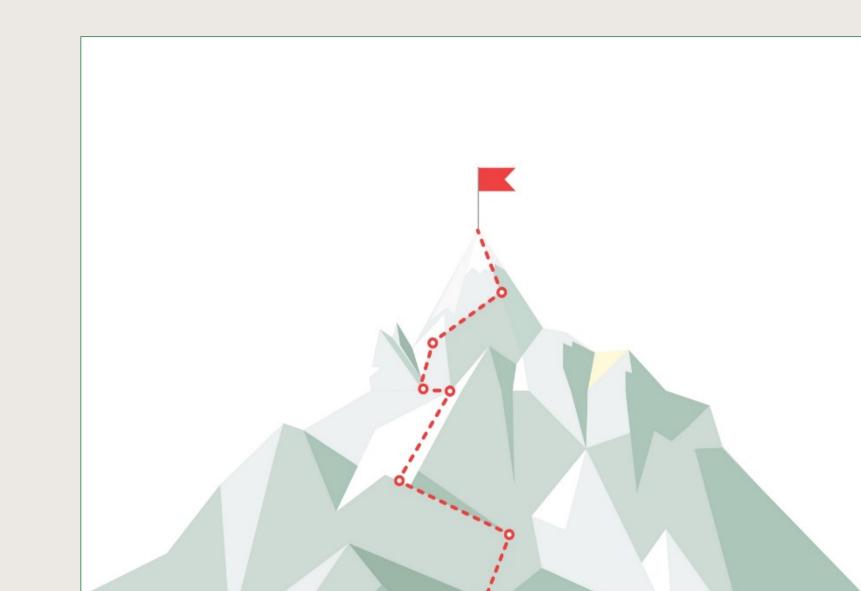
Peak Experiences Matter Most

EXAMPLES OF PEAK EXPERIENCES

Zero tolerance for unethical behavior

Owning mistakes

Delivering bad news well



HOW TO DELIVER BAD NEWS WELL

Be prompt

Be straight

Provide solutions



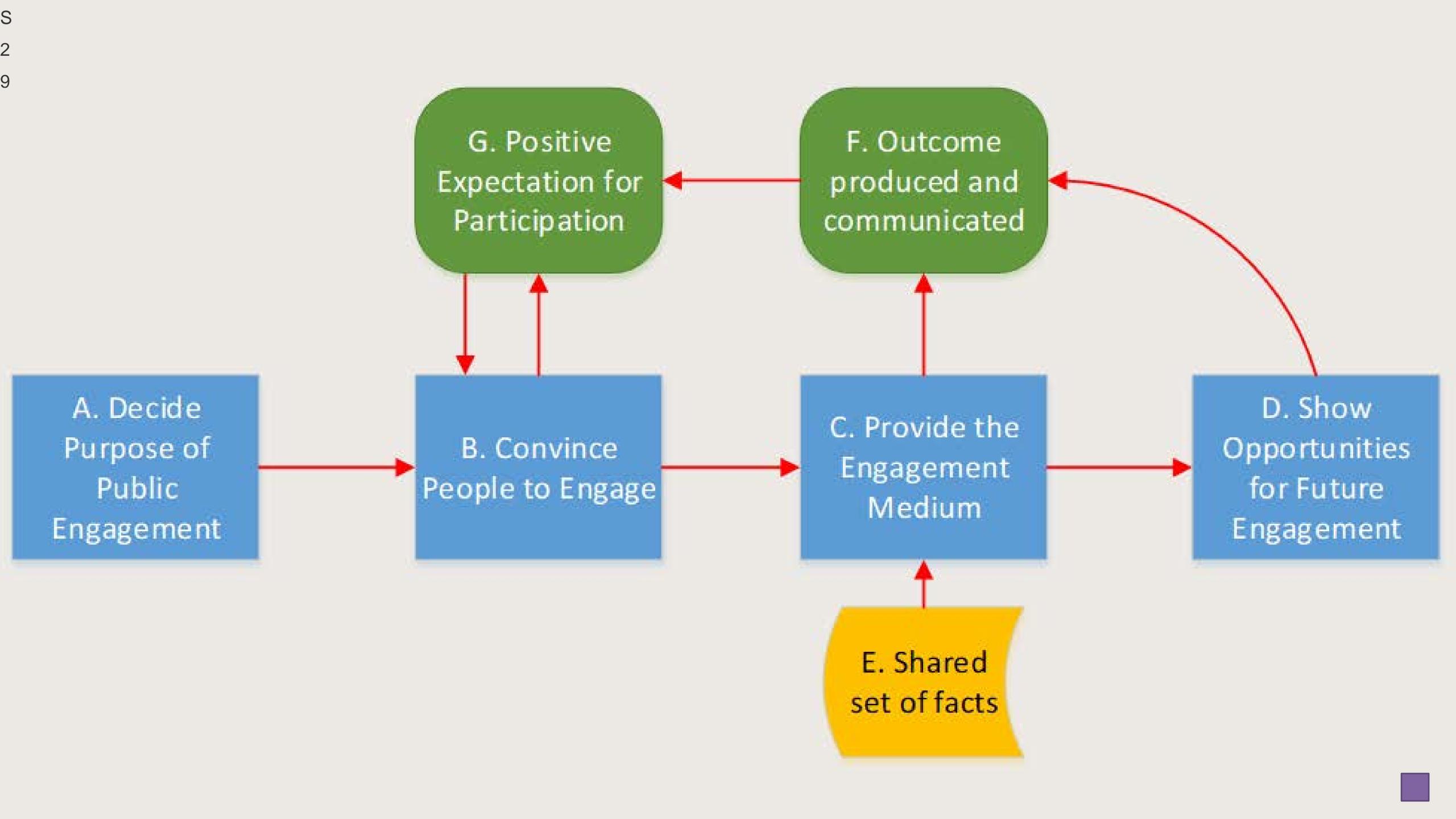
USE COLLECTIVE DECISIONIMAKING

"The standard process called for our City manager to work behind closed doors until she proposed a budget to the elected body, which then held public hearings. Insiders could object to proposed cuts, and new cuts were substituted – too late for opposition to gather or be effective. That process favors insiders and leads to conflict, pitting individuals against each other and against their own elected representatives."

