



City of Oxnard

Maintenance Assessment Districts Review

Findings and Recommendations Report

October 6, 2015

Main Office

32605 Temecula Parkway, Suite 100
Temecula, CA 92592
Toll free: 800.676.7516 Fax: 951.296.1998

Regional Office

870 Market Street, Suite 1223
San Francisco, CA 94102
Toll free: 800.434.8349 Fax: 415.391.8439

TABLE OF CONTENTS

1.	SUMMARY OF FINDINGS AND RECOMMENDATIONS	1-1
2.	INTRODUCTION	2-1
2.1.	Background	2-1
2.2.	Proposition 218 and Recent Court Rulings	2-2
	<i>Silicon Valley Taxpayers Association, Inc. v. Santa Clara County Open Space Authority</i>	2-2
	<i>Town of Tiburon v. Bonander</i>	2-2
	<i>Beutz v. County of Riverside</i>	2-2
	<i>Golden Hill Neighborhood Association v. City of San Diego</i>	2-2
2.3.	Purpose of Review	2-3
3.	DESCRIPTION OF MAD'S	3-1
3.1.	District Profiles	3-1
3.2.	District Locations.....	3-1
3.3.	Improvements and Services.....	3-1
4.	PROJECT APPROACH AND METHODOLOGY	4-1
4.1.	Data Collection.....	4-1
4.2.	Staff Interviews.....	4-1
5.	ADMINISTRATION COMPLIANCE - FINDINGS AND RECOMMENDATIONS	5-1
5.1.	Preliminary District Boundary Audit.....	5-1
5.2.	Preliminary District Levy Audit.....	5-2
5.3.	District Fund Balances	5-2
	<i>Districts with Deficits</i>	5-4
	<i>Districts with Surpluses</i>	5-4
	<i>Summary</i>	5-5
5.4.	Preliminary District Budget Audit.....	5-5
5.5.	General and Special Benefits Separated	5-6
	<i>Special v. General Benefit</i>	5-7
	<i>Benefit-based not Cost-based</i>	5-7
	<i>Defining Benefits</i>	5-7
	<i>Proportionality</i>	5-7
	<i>General Benefits</i>	5-8
	<i>Preliminary Review of Special versus General Benefit</i>	5-8
6.	OPERATIONAL PROCEDURES - FINDINGS AND RECOMMENDATIONS	6-1
6.1.	City Staffing.....	6-1
	<i>Administration</i>	6-1
	<i>Maintenance Services</i>	6-2
6.2.	Formation Procedures.....	6-3

6.3.	Establish Service Levels and Baseline Services for District	6-4
6.4.	Public Outreach.....	6-4
6.5.	Monitoring of Assets and District Costs.....	6-6
6.6.	Sustainability and Water Conservation	6-7
7.	SUMMARY OF RECOMMENDATIONS	7-1
8.	PRIORITIZATION AND PROPOSED TIMELINE	8-1
8.1.	General and Special Benefits Quantified and Separated	8-2
8.2.	Increase/Replace Assessments	8-3
9.	APPENDICES	9-1
9.1.	Land Use Classes	9-2
9.2.	Average Residential Assessed Value	9-3
9.3.	Median Annual Household Income	9-4
9.4.	Owner-Occupied Housing Units	9-5
9.5.	College Educated Population	9-6
9.6.	Population Below Poverty Level.....	9-7
9.7.	Limited English Language Proficiency	9-8
9.8.	Fund Balance March 2015	9-9
9.9.	MAD Document Spreadsheet.....	9-10
9.10.	District Locations.....	9-11
10.	REFERENCES	10-1

1. SUMMARY OF FINDINGS AND RECOMMENDATIONS

The City of Oxnard (the “City” or “Oxnard”) has engaged NBS to conduct a review of the City’s Maintenance Assessment Districts (the “MAD’s” or the “Districts”). This study provides an assessment of our findings and recommendations of the special financing district program, as well as a prioritized plan of action to address identified areas of need.

In our review of the City’s approach to the MAD’s and special financing district program, NBS interviewed City staff, reviewed the district formation and other annual documents available, MAD fund balances, California Constitution, state statutes, recent judicial rulings related to assessments, visited each individual MAD, and reviewed the City’s internal processes and procedures. Following the aforementioned review, NBS identified areas that require attention. Our findings and recommendations fall within two general categories: Administrative Compliance and Operational Management. Within each general category are sub items that need to be addressed to ensure administrative compliance with current assessment law and to ensure the City’s special financing district program is in alignment with industry best practices.

Following are preliminary findings and areas of concern.

- The parcel database used to prepare the annual assessment rolls is incomplete.
- Twenty five (25) of the MAD’s have deficit fund balances and operate with expenses that exceed revenues.
- MAD budgets don’t reflect actual District costs, nor do budgets align with annual revenues.
- The original findings by the assessment engineers need review to ensure compliance with the legal landscape present today.
- The management of the MADs and the associated roles, responsibilities, and District related tasks has been compartmentalized beyond a point of efficiency or effectiveness.
- Standards documented in the MAD engineer’s reports are not always implemented.
- Constituents are not aware of the District’s financial situation, deficit fund balances, or options to rectify financially strained Districts.
- The City does not have the resources, systems and tools needed to effectively track the District expenses and the internal and external labor costs.

These areas of concern should be addressed to ensure the City’s special financing district program has a strong foundation that is compliant with the legal landscape surrounding assessments in California. The foundation of the City’s special financing district program should be established upon the following principles and practices: transparency, accountability, efficiency and effectiveness, and industry best practices. The recommendations outlined in this report address these areas of concern and recommend the implementation of systems that support a successful special financing district program that align with these principles and practices.

The recommendations outlined in this report will require the City to commit resources to ensure implementation. It’s anticipated that a majority of the recommendations outlined in this report will be completed within the first year. However, the timeline to implement the recommendations outlined in this report will be dependent upon City’s time and resources available to commit to this effort.

A summary of the recommendations outlined in this report have been listed on the following page for your reference:

Section 5.1 – Preliminary District Boundary Audit

- *Perform District Boundary Audit for all MADs.*

Section 5.2 – Preliminary District Levy Audit

- *Perform District Levy Audit for all MADs.*

Section 5.3 – District Fund Balances

- *Perform a budget audit.*
- *Determine Proposition 218 assessment increases needed.*
- *Accept bids from private contractors to perform maintenance services within Districts.*
- *Initiate ongoing and quarterly community outreach efforts.*
- *Adopt annual procedures for five year projections.*
- *Establish internal fiscal goals/policies.*
- *Establish Reserve Funds.*

Section 5.4 – Preliminary District Budget Audit

- *Rebuild, track and update individual budgets for each MAD.*
- *Track staff/contractor costs, assets, and work performed for each MAD.*
- *Rebuild budget every 5-7 years.*

Section 5.5 – General and Special Benefits Separated

- *Update internal policies to favor the formation of CFDs for new development unless special circumstances exist.*

Section 6.1 – City Staffing

- *Designate one staff to be responsible for the administration of the MADs.*
- *Provide staff training on MADs.*
- *Prepare a comprehensive administrative and operational manual.*
- *Inspect all trees, determine needs, and establish a new work schedule and expected costs.*

Section 6.2 – Formation Procedures

- *Complete formation of special financing districts prior to final map or building permit.*
- *Review and update developer application.*
- *Review fee schedule for formation of special financing districts.*
- *Review formation procedures every 5-7 years.*

Section 6.3 – Establish Service Levels and Baseline Services for Districts

- *Establish graded service levels and associated frequency of services.*

Section 6.4 – Public Outreach

- *Develop a public outreach plan.*

Section 6.5 – Monitoring of Assets and District Costs

- *Implement a GIS based application to assist in managing the MAD assets and costs.*

Section 6.6 – Sustainability and Water Conservation

- *Replace landscaping with drought resistant plants and materials.*
- *Establish a sustainable landscaping program and grants in conjunction with the water agency.*
- *Perform a water rate and fee study, as needed.*

2. INTRODUCTION

The City of Oxnard was incorporated in 1903. Currently, the incorporated limits of the city include approximately 25 square miles. The City is located on the shores of the Pacific Ocean in the western portion of Ventura County. The City enjoys direct access to U.S. 101 Freeway and Pacific Coast Highway 1. The City of Oxnard is the largest city in Ventura County with a population of just over 200,000, accounting for approximately 24 percent of the county's population¹.

Housing availability and affordability is one of Oxnard's greatest assets. Its wide variety of housing products appeals to people of all ages. Oxnard has experienced an increase in development in the past 30 years and a continued increase in population. For example, Oxnard's population increased by more than 30,000 residents between 2000 and 2012. The City's growth rate of 17.6 percent was higher than that of the county at 10.6 percent. In the past few years, the rate of growth has slowed, but the City has still added on average more than 1,800 new residents per year. Between 2000 and 2012, the City added more than 6,400 new households, an increase of 14.8 percent, higher than the county's growth rate of 10.2 percent¹.

As development has occurred within Oxnard, the City has utilized special financing districts, more specifically, assessment districts to help fund the ongoing maintenance of various public improvements within these developments, along with providing various types of maintenance services.

The City began using assessment districts in the 1980's. Industry best practices in managing such districts have changed substantially since that time. In the past twenty (20) years alone, there have been various legislative and judicial changes to Assessment Districts that impact the way the City should manage its special financing districts in today's legal landscape.

2.1. Background

Local governments throughout the state of California have been using benefit assessments as one of the tools used to raise money to pay for public facilities and services since the beginning of the 20th century. Since that time, there have been various statutes approved by the legislature that authorize public agencies to collect an assessment to help the agency generate revenue to provide specific improvements and services.

With the passage of Proposition 13 in 1978, the *People's Initiative to Limit Property Taxation*, the proposition successfully added a constitutional amendment to the California State Constitution. In summary, Proposition 13 limited the ability of government agencies to levy ad valorem taxes on real property to one percent of value and it capped annual property tax increases at two percent².

Over the years, the state legislature approved several other statutes authorizing public agencies to establish and collect benefit assessments as a way to fund public improvements and services. Due to the Proposition 13 property tax limitations, the use of assessments became a widely utilized tool for public agencies in California to fund various types of public improvements and services, and Oxnard has been no different.

However, since 1978, the California voters have approved three initiatives that further limit the methods by which local governments may raise local revenues, but only one of the initiatives, Proposition 218, will be discussed for the purposes of this report. In 1996, California voters approved Proposition 218, the *Right to Vote on Taxes Act*. Proposition 218 amended the California Constitution by adding Article XIII C and Article XIII D, which affect the ability of local government to levy and collect existing and future taxes, assessments, and property-related fees and charges. To

that end, Proposition 218 was intended to bolster Proposition 13's limitations on ad valorem property taxes and special taxes by placing new restrictions on the imposition of taxes, assessments, fees, and charges. Since the adoption in 1996, Proposition 218 has been and is likely to continue to be the subject of ongoing litigation, judicial interpretation, constitutional amendment, and statutory clarification³.

2.2. Proposition 218 and Recent Court Rulings

The City's MADs were formed at various times over the past 30 years. As such, some of the MADs were originally formed prior to approval of Proposition 218 in November of 1996. Proposition 218 allows for assessments to be levied to fund the cost of improvements and services, as well as the maintenance and operational expenses to public improvements which benefit the property to be assessed. Although, the assessments are assumed to be consistent with Proposition 218, below is a quick summary of recent judicial review of assessments in the post-Proposition 218 era for your reference.

Silicon Valley Taxpayers Association, Inc. v. Santa Clara County Open Space Authority

In July of 2008, the California Supreme Court issued a ruling on the above titled case that provided significant legal guidance clarifying the requirements of Proposition 218. Some of the most important elements of the ruling have been summarized below for your reference:

- Benefit assessments are for special, not general benefit.
- The services and/or improvements funded by assessments must be clearly defined.
- Special benefits are directly received by and provide a direct advantage to property within an assessment district.
- The courts will take an active role in reviewing challenges to assessments. The courts opined that Proposition 218 made any challenge to assessments a constitutional issue.

Town of Tiburon v. Bonander

In December of 2009, the 1st District Court of Appeal overturned an assessment approved by property owners to pay for placing overhead utility lines underground in an area of the Town of Tiburon. The court invalidated the assessment on the grounds that the assessments had been apportioned to assessed property based in part on costs assigned to specific zones or areas within the boundaries of the district, instead of apportioning the costs based upon proportional special benefit. Meaning, the costs associated with improvements and services don't matter related to apportioning the costs to property owners, only benefit matters when apportioning the total costs.

Beutz v. County of Riverside

In May of 2010, the 4th District Court of Appeal issued a decision on an appeal to a ruling of the above titled case. This decision overturned an assessment for park maintenance, primarily because the general benefits associated with improvements and services were not clearly calculated, quantified, nor separated from the special benefits.

Golden Hill Neighborhood Association v. City of San Diego

In September 2011, the San Diego Court of Appeal issued a decision on the appeal of the above referenced case. This decision overturned an assessment for street and landscaping maintenance in a neighborhood in San Diego, California. The court identified two primary reasons for its decision. First, like in Beutz, the court found the general benefits associated with the services were not explicitly calculated, quantified, nor separated from special benefits. Second, the court found that the City had failed to record the basis for the assessment on its own parcels.

2.3. Purpose of Review

Since the Great Recession, the City has realized a number of areas within the City need improvement and review to ensure they operate in an efficient and fiscally sound manner. As a result of inquiries initiated by the new City Manager Greg Nyhoff, City staff and consultants identified potentially serious problems associated with the management and administration of the Districts. Deficits have developed in many districts while surpluses are accumulating in others. These practices exposed the General Fund to losses because operating deficits were not managed or funded. In Fiscal Year 2014/15 the City Council committed nearly \$3 million to cover accumulated deficits, adjusted the City budget to cover annual shortfalls until the Districts are properly administered and managed, contracted with NBS to review City Districts and make recommendations, and assist with implementation of those recommendations. In order to meet the City's objectives, this initial report focuses on Administrative Compliance and Operational Management.