HOW CITIZENS CONTRIBUTE TO GOOD DECISIONS

- Most qualified to frame value conflicts
- They are uniquely placed to adjudicate trade-offs
- Slows the decision-making process down

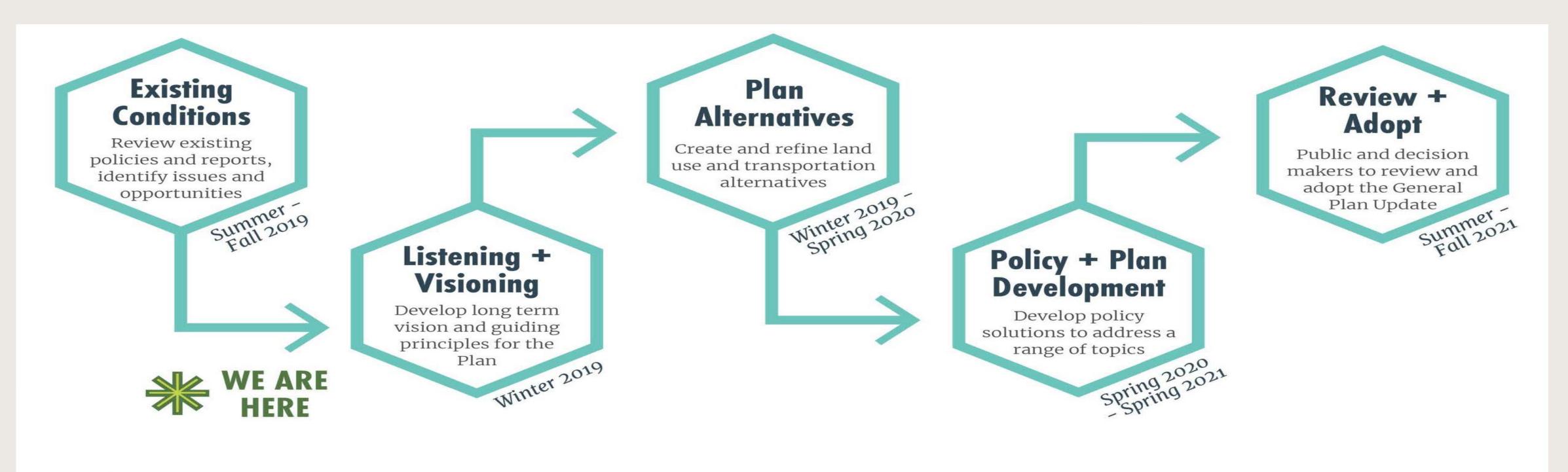
"Sometimes you need to go slow to go fast"



CITY OF THOUSAND OAKS USE COLLECTIVE DECISION MAKING



- General Plan adopted 1970
- Kicked off Fall 2019
- Community engagement
- Planning for Tomorrow, Today!
- Create a new guiding vision for the City



DEVELOP FORUMS FOR PARTICIPATION

GET INVOLVED!

There are many ways to get involved and we need your participation throughout this process!

- Community-wide workshops
- · Educational forums
- Focus groups
- Surveys
- · Neighborhood meetings
- Pop-up workshops
- · General Plan Advisory Committee Meetings
- · City Council and Planning Commission Meetings
- · ... and more



SUBSCRIBE

Click the "Sign Up" button to join the mailing list for
If you have questions, please contact the project team news and updates on the TO2045 initiative!

FOR MORE INFORMATION

by email at GP@toaks.org.