3. DESCRIPTION OF MAD'S

Oxnard has sixty existing MADs throughout the City's boundaries. This section of the report will highlight the unique demographics of the Districts, the general location of each District, and a list of the general improvements and services that are funded with annual assessment revenue.

3.1. District Profiles

The City's MAD's provide service to all properties and persons residing within the boundaries of each District. The demographic, economic, and property characteristics of each MAD are unique and should be considered when initiating outreach efforts and shaping future prioritization of work within the Districts.

NBS reviewed the 2013 American Community Survey⁴, the 2010 US Census Data⁵, and the Ventura County Assessor's Secured Property Data⁶ and has mapped various informational items that may be helpful to the City in better understanding the Districts and their constituents.

In Section 9 of this report, we have summarized the key advantages to evaluating the demographic, economic, and property characteristics of each MAD and mapped various informational items for your reference including: property land use, average parcel assessed value, median household incomes, owner occupied residences, populations with income below the poverty line, and households with limited English speakers.

3.2. District Locations

A table listing each of the City's Districts and the general location based upon the boundary maps provided by the City and prepared by the City's GIS Department can be located in Section 9.10.

3.3. Improvements and Services

The City's Districts are authorized to and regularly provide a variety of services benefiting the properties that lie within the boundaries of each assessment district. The City provides services either directly using City staff or indirectly via contractors to service the public improvements and specified areas within the boundaries of the Districts.

In general, the maintenance services provided by the Districts include, but are not limited to, the landscaping of trees, shrubs, and ground cover within the Districts, as shown on each Assessment Diagram. The maintenance provided includes the following ordinary and necessary items:

- Repair, removal or replacement of all or any part of the landscaping, sidewalks, parks and their associated amenities, hardscape, theme light poles, sign monumentation, park benches, trash containers, medians, or screen walls (fencing).
- Provision for the life, growth, health and beauty of the landscaping, including cultivation, irrigation, trimming, spraying, fertilizing and treating for disease or injury.
- Removal of trimmings, rubbish, graffiti, debris and other solid waste from the landscaped areas, detention basins and screen walls (fencing).
- Scheduling the amount of watering, fertilization, trimming, pruning, mowing and other forms of clean-up and maintenance.
- Utility costs such as electricity and water.

Please note, the specific list of improvements and services authorized to be funded by the Districts is unique to each individual District and has been specified within each MAD engineer's report. Actual services provided differ from District to District based upon current resources, needs, and funding levels available. In addition, it is possible that the Districts may be authorized to provide additional services as outlined previously, beyond what services are actually provided.

4. PROJECT APPROACH AND METHODOLOGY

NBS followed several key data collection and analytical processes in the development of this report, including:

- Interviews with managers from the General Services and the Finance Department that have involvement with the City's special financing districts. The purpose of these interviews was to develop an initial understanding of the issues and background which led to this study.
- Interviews with each City staff member that has involvement with the MADs, to gain an understanding of the current roles and responsibilities of staff, and the policies and procedures of the City.
- Collection of a wide variety of data designed to document workloads, costs, service levels, and operating practices.
- Onsite visits of each individual assessment district with City maintenance staff.

Once interviews and follow up data collection were complete, the project team applied its hands-on professional experience in managing special financing districts and conducting similar type work with government agencies, to develop statements of notable issues and opportunity for improvement in the management of the City's Districts, as well as recommendations for addressing such issues.

It should be noted that the bulk of the data collection and interviews occurred during June and July of 2015.

4.1. Data Collection

NBS began the data collection process by requesting copies of all of the assessment district documents. The goal in requesting such a voluminous amount of information was to locate all of the formation documents, including copies of the original engineer's reports, resolutions of intention and resolutions of formation, original cost estimates, as well as ballot packages and assessment diagrams. In addition to the formation documents, NBS has attempted to locate the Fiscal Year 1997/98 Engineer's Reports and associated resolutions which is the year that Proposition 218 went into effect, and the Fiscal Year 2015/16 Engineer's Reports and associated resolutions.

Through these efforts, NBS collected many of these documents, but there is incomplete data and missing documents for some districts that NBS has been unable to obtain. For example, NBS has been unable to obtain copies of the original assessment diagrams and the original engineer's reports for some of the districts.

Section 9.9 of this report shows a table that lists each MAD and the associated documents that we have obtained to date.

4.2. Staff Interviews

NBS interviewed City staff in an effort to determine each individual's involvement with the special financing district program. The purpose of such interviews was to get a better understanding of who was involved with the City's Districts, identify each individual's roles and responsibilities, and to get a better feel for the procedures currently in place as it relates to the special financing district program. A list of the individuals interviewed along with a summary of their responsibilities related to the Districts follows for your reference:

City Staff Name	Position	Role/Responsibility Related to MADs
Sergio Cervantes	Landscape Assessment District Supervisor	Prepares budgets, works with developers when the formation of new district is needed. Determines which contractors to use based upon bids submitted.
Letty De La Torre	Office Assistant II	Prepares annual resolutions, engineer's reports, and staff reports for City Council approval.
Charles Gonzales	Senior Grounds Worker	Oversees maintenance contractors for the MADs.
Michael Henderson	General Services Director	Oversees Department that utilizes and manages the day to day operations related to the MADs.
Cyndi Hookstra	Management Analyst III	Prepares annual assessment roll and provides annual allocation of direct and indirect costs to each district.
Michael More	Financial Services Manager	Oversees the CFDs, not the MADs. Exposure to MADs is very limited.
Elizabeth Saringo	Administrative Technician	Prepares requests for proposals, bids, and contracts. Prepares Staff Reports and any other internal documents related to the bid process. Approves and processes invoices provided by contractors.
William Smith	Senior Grounds Worker (1)	Oversees a few maintenance contractors and the City maintenance crew that provide maintenance services to the MADs. The City maintenance crew consists of eight (8) staff.
City Maintenance Crew	Grounds Worker (1)	Performs the day to day maintenance and servicing of the public improvements and public areas with each MAD.
Dean Yamamoto	Park Maintenance Supervisor	Working on the implementation of the new Field Force Application (2) for the City Staff.

- (1) The position was not available at the time of writing this report. The position has been assumed based upon our current understanding of each individual's position.
- (2) The General Services Department is looking at options on how to best monitor staff and the job tasks completed on a daily basis. Field Force Manager is a workflow management tool being considered by the City for implementation.

5. ADMINISTRATION COMPLIANCE - FINDINGS AND RECOMMENDATIONS

Through the review of the District documents compiled to date and in interviewing City Staff, NBS has identified the City's current practices and procedures related to the Districts from both an administrative and operational perspective. Below is a brief summary of general administrative items that should be reviewed and addressed. Each item will discuss the City's current practices, reasons for concern, and recommendations on how to improve or comply with such administrative items.

5.1. Preliminary District Boundary Audit

Summary of Recommendation

- *Perform District Boundary Audit for all MADs.*

A District Boundary Audit compares the original boundaries of the Districts as identified in the assessment diagrams to parcels currently being levied and monitored in the City's database. District Boundary Audits ensure that all assessable parcels within the boundaries of the Districts are being levied and tracked annually, ensure that parcels that lie outside of the boundaries of the Districts are not being levied, as well as review any parcel changes that may have occurred since the formation of the MAD.

In its preliminary review of the boundaries of the Districts and the parcels levied, NBS identified instances where parcels exist within the boundaries of the Districts, but are not being levied and vice versa; where parcels are being levied that lie outside the boundaries of the Districts.

When preparing the assessment roll on an annual basis, it has been the City's practice to use the prior year's parcels and the associated assessments as a basis for the new assessment roll without performing an annual audit of the parcels. Instead, the City has relied on the County to identify and communicate invalid parcels in the submittal and such reliance in our experience results in gaps in the data over a period of many years.

NBS recommends that a District Boundary Audit be performed for all of the City's MADs to ensure all parcels within the boundaries of the districts are being captured. The District Boundary Audit will review and confirm that all parcel changes that may have occurred between the time the Districts were formed and the most recent assessment submittal exist and are being accurately captured to ensure no revenues are lost and that all parcels that are assessable are being levied. Furthermore, this audit will ensure that no assessment is being wrongfully placed on any property owner whose property does not lie within one of the Districts.

5.2. Preliminary District Levy Audit

Summary of Recommendation

- *Perform District Levy Audit for all MADs.*

A District Levy Audit is similar to a District Boundary Audit, but the audit looks at each individual parcel to ensure the parcel characteristics and variables needed to apply the assessment methodology are both accurate and available. An audit of this magnitude will review each District's engineer's report to ensure the assessment methodology is being applied correctly, review the accuracy of the maximum assessment rate allowed, and confirm that all parcels within the boundaries of each district are being levied correctly.

In reviewing the City's assessment submittal file for Fiscal Year 2015/16, NBS identified that the assessment methodology is not being reviewed, nor applied on an annual basis to the properties within the boundaries of the MADs, but rather the parcels that were levied assessments in the prior year are levied again at the same rate or at an escalated rate. This is problematic because it is not uncommon for properties within the boundaries of an assessment district to have a land use classification change, density change, ownership change, lot line adjustment, or a parcel reconfiguration all of which may impact the way an assessment is annually calculated.

NBS recommends that a District Levy Audit be performed for each district to ensure that all parcels are being categorized correctly and that all property characteristics and variables are accurate before the City submits the Fiscal Year 2016/17 assessments to the Ventura County Auditor Controller. The District Levy Audit would allow for a comparison of what amount was levied on each parcel and what amount should have been levied on each parcel. Should a difference arise, this audit would make recommendations and provide options on how any over collection or under collection should be addressed.

Annually, each District's budget should be prepared based upon the actual or projected District costs for the coming year and the annual assessment rate should be calculated based on the projected budget and the maximum assessment, as adjusted for any applicable inflator. Instead, the Districts are currently levied at their annual maximum assessment.

5.3. District Fund Balances

Summary of Recommendations

- *Perform a budget audit.*
- *Determine general benefit contributions.*
- *Determine Proposition 218 assessment increases needed.*
- *Accept bids from private contractors to perform maintenance services within Districts.*
- *Determine lower levels of service needed.*
- *Initiate ongoing and quarterly community outreach efforts.*
- *Adopt annual procedures for five year projections.*
- *Identify authorized services not being provided.*
- *Establish internal fiscal goals/policies.*
- *Establish Reserve Funds.*

District fund balances are often reviewed when historical budgets aren't readily available or believed to be inaccurate in an effort to identify any districts that may have annual operating costs that exceed

the annual revenue available, or the opposite, which is less common, where the revenue exceeds the annual operating costs leaving an annual surplus of funds.

The aggregated March 2015 Fund Balances were reviewed to determine which Districts were unable to cover their annual operating costs based on the current unaudited budgets. It appears that (pending a budget audit) twenty five (25) of the sixty (60) districts are not generating enough revenue to cover the annual operating costs. The deficit is rather large for some of these districts. Deficit spending has been a problem for a number of years and historically these District deficits have been supported by the City's pooled cash. As of March 2015, the City's Districts were operating with a cumulative deficit of approximately \$2,700,000.

Though the City may contribute financial resources to the Districts, it is not recommended that the City selectively support a MAD that is intended to be self-funding absent a general fund contribution for general benefit. Instead of financially assisting the Districts, the City must: 1) determine what portion of a District budget provides general benefit, 2) determine where Proposition 218 assessment increases may be needed, and 3) determine where a lower level of service is needed.

Each District and its March 2015 fund balance have been provided in the following table:

District	Fund Balance	District	Fund Balance
LMD No. 1	(\$168,993.25)	LMD No. 32	\$144,851.30
LMD No. 2	(1,477.27)	LMD No. 33	95,830.24
LMD No. 3	139,775.16	LMD No. 34	158,631.44
MAD No. 4	(78,603.07)	LMD No. 35	165,383.05
LMD No. 5	0.00	LMD No. 36	380,453.46
LMD No. 6	0.00	LMD No. 37	161,703.08
LMD No. 7/8	(364,657.09)	LMD No. 38	232,407.66
LMD No. 9	(199,752.50)	LMD No. 39	451,417.76
LMD No. 10	(218,868.85)	LMD No. 40	361,105.66
LMD No. 11	(85,752.66)	LMD No. 41	(69,390.40)
LMD No. 12	(300,427.34)	LMD No. 42	954,619.12
LMD No. 13	(206,127.99)	LMD No. 43	293,038.16
LMD No. 14	(51,308.57)	LMD No. 44	112,613.74
LMD No. 15	(102,950.14)	LMD No. 45	52,002.71
LMD No. 16	(40,395.33)	LMD No. 46	509,198.60
LMD No. 17	(104,975.32)	LMD No. 47	238,036.40
LMD No. 18	(34,715.06)	LMD No. 48	433,427.37
LMD No. 19	(1,872.78)	LMD No. 49	63,978.60
LMD No. 20	10,868.18	LMD No. 50	26,572.49
LMD No. 21	(1,860.95)	LMD No. 51	476,991.48
LMD No. 22	(2,654.41)	LMD No. 52	296,726.38
LMD No. 23	(52,114.84)	LMD No. 53	2,133.98
LMD No. 24	(184,552.93)	LMD No. 54	44,109.70
LMD No. 25	(206,506.27)	LMD No. 55	55,633.93
LMD No. 26	(33,473.57)	LMD No. 56	12,804.63
LMD No. 27	(139,958.02)	LMD No. 57	41,974.87
LMD No. 28	319,873.98	LMD No. 58	134,077.38
LMD No. 29	(1,956.83)	LMD No. 59	72,914.56
LMD No. 30	269,591.91	LMD No. 60	54,899.98
LMD No. 31	(124,274.08)	Waterways	1,556,241.22

Section 9.8 of this report shows a map of the City and each MAD with surplus and deficit fund balances.

The City has engaged the project in part, to address these issues and make the above three (3) determinations. General guidelines on how to approach these issues are listed below.

Districts with Deficits

Currently, twenty five (25) of the City's MADs operate with expenses that exceed the revenue capacity currently being generated by the districts. Based upon interviews with City staff that have been conducted to date, it is our understanding that these districts are currently being supported by the City's pooled cash. The City's General Fund and unrestricted pooled cash on the other hand, may financially assist the districts if the City so desires and has the revenue available, but these districts are not designed nor intended to be supported, but rather to be self-sufficient financing mechanisms. Any form of ongoing assistance is neither sustainable, nor a long term solution for the City due to equity issues that arise. Instead, any unrestricted City funds available to the Districts should only be used to cover any general benefit contributions.

Some options that should be considered related to the Districts that operate with deficit spending are as follows:

- Implement regular outreach efforts between the City and the property owners to inform them of the deficit spending and the potential impact this may have on the service provided.
- Accept bids from private contractors to perform all maintenance services within the districts that have deficit spending.
- Reduce service levels provided so that the revenue generated by assessments is in alignment with the cost of services provided.
- Annually prepare five (5) year deficit/surplus projections to help demonstrate the magnitude of the problem and to assist in identifying which districts may have a strong need for Proposition 218 increases.
- Perform Proposition 218 assessment rate increases/district replacements.

The list above, is not a comprehensive list to rectifying the district deficits, but provides a general framework to begin addressing the revenue shortfalls.

Districts with Surpluses

Thirty three (33) of the City's MADs are operating with annual revenue that exceeds expenses generated by the districts. Based upon interviews conducted with the City to date, the City is interested in determining how these funds may best be utilized or if they will need to be refunded to property owners. Though running a surplus is better than operating with a deficit, special financing districts are intended to be managed in a manner that only collects for the monies needed to provide the authorized services and or maintenance to such public improvements. Collecting more funds than are needed annually without a specific plan of action or a public improvement replacement plan is contrary to special benefit. In addition, a preliminary audit of the services and improvements authorized per district and those provided indicate some services and improvements are not being provided. The additional funding and resulting surplus may have been intended for these improvements and services not currently being provided. MADs operating with regular surpluses can lead to property owner complaints/concerns and an increase in public scrutiny related to how both the City and Districts manage their finances.

Options that should be considered related to the Districts that operate with surplus collections are as follows:

- Establish internal goals/policies related to the MADs for approval by City Council. Such policies may include discussion of how surpluses and deficits will be treated, the importance of creating reserve funds for each MAD, plans for the replacement of public infrastructure, and how annual levy credits and property owner refunds should be handled.
- Establish Reserve Fund Accounts for each MAD (to be used when funding allows).
- Look at the authorized public improvement list and identify any existing needs, i.e. services not being provided.

- If a replacement plan is prepared, allow funds to accumulate as needed.
- Credit levies to reduce the annual assessments, so the assessments align with the cost of services actually provided.
- Property owner refunds.

The list above, is not a comprehensive list to rectifying the district surpluses, but provides a general framework to begin addressing any excess funds and establishes a set of best practices for the City's special financing district program.

Summary

The options listed for consideration above for both Districts with deficits and surpluses should be considered both individually and collectively because a number of the items recommended are tools to help the City manage its special financing district program and demonstrate fiscal responsibility regardless of whether a district is in the red or the black. Before any Proposition 218 increases, property owner refunds, or levy credits occur; NBS recommends that the City implement a quarterly outreach newsletter and establish MAD internal goals and policies to be approved by the City Council. The outreach effort will allow property owners within each district to be well informed of their district's needs and circumstances. The creation of the MAD internal policies will allow the property owners within the Districts to know they are being treated in a fair and unbiased manner. The consideration and implementation of such items will go a long way in ensuring transparency in the City's management of the special financing district program, while building public trust. NBS will facilitate and provide assistance through the process.

5.4. Preliminary District Budget Audit

Summary of Recommendations

- *Locate and obtain copies of historical budgets for each MAD.*
- *Rebuild, track and update individual budgets for each MAD.*
- *Track staff/contractor costs, assets, and work performed for each MAD.*
- *Rebuild budget every 5-7 years.*

The MAD budget can be an effective tool to communicate the City's fiscal and management policies related to each individual district with both City staff and the public,. These budgets are intended to detail the financial plan of the estimated revenues and expenditures for a period of time, most often for a twelve (12) month period.

The MAD budgets give the City an opportunity to communicate with the public how their assessment monies will be allocated, more specifically, what services are intended to be provided and what services are not intended to be provided. Given that each of these districts have a limited assessment base, it is important that these scarce resources are allocated in a transparent manner that serves the citizens that reside and benefit from the assessments in which they pay. Being that the property owners who pay the assessments are not the individuals who decide how the money is to be spent, the possibility of a disagreement between the City and the property owners is likely, and already being experienced by the City via property owner complaints.

"Moreover, many citizens are convinced that they are paying for waste and mismanagement in government⁷." Assessment payers often feel that others, whether neighbors or a differing community, get away with paying less, all of which leads to property owner resentment towards the idea of having to pay assessments and increases in assessments. Generally, property owners do not want to pay and are not sure of what they receive in return for paying their assessments. For these reasons convincing the public that there is a need for an assessment increase and that their money isn't being

wasted or mismanaged can be a difficult task. It is the City's goal to ensure that district budgets are accurate, projected expenses are supported and that the revenue levied annually is in alignment with the projected expenses. These activities and the recommendations outlined in this report will go a long way in providing the documentation needed for regular outreach efforts, Proposition 218 increases, and in gaining the trust of the public.

NBS recommends each MAD have its own budget that is reviewed and updated annually to ensure that all costs are accurately depicted and account for any changes or new costs to be incurred in the coming year. To date, NBS has been unable to obtain a copy of the District's historical budgets. Further research is still needed, but NBS is working with the City to obtain copies of past budgets. However, based upon information gathered during staff interviews, it's our understanding that more often than not, the City carries over the prior year budgets along with some minor incremental changes (if any). The budgets are carried over without consideration for deficit spending or additional spending that may be possible due to additional assessment capacity in some of the Districts. The reason for using the prior year's budget is unclear, but it seems that City staff does not have the tools or data necessary in most cases, to determine the actual direct and indirect costs associated with each district. For these reasons, we believe that the District budgets established at the formation of the district have been carried over year over year without review.

NBS recommends each MAD budget be reviewed to ensure the City has an accurate depiction of actual costs of services being provided for each district. It is our understanding that in most Districts the City does not have the information necessary to accurately determine what costs are associated with each district to accurately prepare budgets. In order to accurately assign costs to districts, the City should track staff time and the specific assets/improvements being maintained in each district. There are various tools that can assist with this type of tracking, but specifically, NBS has recommended a GIS based application like REGIS Connect. REGIS is a GIS based asset tracking system designed by the City of Rancho Cucamonga for its own use and that is now available to other public agencies via a partnership with NBS. This solution would allow the City to monitor all work that is performed within the boundaries of the Districts, serving as a tracking system to monitor needs and maintenance work being performed on assigned public improvements within the specific districts. Additional information related to GIS based applications can be located in Section 6.5 of this report.

Following the implementation of the infrastructure needed to track the District's actual direct and indirect costs, and the information needed to review and adjust the MAD budgets, NBS recommends that the City take a zero-based budgeting approach next year when preparing the MAD budgets to ensure the costs are projected accurately and that the budget is in alignment with the revenue capacity available to each district. Following this initial review and update of the MAD budgets, an incremental review of each line item with a program budgeting focus for future years will provide the City with the flexibility in the budget needed to tackle the determined priorities for each given year. It is also highly recommended that the City establish in the internal MAD goals and policies a predetermined timeframe, if not annually, to perform an updated audit of the MAD budgets to ensure they are still reflecting the actual costs incurred by each district and that such costs are in alignment with the assessment revenue available without burdening the City's General Fund. NBS understands the recommendations outlined in this section and report will require a significant amount of time and resources. Based upon the City's current staffing levels, additional staff or the use of consultants may be needed to assist in the implementation of such recommendations.

5.5. General and Special Benefits Separated

Summary of Recommendations

- *Update internal policies to favor the formation of CFDs for new development unless special circumstances exist.*
- *Improve special and general benefit analysis in future formations of assessment districts.*

- *Review and rewrite all MAD engineers' reports.*
- *Identify revenue sources for general benefit contributions.*

Since the passage of Proposition 218, the legal landscape for justifying special benefit and ultimately levying special assessments has been subject to a variety of methods for spreading and quantifying special benefit. Recent court rulings have placed an increased emphasis on certain aspects of the process. Items that experience increased scrutiny include: *Special v. General Benefit*, *Benefit-based not Cost-based*, *Defining Benefits*, *Proportionality*, and *General Benefits*. A summary of each item follows:

Special v. General Benefit

It is no longer acceptable to just make a claim that a contribution from sources other than assessments is sufficient to separate special and general benefit or that those improvements and services provided by an assessment district do not confer general benefits on property outside the boundaries of the assessment district or to the public at large. Instead, a justifiable percentage must be calculated and applied to both special and general benefit. The engineer's report must demonstrate that general benefits have been separated from special benefits and quantified. The special assessments proposed to be levied may only pay for that portion of the costs represented by the special benefit.

Benefit-based not Cost-based

The cost to provide a service to, or construct an improvement for one parcel as opposed to another does not determine the assessment levy amount for each parcel. Instead, the assessment levy is determined by the special benefit received. If it is determined that both parcels benefit equally, the assessment must be equal, even if the costs vary to provide the same service. To assess parcels different amounts, either the benefits must be different or the degree to which those benefits are conferred must differ to a degree.

Defining Benefits

Engineer's reports have historically described benefits as a retelling of the improvements. For example, justification of special benefit for street lighting would have been described in an engineer's report as parcels within the proposed district that benefit from lighted streets. This approach does not provide any new information as to the actual benefits of the street lights. Appropriate benefits of street lighting might be improved safety to motorists and the reduction of crime. Therefore, benefits need to flow from the improvements.

Proportionality

The idea of proportionality is meant to describe the relationship between special benefit and the assessment. The concept of proportionality is meant to ensure that no parcel is assessed for any benefit other than the special benefit derived by their parcel. The proportionate special benefit derived by each identified parcel shall be determined in relation to the entirety of the cost of the improvements and services. A parcel can be levied less than the amount derived from the special benefit, but not more.

Furthermore, pursuant to Article XIID of the California Constitution, all parcels that receive a special benefit conferred upon them as a result of the improvements shall be identified, and the proportionate special benefit derived by each identified parcel shall be determined in relationship to the entire cost of the improvements. *Part 2 of Division 15 of the Streets and Highways Code, the Landscaping and Lighting Act of 1972*, permits the establishment of assessment districts by local agencies for the purpose of providing certain public improvements necessary or convenient for providing certain public services.

Section 22573 of the *Landscaping and Lighting Act of 1972* requires that assessments must be levied according to benefit received rather than according to assessed value. This Section states:

"The net amount to be assessed upon lands within an assessment district may be apportioned by any formula or method which fairly distributes the net amount among all assessable lots or parcels in proportion to the estimated benefits to be received by each such lot or parcel from the improvements."

Article XIID, Section 4(a) of the California Constitution limits the amount of any assessment to the proportional special benefit conferred on the property. Article XIID also provides that publicly owned properties must be assessed unless there is clear and convincing evidence that those properties receive no special benefit. Furthermore, it's required that the City separate the general benefits from special benefits, because only special benefits may be assessed to property owners.

General Benefits

General benefit is an overall and similar benefit to the public at large resulting from the improvements and services to be provided. The public at large may consist of vehicles that pass through the District or people who live in close proximity and may walk through the District.

General benefits accrue to individuals "walking through" the District. Individuals walking through the District are typically people who live in close proximity and whose origin or destination neither begins with nor ends at a parcel within the District. Any walking that begins with or ends at a parcel within the District are considered part of the special benefit for those parcels within the boundaries of the District.

General benefits accrue to vehicles "passing through" the District. Vehicles passing through the District are those vehicles whose origin or destination neither begins with nor ends at a parcel within the District. Any vehicle trips that begin with or end at a parcel within the District are considered part of the special benefit for those parcels within the boundaries of the District.

Preliminary Review of Special versus General Benefit

Our review of the MAD's original engineer's reports has identified that the discussion related to quantification and separation of special and general benefit is lacking. More often than not, the MAD engineer's reports are either silent on general benefit or make a statement declaring that no general benefits are conferred on property within the boundaries of the district or on the public at large without any support to separate general benefit or calculate the percentage of general benefit. As for identifying and quantifying special benefit, the reports identify special benefits, but the special benefits are assigned equally based upon the number of assessable parcels within a district, without regard for any other benefits or properties in proximity.

Given today's legal landscape NBS recommends that the following items be taken into consideration related to the City's existing Districts and the use of special financing districts in the future:

- As developers/property owners have the option to form new special financing districts for mitigation, the City should primarily use Community Facilities Districts (the "CFDs") and use assessment districts for special circumstances. The legal risk and expense to quantify and separate the general and special benefits can be eliminated by using CFDs.
 - A specific circumstance when the formation of an assessment district is preferred over a CFD is when there are registered voters within the boundaries of a proposed district.
- A more thorough special and general benefit quantification and analysis should occur should the City form any new assessment districts.

- All of the City's existing MAD engineer's reports should be reviewed and rewritten to support the assessment methodology by the inclusion of additional details related to the identification and quantification of special versus general benefit.
- The City should identify streams of revenue that may be utilized to fund general benefit contributions for both existing and future assessment districts, such as gas tax monies.

6. OPERATIONAL PROCEDURES - FINDINGS AND RECOMMENDATIONS

NBS has identified the City's current practice and procedures related to the Districts from an operational perspective through the review of the City's management procedures related to the Districts and our understanding gathered from interviewing City Staff,. Below is a brief summary of operational procedures that should be reviewed, along with the City's current procedures, and recommendations on how to improve such management and operational items.

6.1. City Staffing

Summary of Recommendations

- *Designate one staff to be responsible for the administration of the MADs.*
- *Consider outsourcing the administrative operations of the MADs.*
- *Provide staff training on MADs.*
- *Prepare a comprehensive administrative and operational manual.*
- *Inspect all trees, determine needs, and establish a new work schedule and expected costs.*

The City staff associated with special financing districts is of critical importance to the ongoing success of the City and its special financing district program. There are often various levels of staff associated with the districts, along with the involvement of multiple departments. In Oxnard, there are mainly two departments that are involved with the City's special financing districts: Finance and General Services.