Community Survey #1 TO2045

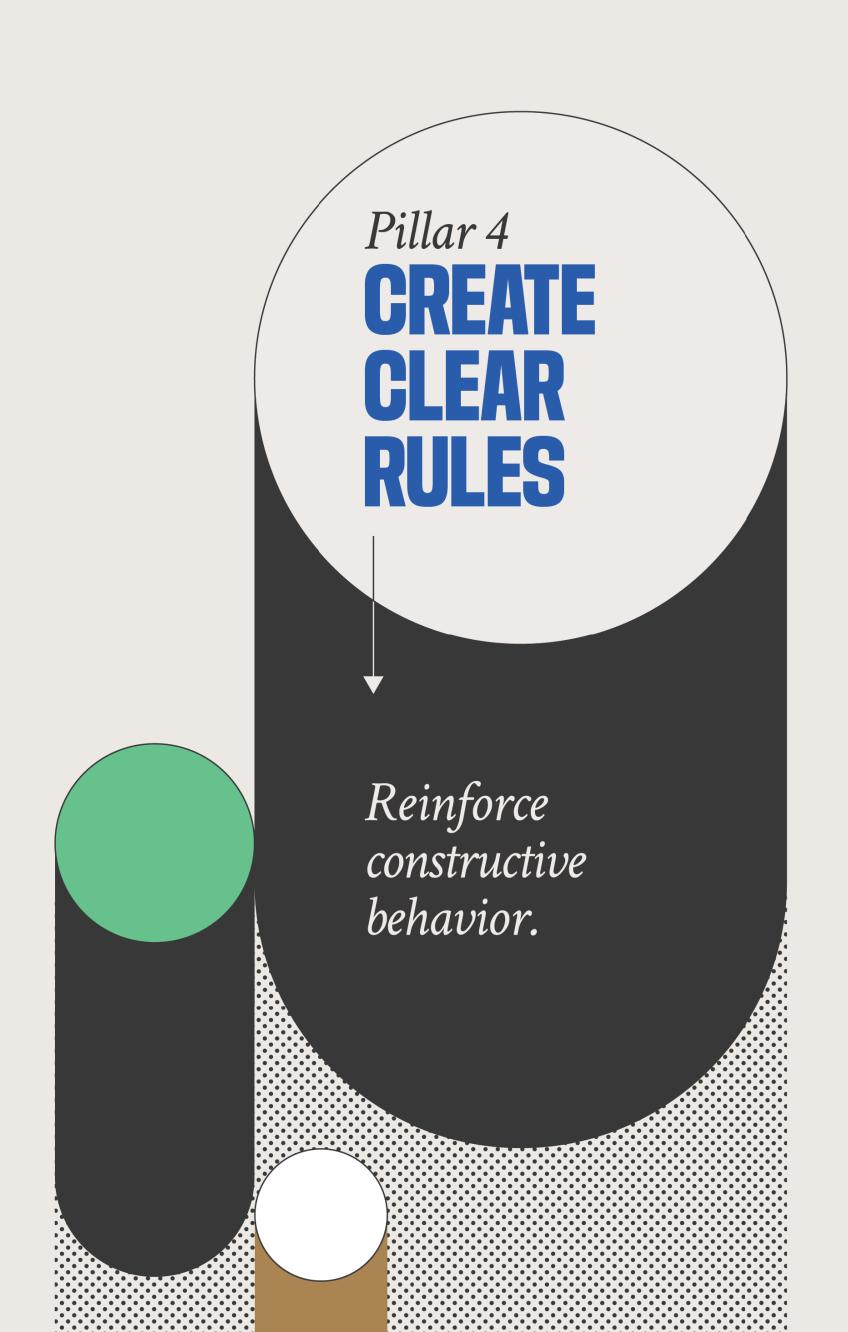
Welcome!

TO2045 is a community visioning process to update the City of Thousand Oaks General Plan. This effort will result in a new 25-year citywide plan establishing strong and visionary policies to help maintain a prosperous and sustainable city.

The Thousand Oaks General Plan update will cover topics that are important to the community including those mandated by State law. These include land use, housing, transportation, economic development, arts and culture, noise, sustainability, health and environmental justice, safety, natural resources, parks and recreation and more.

TO2045 will be guided by Thousand Oaks residents and we invite you to participate at every step of the process to ensure your voice and vision for our community are heard. Please take a few minutes to answer the following questions.





CREATE CLEAR RULES

FINANCIAL POLICIES

- Guidelines for operational & strategic decision making
 - —Ideally, adopted by the governing board
- Identify acceptable, preferred and / or unacceptable courses of action
- Provide a standard to judge performance

THE FINANCIAL POLICIES CHALLENGE!

City of Thousand Oaks - Policies

- Governmental Fund Fund Balance Policy
- 15% Working Capital Reserve
- 5% Emergency Reserve
- \$18+ M Pension Trust Fund
- Water & Wastewater Funds
- Financial Plans
- Capital Reserve
- Emergency Reserve
- Working Capital Reserve
- City Accounting Policy
- Audit Policy

- Budget Policy
- Budget Appropriations/Transfers Policy
- Debt Policy
- CIP Policy
- Long-range plan requirements
- Capital Asset Capitalization Policy
- User Fee Policy
- Investment Policy
- Investment Review Committee
- Fixed Asset Replacement Policy

CIP Budget

City Council established guidance for prioritizing capital projects in February 2009 & updated in April 2015 to add City Council Top Priority to Priority 1

Priority 1 – Address Health & Safety, Legal, and Regulatory Requirements or a Top City Council Priority

Priority 2 – Necessary, but not essential, and there could be consequences, if deferred

Priority 3 – Nice to do and would contribute to quality of life, but not essential



CIP Budget

 All projects must show what the operations impact is of completing the project

City of Thousand Oaks

FY 2019-2020/2020-2021 CIP Budget

Capital Improvement Program

Facility Project

Civic Arts Plaza Campus Masterplan and Improvements

Description: Re-examine the uses and activities at the Civic Arts Plaza (CAP). develop options to create a new town center for public activities, and make modifications as needed to the building and existing site to encourage an active downtown area surrounding the Civic Arts



Project Manager: Liz Perez/Peter Gilli

Justification: In order to promote a downtown area at and near the CAP, it was determined a full analysis of the CAP site and various physical improvements was needed. As a City Council priority, this project will

facilitate that goal.

Exact scope of the project will be developed through the first phase of design and feasibility studies. Decisions on the final scope of work will be vetted through public engagement, City Council Capital

Facilities Committee, and community stakeholders to name a few.