The Finance Department staff manages the administrative operations of the City's Community Facilities Districts, is involved with Community Facilities District formations for new developments, and oversees the actual payment of invoices related to the MADs. The Finance Department's involvement with the MADs specifically, is minimal at this time.

The General Services Department staff manages the administrative operations of the City's MADs, oversees third party contractors that provide maintenance services to the Districts, and supervises a maintenance crew that provides maintenance services to the MADs.

Administration

The administrative operations of the MADs are mainly handled by approximately five different staff, with as many as three more staff being involved with administrative tasks of the Districts. This separation of work appears to be impacting the successful management of the Districts. Instead, there should be one staff responsible for the administrative tasks related to the Districts. Each of the roles, responsibilities, and District related tasks has been compartmentalized beyond a point of efficiency or effectiveness. The separation of work has caused regular tasks that overlap or that have a direct impact on another task to be completed by different staff that isn't required to communicate about changes that may be made to their task, nor are the staff able to understand how MAD tasks are interrelated and impact other tasks.

As an example, one staff prepares the annual budgets without the necessary information related to the annual revenue limitations for each of the MADs. Another staff prepares the annual staff report, resolutions, and engineer's reports for Council approval without any knowledge neither of how the budgets may have changed, nor with any knowledge of what amounts are expected to be placed on the Ventura County Property Tax Roll. A different staff prepares the annual assessment roll and

allocates the direct and indirect costs among the districts without knowledge of the annual assessment rates actually approved by the City Council or any changes (if any) in the annual budgets.

NBS recommends that the Districts' responsibilities from an administrative perspective be consolidated under one staff and that staff be provided training on how the districts are to be managed on an ongoing basis. This training should include at minimum the following items:

- Background on special assessments including recent court cases.
- The specific sections of the State Constitution and state statutes governing such districts.
- Instruction on the relationship between and direction on how each task should be completed from year to year. The tasks for inclusion in such training are the budgets, revenue limitations of each district, calculation of the levies, annual escalation factors, engineer's reports, staff reports, resolutions, and the annual assessment rolls.
- New District document templates that are compliant with the current legal landscape related to special financing districts.
- Custom spreadsheets and software tools for the ongoing administration of the Districts.
- Industry best practices.
- A list of resources for ongoing industry training.

In addition, NBS recommends that a comprehensive administrative and operational manual be prepared by NBS for the City. The administrative and operational manual would compile all information, guidelines, and procedures for their administrative and maintenance staff to follow in the future. The manual will provide City staff with a MAD reference guide to ensure consistency in how the MADs are to be managed should the City experience staff turnover or a change in responsibilities. Once the manual is completed, NBS will host training for City staff and will be available to update annually and provide refresher training courses as needed.

Alternatively the City can outsource such administrative tasks related to the MADs to an outside consulting firm that specializes in managing special financing districts for government agencies in California. By outsourcing such work, staff time associated with the Districts would be greatly reduced, if not eliminated for many of the staff currently involved. Staff time and/or consultant fees associated with the Districts may be recovered annually from assessment revenue. Nonetheless, whether the City chooses to keep such work in house or to outsource such services, the City should have one point of contact for the City's MAD administrative tasks and provide training for such designated staff.

Maintenance Services

The maintenance of the public improvements and the associated services provided to the MADs are overseen and handled by approximately four individuals with a City maintenance crew of approximately eight individuals. There are two senior grounds workers that oversee the services provided to the districts. One senior grounds worker oversees a majority of the third-party contractors that provide maintenance services and another oversees the City's maintenance crew and a few third party contractors.

Based upon an on-site review of each of the City's MADs, NBS observed that the City has a large amount of trees of differing types of species within the boundaries of most districts, approximately every forty feet or so. The trees provide an aesthetic benefit to the property owners within each district and to the public at large in some districts. The trimming and maintaining of such trees make up a majority of the services provided in some districts. However the trees are aging and need a lot of work and regular upkeep, which currently is not being provided. For example, trees line the streets of the neighborhood within LMD No. 33 (El Paseo). Each home has a mature tree planted between the sidewalk and street that is maintained by the MAD. Trees require regular maintenance and trimming if the trees are to enhance the neighborhood and create a more attractive and safe environment to drive, bicycle and walk⁸. Currently, the trees within LMD No. 33 are overgrown and obstructing the sidewalks and streets in some areas. In addition, the tree roots are becoming very

large and invasive. These roots are breaking up the concrete and becoming a safety hazard to persons who utilize the sidewalks. The City maintenance crew and third party contractors need a regular plan of action to address the large number of trees and broken hardscape to identify trip and fall hazards that will become more problematic, if not given the attention needed. NBS recommends that the City inspect all trees and hardscape, determine needs, and establish a maintenance schedule and budget, so these costs are considered in future analysis for possible increases or use of surplus funds.

6.2. Formation Procedures

Summary of Recommendations

- *Encourage the formation of CFDs for new development unless special circumstances exist.*
- *Complete formation of special financing districts prior to final map or building permit.*
- *Review and update developer application.*
- *Review fee schedule for formation of special financing districts.*
- *Review formation procedures every 5-7 years.*

Oxnard requires mitigation by new development through the formation of a new special financing district or other methods. Typically, a developer or the property owner is conditioned in the Developer's Agreement to mitigate by forming a new special financing district, with the option to form either an assessment district or a community facilities district. Such financing mechanism may be used to fund public infrastructure and any ongoing maintenance and services that may be required or anticipated by the City for mitigation.

Should the developer decide to form a community facilities district, the formation process is directed and managed by the Financial Services Manager in the City's Finance Department. Should an assessment district be the preferred financing mechanism, the formation process is directed and initiated by the General Services Director and the Landscape Assessment District Supervisor in the City's General Services Department. For the purposes of this report, our focus will be on the formation of MADs through the City's General Services Department.

Based upon the information obtained through staff interviews, the formation process is initiated by instructing the developer to pay a formation fee in the approximate amount of thirteen thousand dollars (\$13,000) to an Administrative Technician in the General Service Department. In response, the Administrative Technician provides the developer with information from the City Attorney's Office. Once the City receives the developer's deposit, the formation proceeds on a mutually agreed upon timeline between the City and developer. The majority of the formation proceedings are handled by the City's outside consulting firm and the developer. Once the formation documents are completed by the outside consulting firm, the formation proceedings are finalized through Council action and a Proposition 218 ballot proceeding.

In review of the City's MAD formation procedures, NBS recommends the following:

- Offer to form a community facilities district rather than an assessment district. The City should offer to form an assessment district if there are registered voters present within the boundaries of the proposed district.
- Complete the formation of the special financing district prior to issuing final maps or building permits. This practice will help to ensure the financing mechanism is in place to finance public improvements and services in a timely manner.
- The City should review the special financing district application, if one is used, and create or refresh the standard application package being provided to developers. This application package should request and require all of the necessary information to form the special

- financing district and provide the developer with a clear understanding of the City's practices, the formation timeline and formation fee.
- The City should review its initial developer deposit/formation fee. This fee should include any developer deposits required for the project, any expected City costs, any expected consultant or legal fees, and a standard amount for general expenses associated with the formation process.

The City's formation procedures should be reviewed regularly or at a predetermined term, using an adaptive approach that builds on lessons learned and past experiences as the City moves forward with future formations. Reviewing the formation procedures ensures the City's practices and fees are in alignment with the current legal landscape and that all costs associated with the formation of a special financing district are being fully recovered.

6.3. Establish Service Levels and Baseline Services for District

Summary of Recommendations

- *Establish graded service levels and associated frequency of services.*
- *Present established service levels to City Council for approval.*

Pre-established graded service levels are a method of identifying the frequency of services to be provided to a specific area of ongoing maintenance services. Costs can more accurately be assigned and expectations are clear and quantifiable between both the City and its constituents once service levels are established with the assigned frequency of service.

NBS visited each of the City's MADs. It was noted that each district has a unique character and feel; a character and feel that property owners become accustomed to. In order to maintain the character of each individual district, services need to be provided at a certain level and at a specific frequency. It is necessary to establish specific service levels that are to be utilized by the City for the MADs and for future projects in an effort to ensure the specific services provided are quantifiable. Currently, the City does not have any specified service levels formally established. Without established service levels to reference, it is common for there to be confusion by the property owners and staff related to the level of frequency and services being provided by the MADs. Pre-established service levels assist in both establishing and quantifying a basis for aligning the amount of assessments needed to provide the services, and the associated effort to meet property owner expectations.

Furthermore, establishing citywide service levels as a general policy by City Council action will help the City determine the need for additional MAD revenues. Established service levels will allow for an objective review of the service levels currently being provided and help inform the property owners of the level that can be afforded based upon current available revenue.

Established service levels are not only helpful when working with constituents, but also when discussing a reduction in services to align revenue with maintenance costs.

6.4. Public Outreach

Summary of Recommendation

- *Develop a public outreach plan to be approved by City Council.*

Communication between the City and property owners is a critical component of any special financing district program. Public outreach is an important tool for government agencies to communicate with

their constituents about expectations and to receive feedback from the citizenry being served. Successful public outreach efforts relay regular messages about a variety of topics; topics that may include, but are not limited to the overall health of the districts, upcoming projects that may impact the properties, any surpluses/deficits, change in budgets and levels of services, any problems, and potential needs for additional revenue that may result in Proposition 218 ballot proceedings.

The purpose of these efforts in keeping the public informed is to ensure that as situations arise, whether it is a need to cut services, changes in budget, or the need to ask for additional revenue, the property owners aren't blindsided by these events. These efforts help ensure that constituents are well informed about any special circumstances that may impact them directly. These communications should occur at a minimum of quarterly, and may come in many forms, such as community meetings or mailers. Ongoing public outreach efforts build a productive relationship between the City and property owners within the districts based on transparency and accountability, to earn the public's trust.

The City currently doesn't have any consistent method of providing information to the property owners within the MADs. NBS recommends that the City develop a public outreach plan as part of the City's special financing district program. The public outreach plan should be designed and customized to meet the priorities and objectives agreed upon within this report. The first step in the outreach effort should be to create a customized plan based upon the resources available and the goals established by the City, once the short and long term goals and objectives have been identified. The City Council's buy-in and support will be necessary moving forward and will require regular updates and presentations to the City Council at regularly held meetings.

The initial public outreach efforts should be aimed at informing the public about each District's unique circumstances, what can be expected in the coming months and years, and establish a system and procedures for how property owners will direct any future inquiries, feedback, and/or complaints. Currently, the Director of General Services is overseeing a number of inquiries by property owners and interest groups. REGIS Connect can assist via its public application in managing the inquiries for the City. Public inquiries related to the Districts should be managed and overseen by the individual tasked with the responsibility of managing the MAD program.

The City's goal should be to have quarterly contact with the property owners once the City's priorities related to the MADs and the special financing district program have been established. This can be achieved in any number of ways, but NBS has observed past success when a government agency sends regular mailers, and has an active presence at community, neighborhood, and homeowner association meetings.

In addition to the traditional methods of outreach, many agencies are using information technology, the internet, and social media to disseminate and respond to information. There are many online tools and platforms that may assist the City in its outreach efforts by utilizing electronic polls, surveys, petitions, blogs, and online policy games and simulations. These online tools enhance outreach efforts in the following ways⁸:

- Online tools extend the scope and reach of face-to-face deliberation⁸.
- Online tools increase the value of ideation processes⁸.
- Online tools seek to sustain citizen engagement and participation over time⁸.

Today's technology allows for large outreach efforts with new methods of reaching constituents that weren't possible twenty years ago⁹. A GIS based application is just one tool, along with others that are available to assist the City in enhancing the traditional outreach efforts.

6.5. Monitoring of Assets and District Costs

Summary of Recommendation

- *Implement a GIS based application to assist in managing the MAD assets and costs.*

The City's MADs maintain and service various public improvements and areas within Oxnard. The monitoring of such assets and the amount of time and associated costs needed to maintain such improvements and areas should be tracked and monitored regularly as a common practice. Monitoring such assets and costs are critical to identifying a replacement plan for the public improvements, identifying the frequency and areas of need, and creating accurate annual MAD budgets.

The City has GIS staff that is part of the Information Systems Division of the City. The City currently has mapped the specific areas that are maintained utilizing assessment district monies. However, the City currently doesn't have a mechanism in place to track the staff time spent or tasks completed within the districts so that direct costs can be extracted, nor does it have a way to manage the frequency of maintenance services provided and open items that may need special attention. NBS recommends the City take advantage of its GIS capabilities and implement a GIS based application to assist in monitoring the assessment districts and any public improvements and public areas funded by the assessments.

Given that the City already has solid GIS data and qualified staff, NBS recommends the City consider the implementation of the Rancho Enterprise Geographic Information System (the "REGIS") application to assist in managing the District's assets and the costs associated with maintaining the public improvements and areas within each MAD.

REGIS serves as a tool to assist government agencies in maintaining, managing, and sharing geographic information through the City. GIS can be an important part of the daily operations of a City because GIS provides the ability to analyze, query and display spatial and tabular data in a productive way to provide timely information in order to make better decisions. This solution can provide Oxnard with a variety of map products that enhance the City's department operations and services with custom GIS applications and solutions. REGIS has developed user-friendly internet and intranet mapping applications for the city staff and the public using GIS web-based technology. This technology has helped agencies increase department productivity and provided residents with timely and valuable City information and services. Following are a few map products and applications that can assist the City in daily operations:

- Special Financing Districts – Application provides and reports property tax and ownership information to staff and the public. Often utilized in the creation of boundary maps and custom maps as well as in district payment and delinquency analysis.
- Public Works – Application identifies and tracks public improvement locations for inspection and repair.
- Engineering – Applications identify public improvement plans and locate major construction projects.
- Community Services – Tracks banner locations for identification and maintenance.
- Planning – Assists the Planning Department to create and update the City's zoning and general plan maps.
- Code Enforcement – application identifies parcels with violations and displays history of violations.
- Public Safety – Map books and block plans are used for 911 emergency response and centralized command systems during special operations and events.
- Economic Development – Locates available business property sites for lease and sale and displays information about the property sites.

- Residents – provides property information such as trash pick-ups, street sweeping schedules, zoning, general plan, city facilities, school districts, park, utilities, etc.

On July 29th, 2015, the City saw a REGIS demonstration and is currently considering implementation.

6.6. Sustainability and Water Conservation

Summary of Recommendations

- *Replace landscaping with drought resistant plants and materials.*
- *Establish a sustainable landscaping program and grants in conjunction with the water agency.*
- *Perform a water rate and fee study, as needed.*

The State of California is facing one of the most severe droughts on record. In January 2015, Governor Jerry Brown declared a *State of Emergency* and directed government officials to take all necessary actions to prepare for water shortages. These actions have resulted in numerous efforts to conserve, including automatic reductions in water usage throughout the state. These water reductions have impacted each government agency in the State, including Oxnard.

When reviewing the district information and while visiting the MADs, it was brought to our attention by maintenance staff that water costs are on the rise and due to required water reductions a lot of ground cover and other landscape vegetation has been dying off and as such has been removed. The removal of such vegetation has left portions of the districts looking bare. The reduction in water usage that has been experienced to date and that may be imposed by the State leaves Oxnard with a problem. Reductions in water are one of the reasons the districts don't appear to be more cared for and maintained. For example, LMD No. 9 (Strawberry Fields) and LMD No. 10 (Country Club Estates) have been negatively impacted by the water reductions. The reduction has killed off some groundcover. Once the groundcover dies, the remains are removed leaving median landscaping areas bare. Being that water reductions are have a negative impact on the Districts and because water restrictions are expected to be enforced for the foreseeable future, Oxnard needs to develop a sustainable plan to ensure the Districts appear cared for and well-maintained.

NBS recommends that the City utilize more drought resistant landscaping in an effort to lower current and future water costs and so the districts have a more sustainable landscape. The removal of current landscaping and implementation of a more sustainable drought resistant landscape is not without additional costs. Should this option be pursued by the City, NBS recommends MAD surpluses, where applicable, be utilized to establish more sustainable landscapes within the Districts.

Furthermore, since the City has its own water agency, the City should consider establishing grants utilizing water fees and revenues and/or pursuing grant programs from water wholesalers and the State for the replacement of water intensive landscaping with drought resistant plants and materials. In conjunction with the Districts and the water agency, the City could establish a sustainable landscaping program with such grant monies. Assuming water economics and City Council policy support establishing grants to fund the sustainable landscaping program, the water agency may need a water rate and fee study to ensure available revenue to support the program. Currently, the City is considering a water rate and fee study to increase its rates. Should the study occur, a sustainability and water conservation plan and the establishment of grants should be considered.

7. SUMMARY OF RECOMMENDATIONS

Below is a list of all the recommendations discussed in this report. Each recommendation has been listed based upon the order it was presented in this report, the section in which it was referenced, and category for which it has been assigned in the Prioritization and Proposed Timeline shown in Section 8.

Description	Section of Report	Prioritization and Timeline Category
District Boundary Audit of all MADs	Administration Compliance Section 5.1	District Boundary Audits
District Levy Audit of all MADs	Administration Compliance Section 5.2	District Levy Audits
District Budget Audit	Administration Compliance Section 5.3 and 5.4	District Budget Audit
Special and General Benefit Quantification and Analysis for all MADs	Administration Compliance Section 5.3 and 5.5	General and Special Benefits Quantified and Separated
Determine Proposition 218 Assessment Increases Needed	Administration Compliance Section 5.3	District Fund Balance Review
Determine Lower Levels of Service Needed	Administration Compliance Section 5.3	Establish Service Levels
Quarterly Outreach Newsletter	Administration Compliance Section 5.3	Community Outreach
Adopt Annual Procedures for 5 Year Projections	Administration Compliance Section 5.3	MAD Internal Goals and Policies
Identify Authorized Services Not Being Provided	Administration Compliance Section 5.3	District Budget Audit and District Fund Balance Review
MAD Internal Goals and Policies	Administration Compliance Section 5.3	MAD Internal Goals and Policies
Establish Reserve Funds	Administration Compliance Section 5.3	District Budget Audit, District Fund Balance Review and MAD Internal Goals and Policies

Description	Section of Report	Prioritization and Timeline Category
Track Costs and Assets by MAD	Administration Compliance Section 5.4	GIS based solution/Monitoring of District Assets and Costs
Rebuild Budgets Regularly	Administration Compliance Section 5.4	District Budget Audit
Form CFDs rather than assessment districts in the future	Administration Compliance Section 5.5 and Operational Procedures Section 6.2	MAD Internal Goals and Policies
Review and rewrite all existing MAD engineer's reports	Administration Compliance Section 5.5	Rewrite all Engineer's Reports and Resolutions
Identify streams of revenue to fund general benefit contributions	Administration Compliance Section 5.5	General and Special Benefits Quantified and Separated
Consolidate MAD responsibilities under one staff member	Operational Procedures Section 6.1	Consolidate District Responsibilities
Consider Outsourcing Administrative Operations of the MADs	Operational Procedures Section 6.1	Consolidate District Responsibilities
District training for MAD staff	Operational Procedures Section 6.1	Training of Staff
Administrative and Operational Manual	Operational Procedures Section 6.1	Administrative and Operational Manual
New MAD templates, spreadsheets, and software tools	Operational Procedures Section 6.1	Training of Staff
Inspect trees, determine needs, establish maintenance schedule and budget	Operational Procedures Section 6.1	Establish Service Levels & GIS based solution /Monitoring of District Assets and Costs
Complete formation of special financing districts prior to final map or building permit	Operational Procedures Section 6.2	MAD Internal Goals and Policies
Review Special Financing District application package	Operational Procedures Section 6.2	MAD Internal Goals and Policies

Description	Section of Report	Prioritization and Timeline Category
Review Developer Deposit/Formation Fee	Operational Procedures Section 6.2	MAD Internal Goals and Policies
Review Formation Procedures Regularly	Operational Procedures Section 6.2	MAD Internal Goals and Policies
Establish citywide service levels	Operational Procedures Section 6.3	Establish Service Levels
Develop public outreach plan	Operational Procedures Section 6.4	Community Outreach
GIS application to assist in monitoring the MADs, public improvements, public areas, and MAD costs	Operational Procedures Section 6.5	GIS based Application/Monitoring of District Assets and Costs
Utilize drought resistant landscaping	Operational Procedures Section 6.6	Sustainability and Water Conservation Program
Establish grants to finance sustainable landscaping program	Operational Procedures Section 6.6	Sustainability and Water Conservation Program
Perform a Water Rate and Fee Study	Operational Procedures Section 6.6	Sustainability and Water Conservation Program

8. PRIORITIZATION AND PROPOSED TIMELINE

Below is a general list of the recommendations discussed in this report. Each recommendation listed has been prioritized and been assigned a proposed timeline to complete each task. The proposed timeline and order of priority is subject to change by City staff and Council.

Category	Proposed Timeline
Community Outreach	10/2015 to 04/2016
Establish MAD Internal Goals and Policies and Landscape Maintenance Service Levels	10/31/2015
Consolidate District Responsibilities	10/31/2015
District Boundary Audits	10/31/2015
District Fund Balance Review and Budget Audits	11/30/2015
District Levy Audits	12/31/2015
GIS/Regis/Monitoring of District Assets and Costs	12/31/2015
Training of Staff	01/31/2016
Administrative and Operational Manual	02/28/2016
Rewrite All Engineer's Reports and Resolutions Including General and Special Benefits Quantified and Separated (1)	03/31/2016
Increase/Replace Assessments (1)	06/30/2016
Sustainability and Water Conservation Program	12/31/2016

1) Additional recommendations on how to prioritize these specific items have been detailed further on the following pages.

All recommendations listed above should be implemented for all of the City's MADs prior to preparing and submitting the Fiscal Year 2016/17 assessment rolls with the exception of the last two items listed.

8.1. General and Special Benefits Quantified and Separated

The Prioritization and Timeline Category to quantify and separate the general and special benefits for each district is a complex and time consuming project. All of the City's MADs need a general and special benefit analysis. Due to time and financial constraints, NBS recommends the MADs be prioritized in a manner that address the Districts with the highest revenue amounts first, to ensure compliance. For that reason, NBS reviewed the amount of revenue levied for Fiscal Year 2015/16 and prioritized the MADs into three (3) categories of prioritization based upon annual levy amounts. A summary of each priority categorization is listed below:

- Priority 1 – Districts with a Fiscal Year 2015/16 levy amount in excess of \$120,000.
- Priority 2 – Districts with a Fiscal Year 2015/16 levy amount in excess of \$70,000 and up to \$120,000.
- Priority 3 – Districts with a Fiscal Year 2015/16 levy amount in excess of \$50,000 and up to \$70,000.

The list below prioritizes the top nineteen (19) districts as initial candidates to have the analysis performed within the next year, even though all MADs should have the quantification and separation of general and special benefits performed. The remaining forty one (41) districts should have the quantification and separation of general and special benefit analysis performed. Please note, this task should be delayed for Districts listed under the Increase/Replace Assessments category to avoid duplication of work.

District	Fiscal Year 2015/16 Levy	Priority
LMD No. 39 (Promesa/Sueno)	\$187,820.58	1
LMD No. 46 (Daily Ranch)	173,982.12	1
LMD No. 42 (Cantabria/Coronado)	156,666.22	1
LMD No. 48 (Victoria Estates)	145,819.64	1
LMD No. 36 (Villa Santa Cruz/Villa Carmel)	131,181.60	1
LMD No. 51 (Pfeiler)	121,019.40	1
LMD No. 38 (Aldea Del Mar)	99,160.32	2
LMD No. 43 (Greenbelt)	92,938.72	2
LMD No. 3 (River Ridge)	83,872.90	2
LMD No. 58 (Westwind)	73,422.96	2
LMD No. 31 (Rancho De La Rosa)	72,318.54	2
LMD No. 40 (Cantada)	69,311.94	3
LMD No. 28 (Harborside)	68,103.20	3
LMD No. 52 (Wingfield)	67,126.68	3
LMD No. 41 (Pacific Cove)	62,858.40	3
LMD No. 47 (Sycamore Place)	59,416.08	3
LMD No. 34 (Sunrise Pointe/Sunset Cove)	54,840.24	3
LMD No. 60 (Artisan)	54,683.44	3
LMD No. 33 (Rio Del Sol/El Paseo)	52,778.20	3

8.2. Increase/Replace Assessments

The Prioritization and Timeline Category to increase assessment rates or to replace an existing assessment district is a time consuming project that will require significant outreach efforts. Due to time and limited financial resources, NBS recommends the City districts be prioritized in a manner that address the MADs with the highest cumulative deficits based on the March 2015 fund balances. The purpose in addressing the MADs with the highest cumulative deficits first, is to ensure the Districts which are subsidized by the City become self-sufficient and that their revenues are adequate to cover their expenses. NBS reviewed the March 2015 cumulative fund balances with deficits and prioritized the MADs into five (5) categories of prioritization based upon the deficit amount. A summary of each priority categorization is listed below.

- Priority 1 – Districts with a cumulative deficit in excess of \$200,000.
- Priority 2 – Districts with a cumulative deficit in excess of \$125,000 and up to \$200,000.
- Priority 3 – Districts with a cumulative deficit in excess of \$100,000 and up to \$125,000.
- Priority 4 – Districts with a cumulative deficit in excess of \$25,000 and up to \$100,000.
- Priority 5 – Districts with a cumulative deficit of \$25,000 and under.

The list below prioritizes the top twenty five (25) districts as candidates for an increase or replacement proceedings. Based upon our preliminary review of the districts, the remaining thirty five (35) districts do not need Proposition 218 assessment rate increases at this time. All of the MADs should be reviewed annually to ensure the revenue available is sufficient to cover projected costs and expenses related to each District.