General Plan Consistency: Public Buildings Element

Operations Impact: Final scope will determine if there are any operational costs associated with the final plans.

End Date: Fall 2023 Begin Date: Summer 2018 Priority: One Carryover: Yes

Project Schedule	Expended	Carryover	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
PS - Prelim Design/Env.	\$0	\$0	\$1,500,000	\$0	\$0	\$0	\$0	\$1,500,00
PS - Design/Environ.	0	0	0	1,000,000	0	0	0	1,000,00
PS - Construction	0	0	0	0	4,000,000	0	0	4,000,00
	\$0	\$0	\$1,500,000	\$1,000,000	\$4,000,000	\$0	\$0	\$6,500,00
Fund Name	Expended	Carryover	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
001 - GENERAL FUND	\$n	\$4.500,000	90	\$4,000,000	\$4,000,000	0.2	90	ee 500 00

- 5-year Funding Summary included
- First 2 years must have adequate funding

City of Thousand Oaks

Capital Improvement Program

Five Year Summary

FY 2019-2020/2020-2021 CIP Budget

132 - GASOLINE TAX 2105

Street Projects										
Proj. #	Project Title	Priority	Page	Carryover	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
CI4541	Citywide Roadside Safety Enhancements	One	60	\$0	\$50,000	\$50,000	\$50,000	\$0	\$0	\$150,000
CI5301	Agoura Road/Westlake Boulevard	Two	61	0	0	0	366,250	0	0	366,250
CI5364	Janss Road Sidewalks and Curb Ramps	Two	63	0	70,000	0	0	0	0	70,000
CI5492	Willow Lane Improvements	Two	66	0	500,000	0	0	0	.0	500,000
CI5500	Palomino Circle Reconstruction	Two	67	0	15,000	125,000	0	0	0	140,000
CI5503	Pavement Overlay Program FY 2019-21	Two	68	0	700,000	2,105,800	0	0	0	2,805,800
CI5538	Pavement Overlay FY 2021-24	Two		0	0	0	750,000	750,000	750,000	2,250,000
MI2549	Pavement Slurry Program FY 2019-21	Two	74	0	300,000	375,000	0	0	0	675,000
MI2556	City Pavement Management Program FY 2019-21	Two	76	100,000	0	0	0	0	0	100,000
MI2558	Pavement Slurry Program FY 2021-24	Two		0	0	0	375,000	375,000	375,000	1,125,000
MI2568	Asphalt Berm and Curb Improvements	Two	77	0	100,000	100,000	100,000	0	0	300,000
MI2574	Guard Rail Repairs	Two	78	0	100,000	75,000	0	0	0	175,000
MI2598	Local Roadway Safety Plan	One	79	0	8,000	0	0	0	0	8,000
Street Projects Total				\$100,000	\$1,843,000	\$2,830,800	\$1,641,250	\$1,125,000	\$1,125,000	\$8,665,050

Transportation/Traffic Projects										
Proj. #	Project Title	Priority	Page	Carryover	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	Total
CI5156	Moorpark Road Bike Staging Area	Three		\$0	\$0	\$0	\$200,000	\$0	\$0	\$200,000
CI5168	Street Name and Traffic Sign Upgrade	Two	82	0	45,000	45,000	45,000	45,000	45,000	225,000
MI2572	Stamped Crosswalks	Three	106	0	0	150,000	150,000	0	0	300,000
	Transportation/Traffic Projects Total			\$0	\$45,000	\$195,000	\$395,000	\$45,000	\$45,000	\$725,000