District	Cumulative Deficit	Priority
LMD No. 7/8 (Northfield Business)	(\$364,657.09)	1
LMD No. 12 (Standard Pacific)	(300,427.34)	1
LMD No. 10 (Country Club Estates)	(218,868.85)	1
LMD No. 25 (The Pointe)	(206,506.27)	1
LMD No. 13 (Le Village)	(206,127.99)	1
LMD No. 9 (Strawberry Fields)	(199,752.50)	2
LMD No. 24 (Vineyards)	(184,552.93)	2
LMD No. 1 (Summerfield)	(168,993.25)	2
LMD No. 27 (Rose Island)	(139,958.02)	2
LMD No. 31 (Rancho De La Rosa)	(124,274.08)	3
LMD No. 17 (Village of San Miguel)	(104,975.32)	3
LMD No. 15 (Pelican Pointe)	(102,950.14)	3
LMD No. 11 (St. Tropez)	(85,752.66)	4
MAD No. 4 (Mandalay Beach/Colony/Hotel)	(78,603.07)	4
LMD No. 41 (Pacific Cove)	(69,390.40)	4
LMD No. 23 (Greystone)	(52,114.84)	4
LMD No. 14 (California Cove)	(51,308.57)	4
LMD No. 16 (California Lighthouse)	(40,395.33)	4
LMD No. 18 (St. John's)	(34,715.06)	4
LMD No. 26 (Albertson's)	(33,473.57)	4
LMD No. 22 (McDonald's Median)	(2,654.41)	5
LMD No. 29 (Mercy Charities)	(1,956.83)	5
LMD No. 19 (Shopping at the Rose)	(1,872.78)	5
LMD No. 21 (Cypress Pointe)	(1,860.95)	5
LMD No. 2 (Channel Islands Bus. Center)	(1,477.27)	5

9. APPENDICES

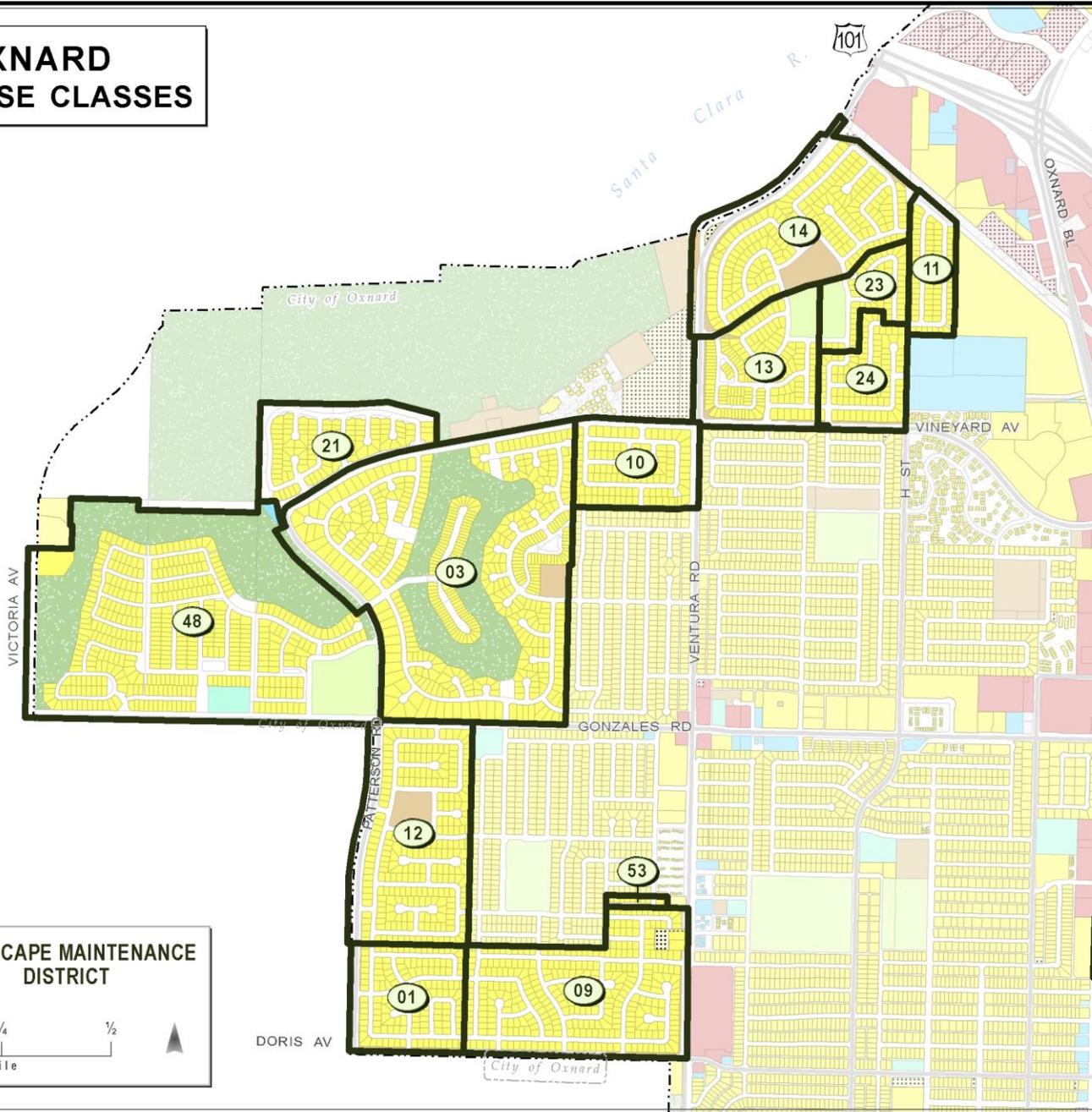
The following pages provide each appendix item previously referenced within this report.

9.1. Land Use Classes

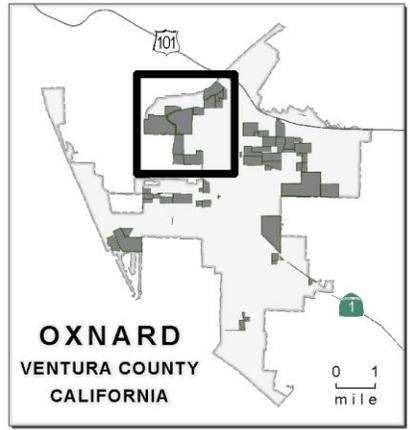
Evaluation of property land use classifications within each MAD becomes important when determining the level of improvements and services that may be needed or desired by property owners. For example, the property owners within a predominantly industrial district may not see the same value in a park that is maintained by a MAD, as would property owners in a MAD that is primarily residential in nature. Understanding the property land use classifications within a MAD may help the City get a better understanding of the property owner's approach to maintenance service level adjustments, assessment increases, and participation in community outreach efforts. Knowing whether the properties are utilized as residences, places of employment, or seeking consumer activity would help the City determine what services may be needed and in understanding the constituent's motivations prior to any outreach efforts.

Maps showing the property land use classifications by District has been included on the following pages.

OXNARD LAND USE CLASSES



LANDSCAPE MAINTENANCE DISTRICT



LAND USE CLASSES

<i>Developed</i>	<i>Undeveloped</i>
RESIDENTIAL	
INDUSTRIAL	
COMMERCIAL	
SERVICE/OFFICE	
MIXED-USE Residential + Industrial, Commercial or Service/Office)	
GOV'T/SERVICE UTILITY	
SCHOOL/UNIVERSITY	
REC./OPEN SPACE	
RELIGIOUS/FRATERNAL	
AGRICULTURE	
LIVESTOCK	
MINING	
INFRASTRUCTURE/PARKING LOT/ UTILITY ROW/UNDERGROUND SVS	

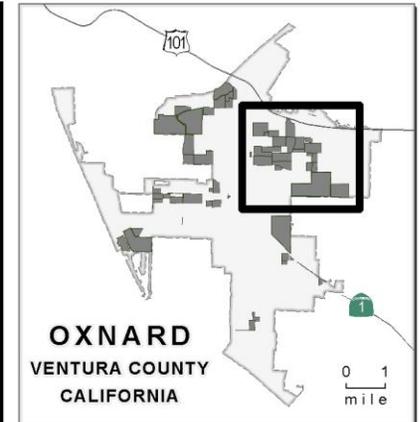
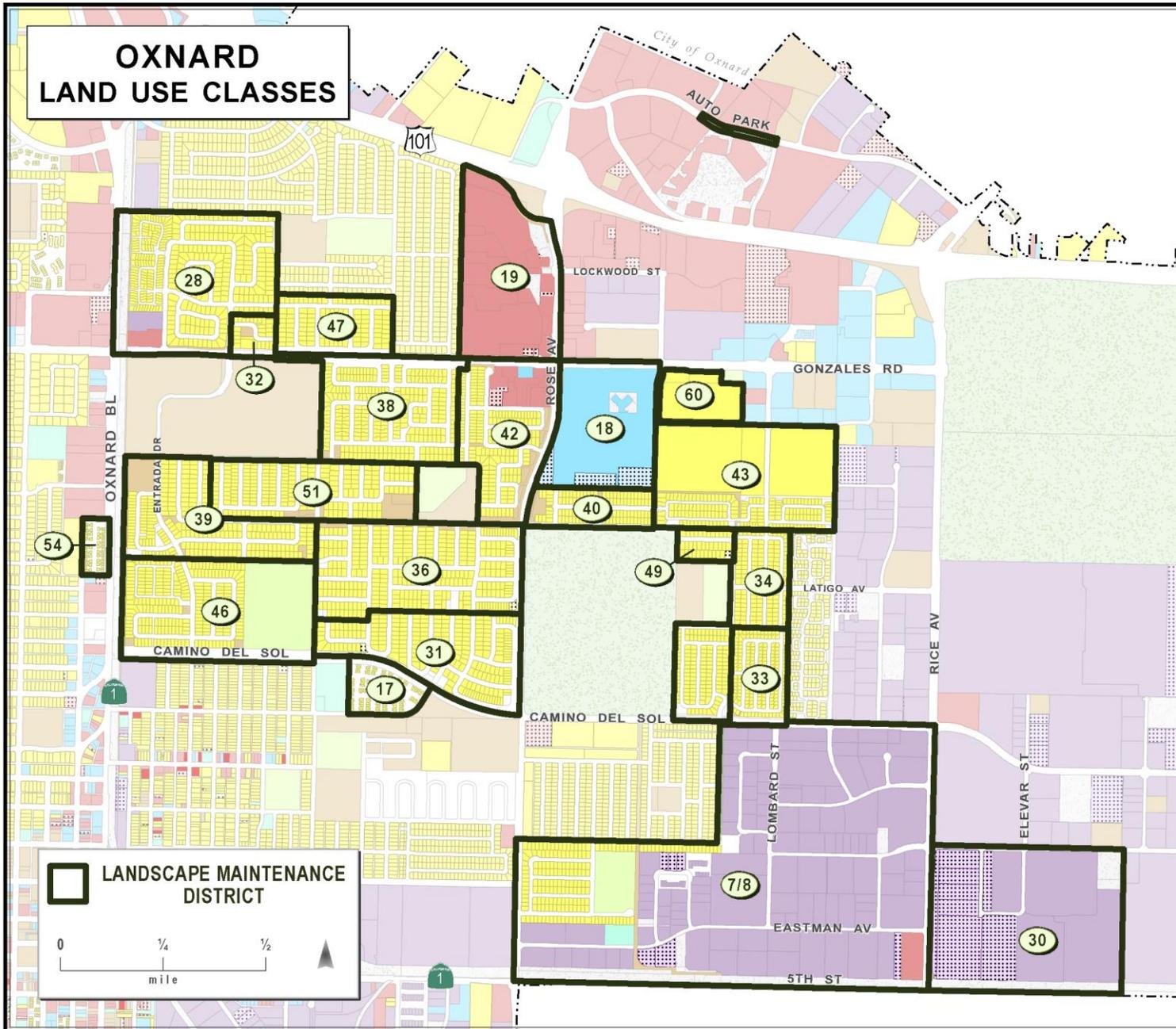
Data Source
Ventura County GIS, City of Oxnard GIS

Prepared by



- | | | | | |
|----------------------|--------------------------|--------------------|--------------|---------------------|
| 01 Summerfield | 10 CountryClub/Sea Ridge | 13 Le Village | 24 Vineyards | 48 Victoria Estates |
| 03 River Ridge | 11 St. Tropez | 14 California Cove | 23 Greystone | 53 Huff Court |
| 09 Strawberry Fields | 12 Standard Pacific | 21 Cypress Pointe | | |

OXNARD LAND USE CLASSES



LAND USE CLASSES

- | <i>Developed</i> | <i>Undeveloped</i> |
|--|--------------------|
| | |
| RESIDENTIAL | |
| | |
| INDUSTRIAL | |
| | |
| COMMERCIAL | |
| | |
| SERVICE/OFFICE | |
| | |
| MIXED-USE
<small>Residential + Industrial, Commercial or Service/Office)</small> | |
| | |
| GOV'T/SERVICE UTILITY | |
| | |
| SCHOOL/UNIVERSITY | |
| | |
| REC./OPEN SPACE | |
| | |
| RELIGIOUS/FRATERNAL | |
| | |
| AGRICULTURE | |
| | |
| LIVESTOCK | |
| | |
| MINING | |
| | |
| INFRASTRUCTURE/PARKING LOT/
UTILITY ROW/UNDERGROUND SVS | |

LANDSCAPE MAINTENANCE DISTRICT

0 1/4 1/2
mile

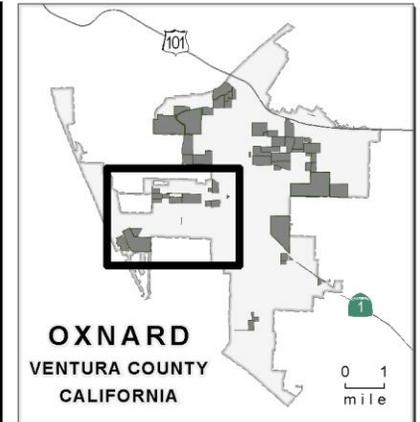
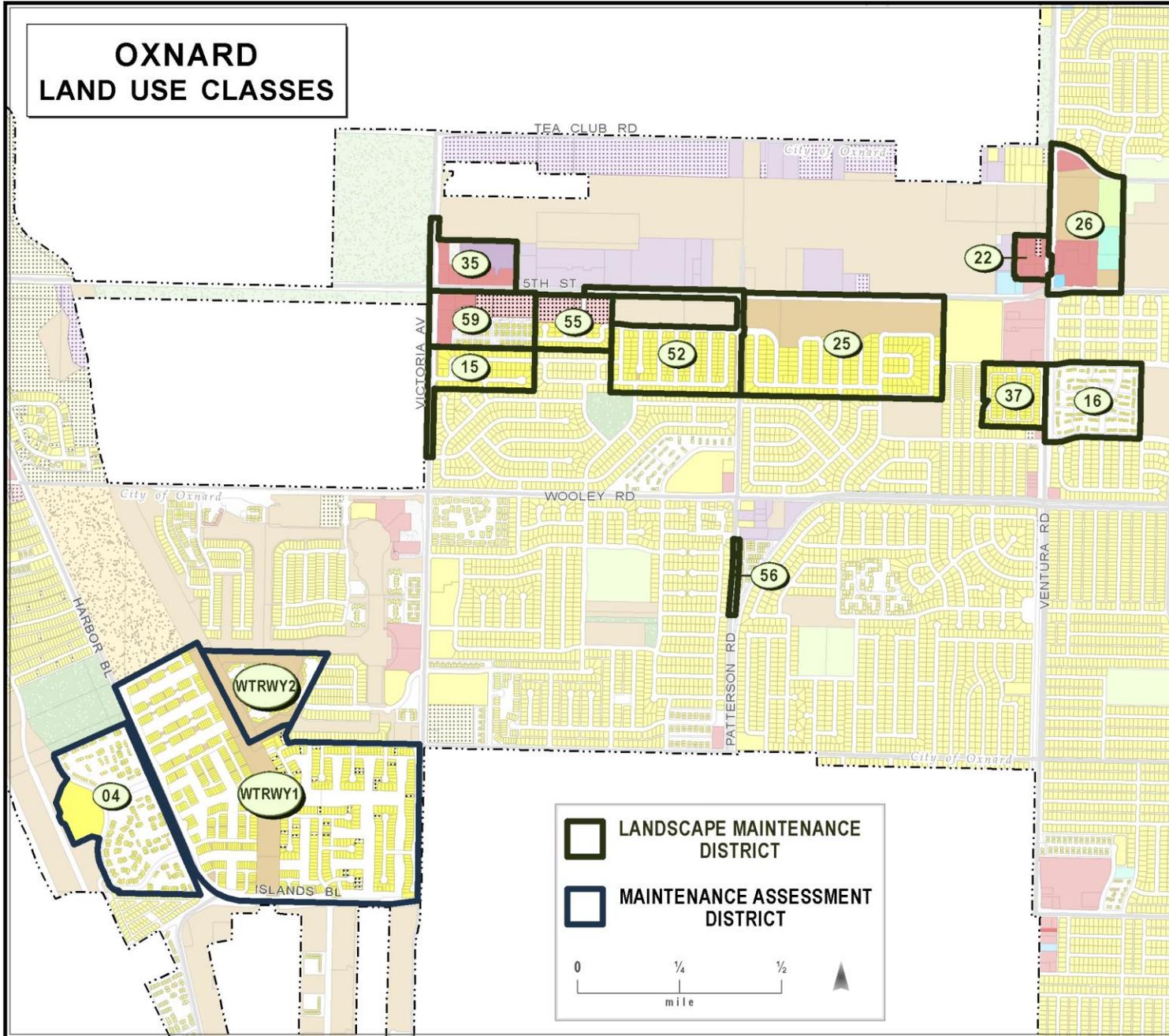
- | | | | | |
|--------------------------|----------------------|----------------------------------|-----------------------|------------------------------|
| 7/8 Northfield/Sea Gate | 28 Harborside | 33 El Paseo | 40 Cantada | 49 Cameron Ranch |
| 17 Village of San Miguel | 30 Haas Automation | 34 Sunrise Pointe/Sunset Cove | 42 Cantabria/Coronado | 51 Pheiler |
| 18 St. John's | 31 Rancho de la Rosa | 36 Villa Santa Cruz/Villa Carmel | 43 Greenbelt | 54 Meadowcrest Villas |
| 19 Shopping at the Rose | 32 Oak Park | 38 Aldea del Mar | 46 Daily Ranch | 57 Golden State Self Storage |
| | | 39 Promes/Sueno | 47 Sycamore Place | 60 Artisan |

Data Source
Ventura County GIS, City of Oxnard GIS

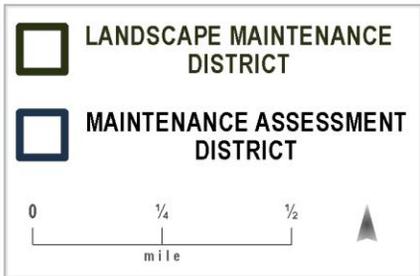
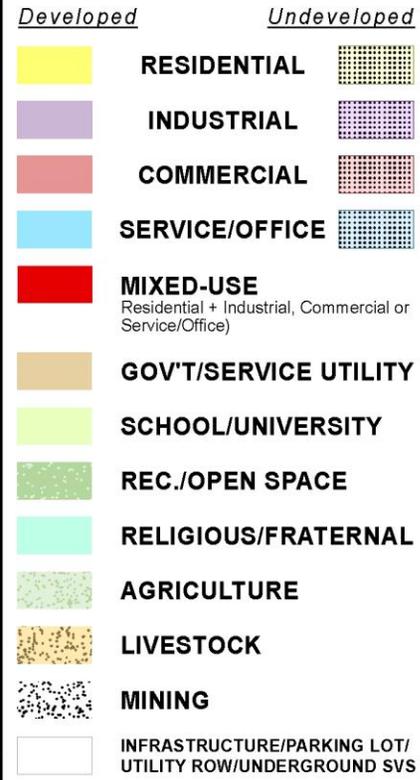
Prepared by



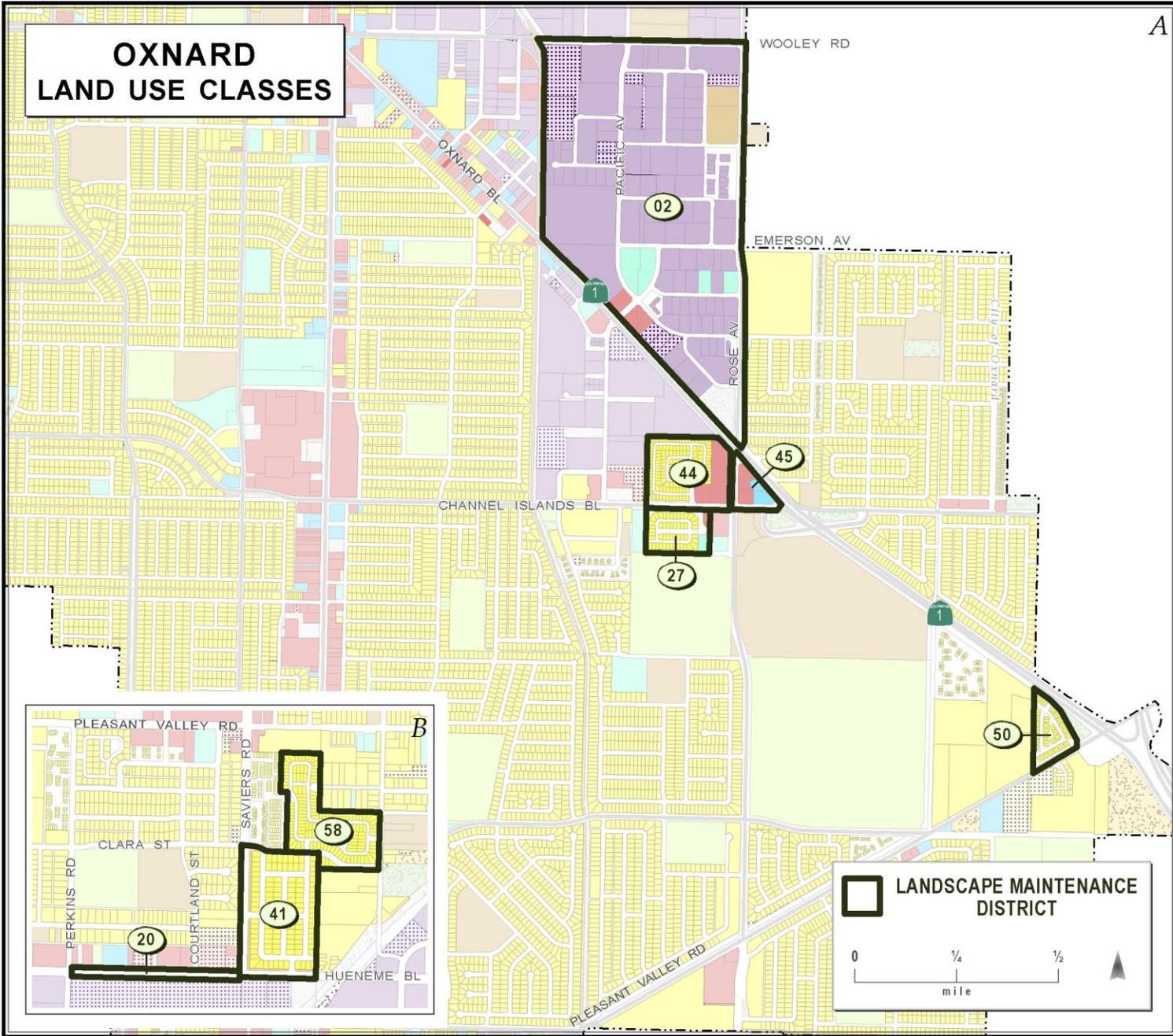
OXNARD LAND USE CLASSES



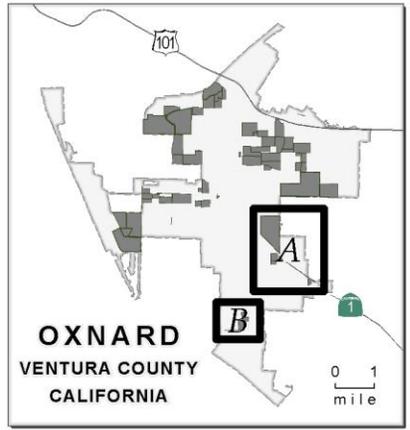
LAND USE CLASSES



04 Mandalay Beach/Colony/Hotel	22 McDonald's Median	35 Airport Marina Center	55 Wingfield West	WTRWY1 Waterway Zone 1
15 Pelican Pointe	25 The Pointe	37 Pacific Breeze	56 The Cottages at Patterson	WTRWY1 Waterway Zone 2
16 California Lighthouse	26 Albertson's	52 Wingfield	59 Orbella	

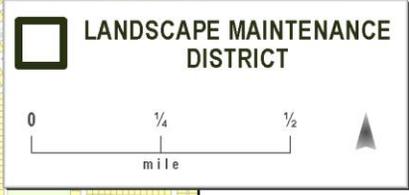
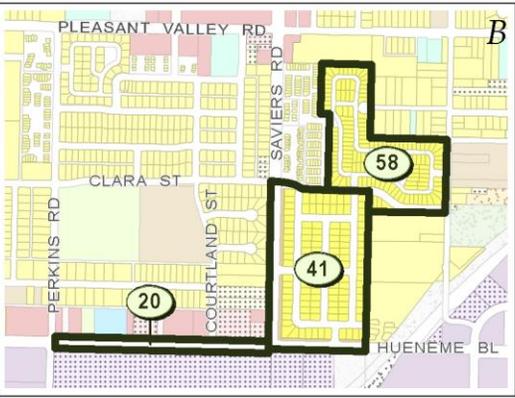


**OXNARD
LAND USE CLASSES**



LAND USE CLASSES

- | <i>Developed</i> | <i>Undeveloped</i> |
|---|--------------------|
| | |
| RESIDENTIAL | |
| | |
| INDUSTRIAL | |
| | |
| COMMERCIAL | |
| | |
| SERVICE/OFFICE | |
| | |
| MIXED-USE
Residential + Industrial, Commercial or Service/Office) | |
| | |
| GOV'T/SERVICE UTILITY | |
| | |
| SCHOOL/UNIVERSITY | |
| | |
| REC./OPEN SPACE | |
| | |
| RELIGIOUS/FRATERNAL | |
| | |
| AGRICULTURE | |
| | |
| LIVESTOCK | |
| | |
| MINING | |
| | |
| INFRASTRUCTURE/PARKING LOT/
UTILITY ROW/UNDERGROUND SVS | |



- | | | |
|---------------------------------|---------------------------|----------------------------------|
| 02 Channel Islands Business Ctr | 41 Pacific Cove | 50 Pleasant Valley Senior Center |
| 20 Volvo Median | 44 American Pacific Homes | 58 Westwind |
| 27 Rose Island | 45 Channel Pointe | |

Data Source
Ventura County GIS, City of Oxnard GIS

Prepared by

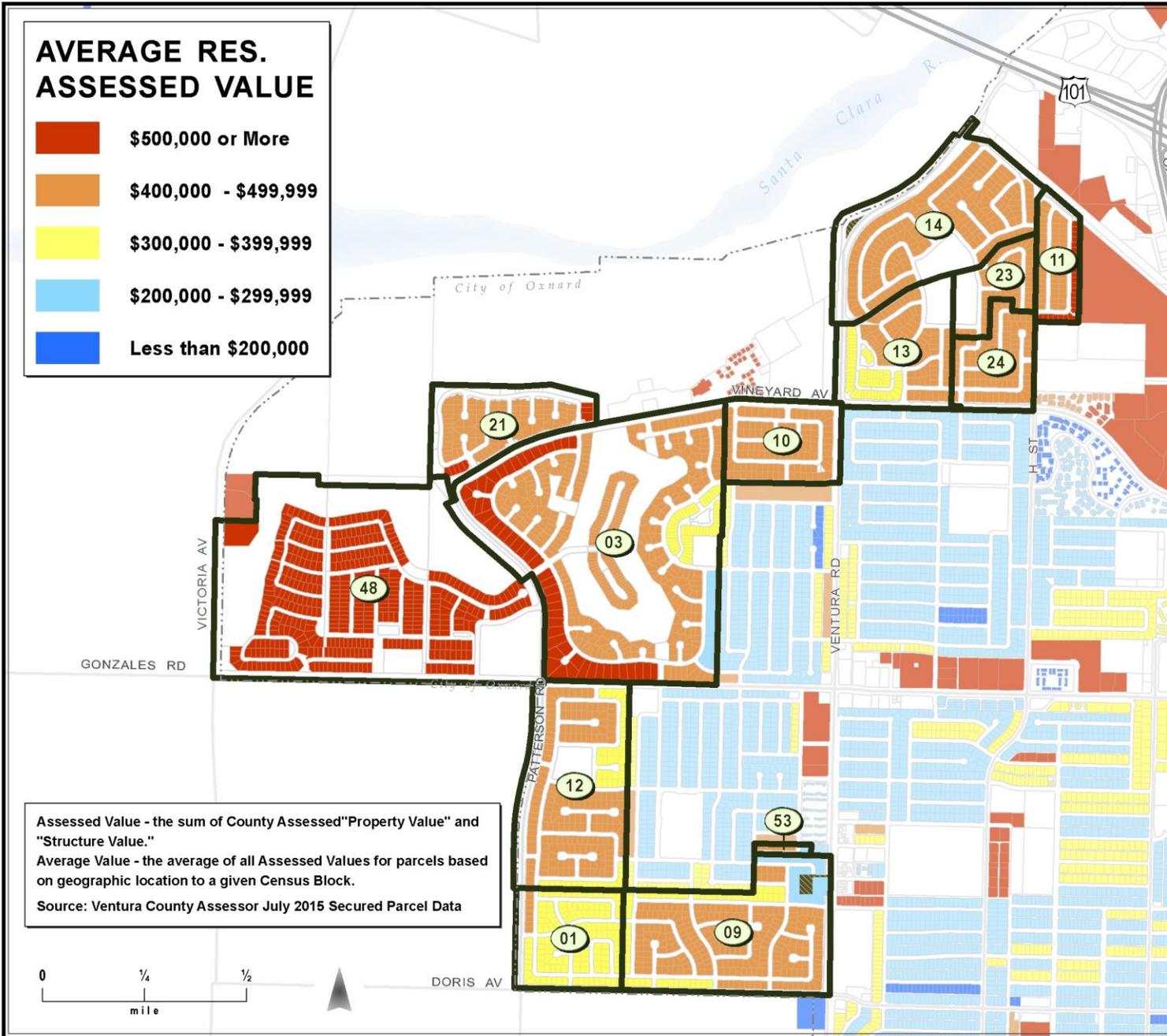


9.2. Average Residential Assessed Value

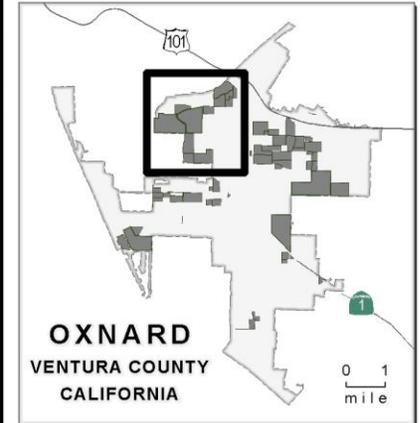
Evaluation of property assessed values within each MAD becomes important when communicating with property owners about additional needs for revenue and services. Assessed values are important in determining effective tax rates and in speculating on assessment increase limitations because property tax bill amounts are largely based on this assessed value. It is worth noting that assessed values may not represent current market property values.