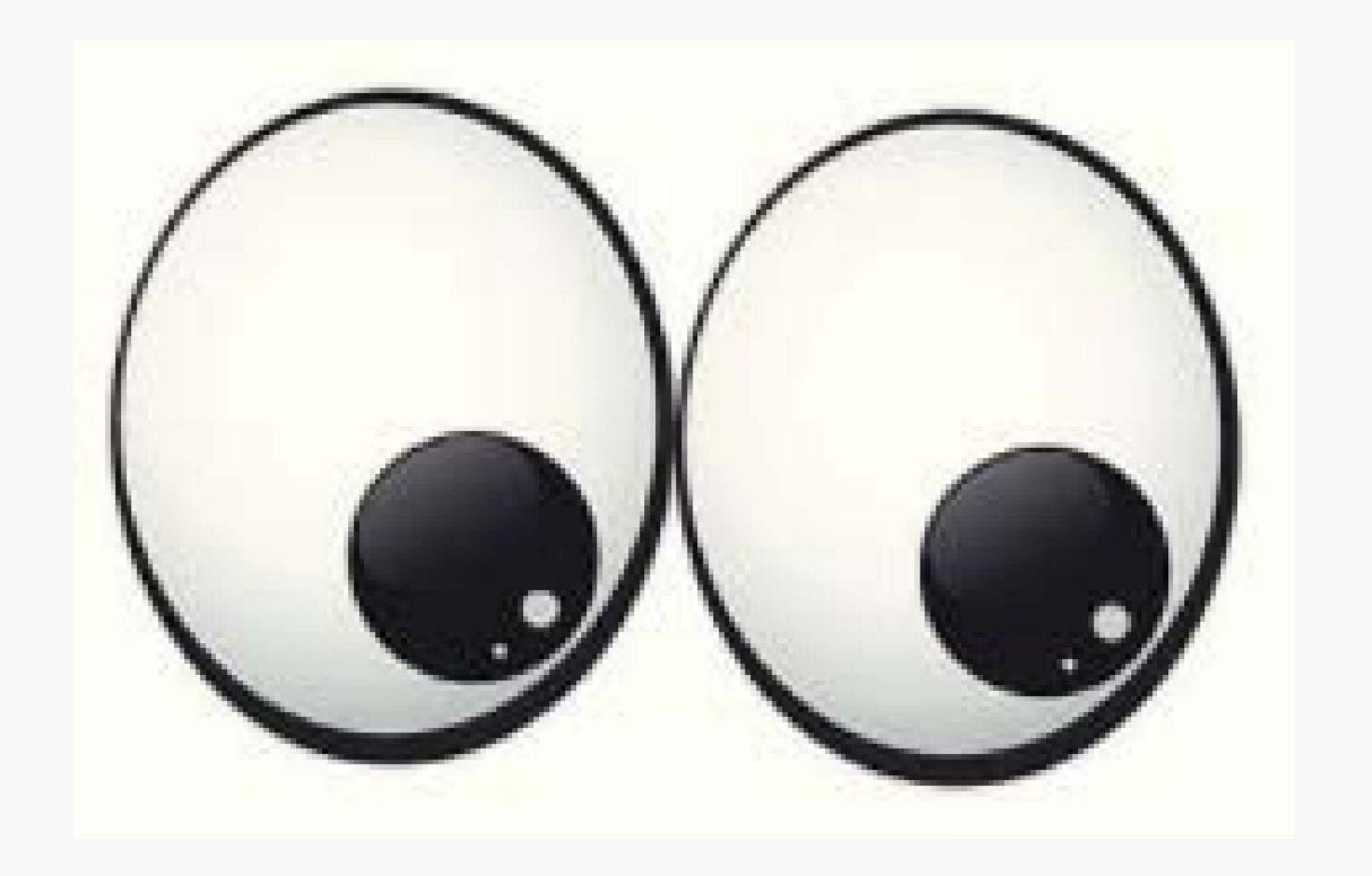
	Budget to Date	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Beginning Funds Available for Capital Improvements	\$1,535,000	\$1,435,000	\$2,327,800	\$172,000	(\$994,250)	(\$1,294,250)
Operating Reserves	0	0	0	0	0	0
Project Appropriations	(100,000)	(1,888,000)	(3,025,800)	(2,036,250)	(1,170,000)	(1,170,000)
Capital Revenues	0	2,780,800	870,000	870,000	870,000	870,000
Ending Funds Available for Capital Improvements	\$1,435,000	\$2,327,800	\$172,000	(\$994,250)	(\$1,294,250)	(\$1,594,250)





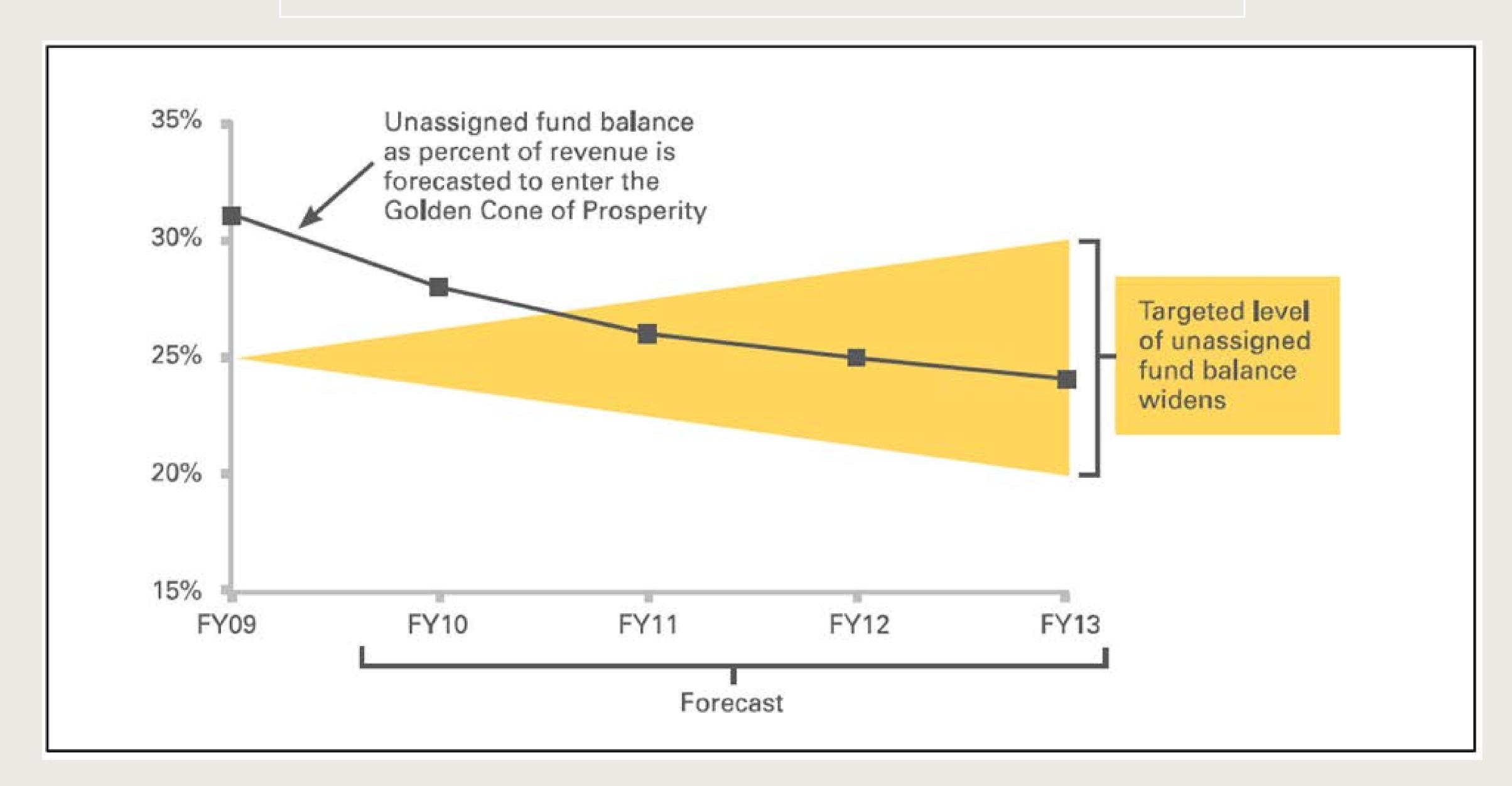






Monitoring: City of Tempe

THE GOLDEN CONE OF PROSPERITY



POWER OF THE PURSE STRINGS

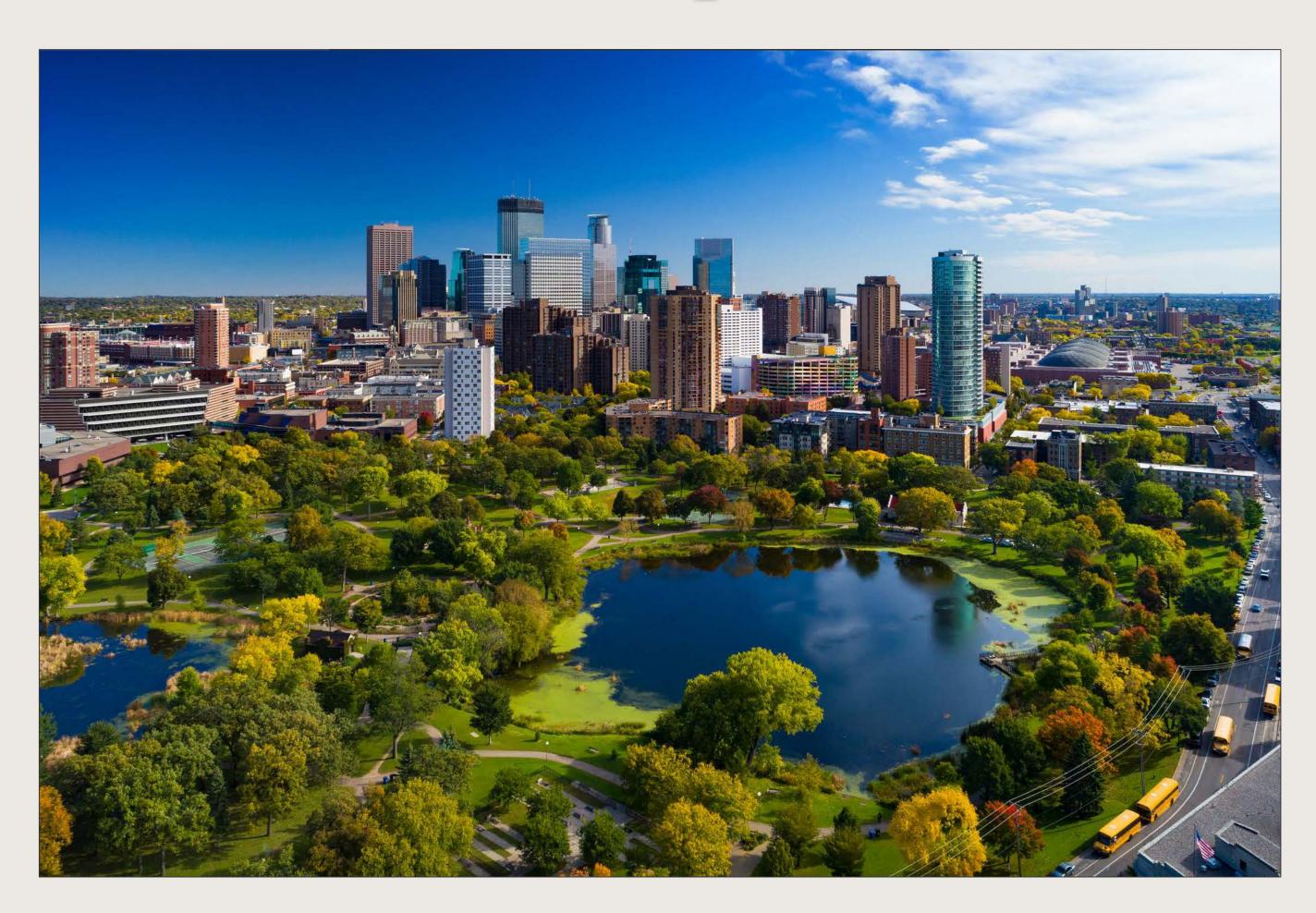
• Can budget authority be used to reward those who cooperate?

• Set expectations by what it means to cooperate



LOOK FOR LIGHTER TOUCH PENALTIES

Minneapolis



REMOVE BARRIERS TO DOING THE RIGHT THING

- Use-it-or-lose-it budgeting encourages unnecessary spending
- So, provide a constructive alternative





TREAT EVERYONE FAIRLY

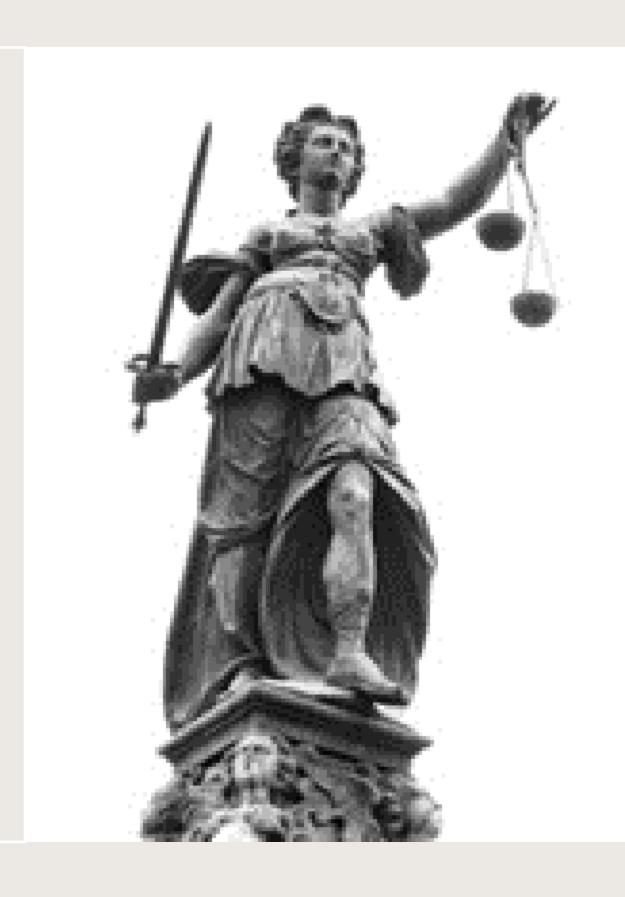
Fairness Matters

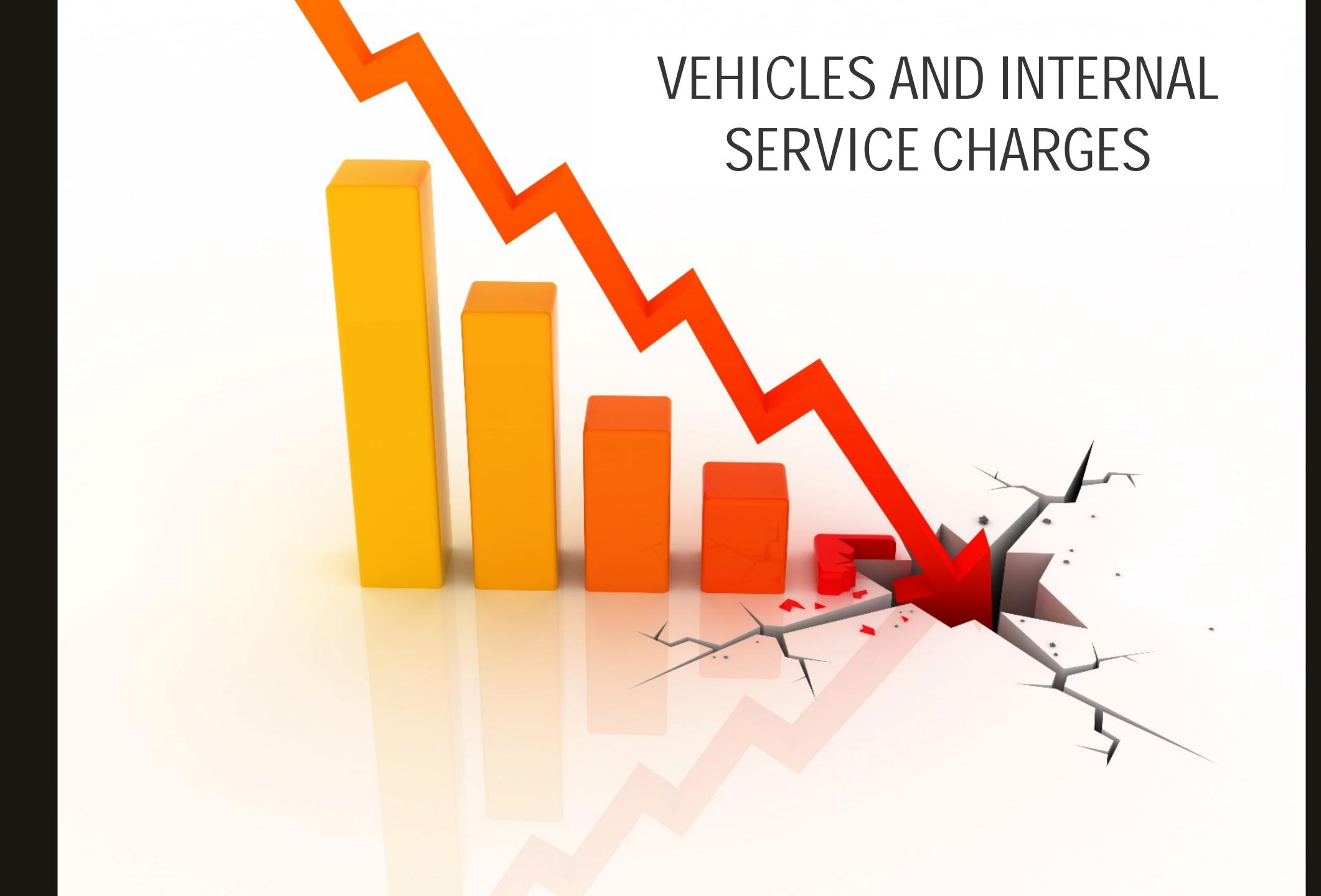
Evidence: The Ultimatum Game

PROCEDURALJUSTICE

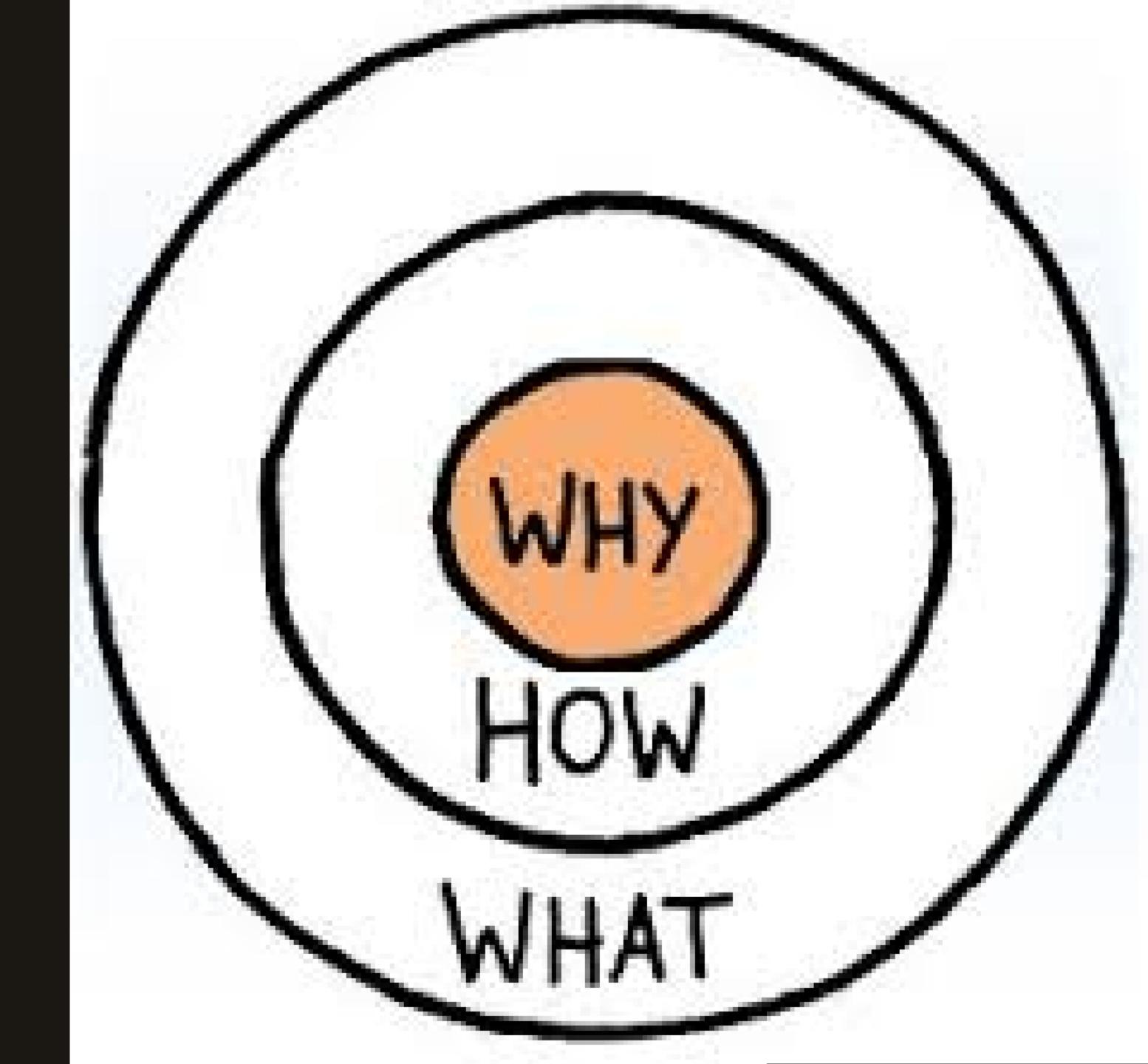
How is the decision made? Is it objective?

How are people treated during the process? Do they have opportunity for input?





START WITH WHY



CROSS DEPARTMENTAL TEAM DEVELOPS NEW APPROACH

Opportunity for input

Team develops criterial to evaluate need for vehicles



THE TEAM MAKES A DISCOVERY!



A COUNTER-EXAMPLE





Not so much a revolution...

... as an evolution...

...codified!

WHAT'S NEXT?

- Visit gfoa.org/financialfoundations
- Buy the book (see the web site)

- Ensure a thriving community
- Be more resilient
- Become a leader in public finance

WHY?

1-2-All

I minute to think silently

2 minutes with a partner

What Pillar is your biggest opportunity for strengthening your financial foundation?

FINANCIAL FOUNDATIONS FRAMEWORK

Pillar 1 ESTABLISH LONG-TERM VISION

Give people a reason to cooperate.

Pillar 2

BUILD TRUST AND OPEN COMMUNICATION

Create the conditions for cooperation.

Pillar 3
USE
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