Maps showing the property assessed values by District has been included on the following pages.

AVERAGE RES. ASSESSED VALUE



Assessed Value - the sum of County Assessed "Property Value" and "Structure Value."
 Average Value - the average of all Assessed Values for parcels based on geographic location to a given Census Block.
 Source: Ventura County Assessor July 2015 Secured Parcel Data



- LANDSCAPE MAINTENANCE DISTRICT
- Vacant Residential Parcel
- Non-Residential Parcel

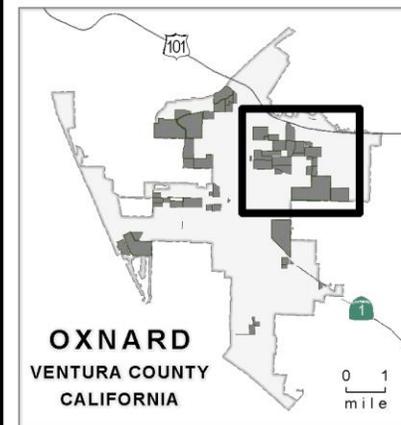
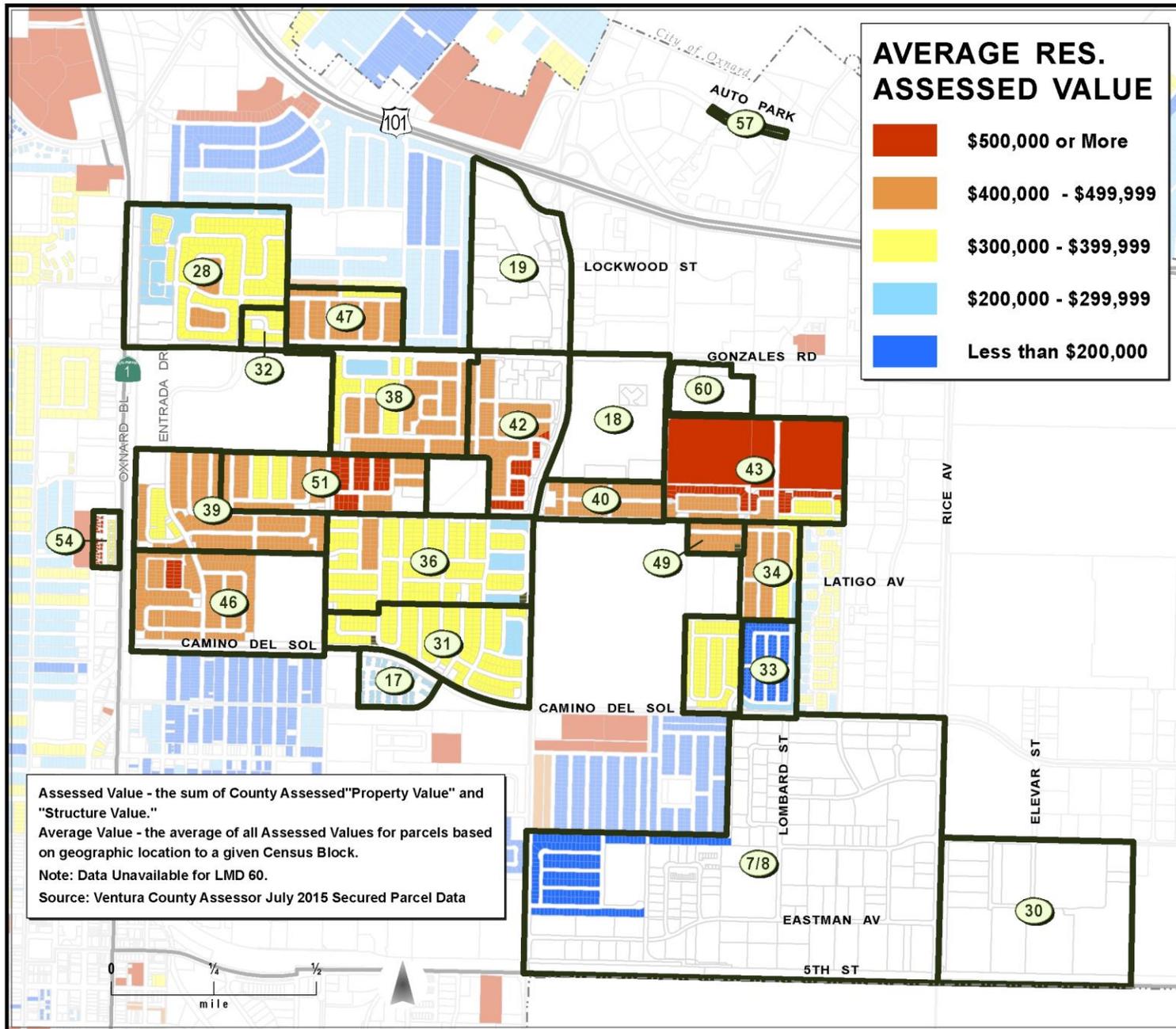
Data Source
 Ventura County GIS Department
 City of Oxnard GIS Department

Projection
 NAD 1983 StatePlane California V FIPS 0405 Feet

Geographic Coordinate System
 GCS North American 1983

- | | | | | |
|----------------------|--------------------------|--------------------|--------------|---------------------|
| 01 Summerfield | 10 CountryClub/Sea Ridge | 13 Le Village | 24 Vineyards | 48 Victoria Estates |
| 03 River Ridge | 11 St. Tropez | 14 California Cove | 23 Greystone | 53 Huff Court |
| 09 Strawberry Fields | 12 Standard Pacific | 21 Cypress Pointe | | |





-  LANDSCAPE MAINTENANCE DISTRICT
-  Vacant Residential Parcel
-  Non-Residential Parcel

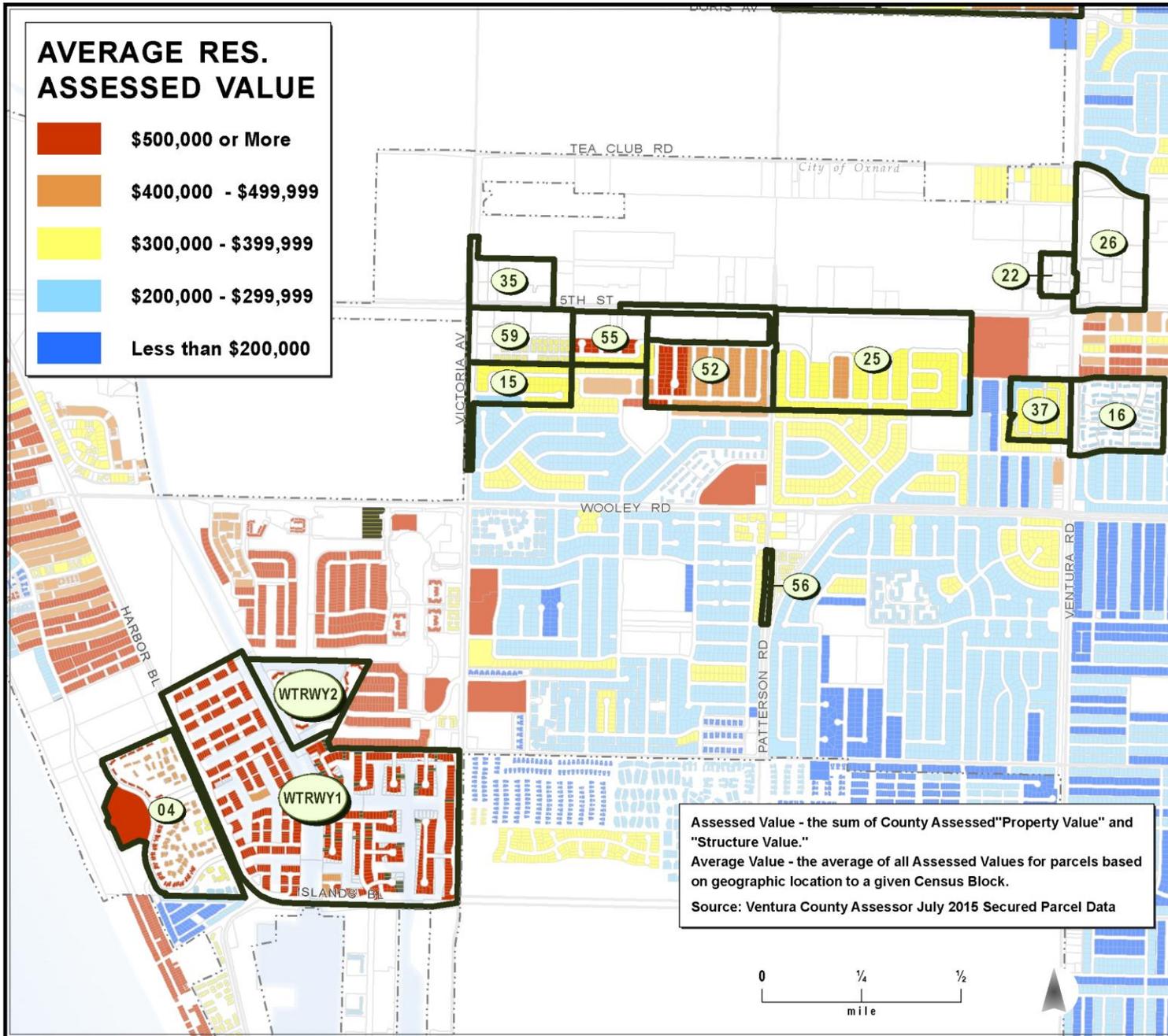
Data Source
 Ventura County GIS Department
 City of Oxnard GIS Department

Projection
 NAD 1983 StatePlane California V FIPS 0405 Feet

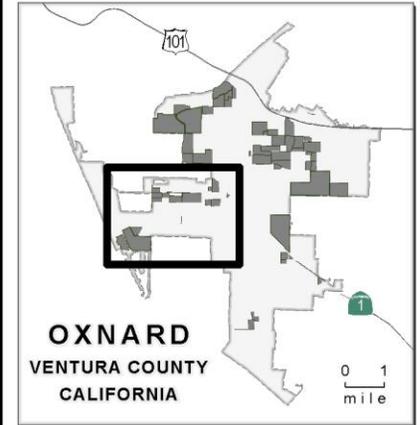
Geographic Coordinate System
 GCS North American 1983

7/8 Northfield/Sea Gate	28 Harborside	33 El Paseo	40 Cantada	49 Cameron Ranch
17 Village of San Miguel	30 Haas Automation	34 Sunrise Pointe/Sunset Cove	42 Cantabria/Coronado	51 Pheiler
18 St. John's	31 Rancho de la Rosa	36 Villa Santa Cruz/Villa Carmel	43 Greenbelt	54 Meadowcrest Villas
19 Shopping at the Rose	32 Oak Park	38 Aldea del Mar	46 Daily Ranch	57 Golden State Self Storage
		39 Promes/Sueno	47 Sycamore Place	60 Artisan

AVERAGE RES. ASSESSED VALUE



Assessed Value - the sum of County Assessed "Property Value" and "Structure Value."
 Average Value - the average of all Assessed Values for parcels based on geographic location to a given Census Block.
 Source: Ventura County Assessor July 2015 Secured Parcel Data



- LANDSCAPE MAINTENANCE DISTRICT
- Vacant Residential Parcel
- Non-Residential Parcel

Data Source
 Ventura County GIS Department
 City of Oxnard GIS Department

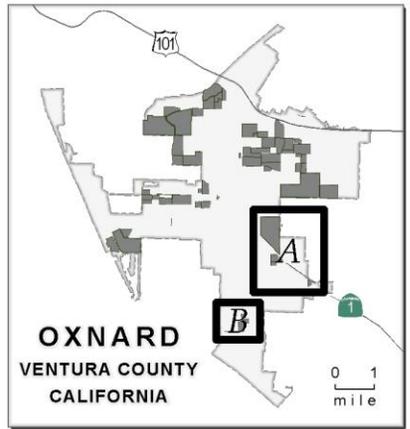
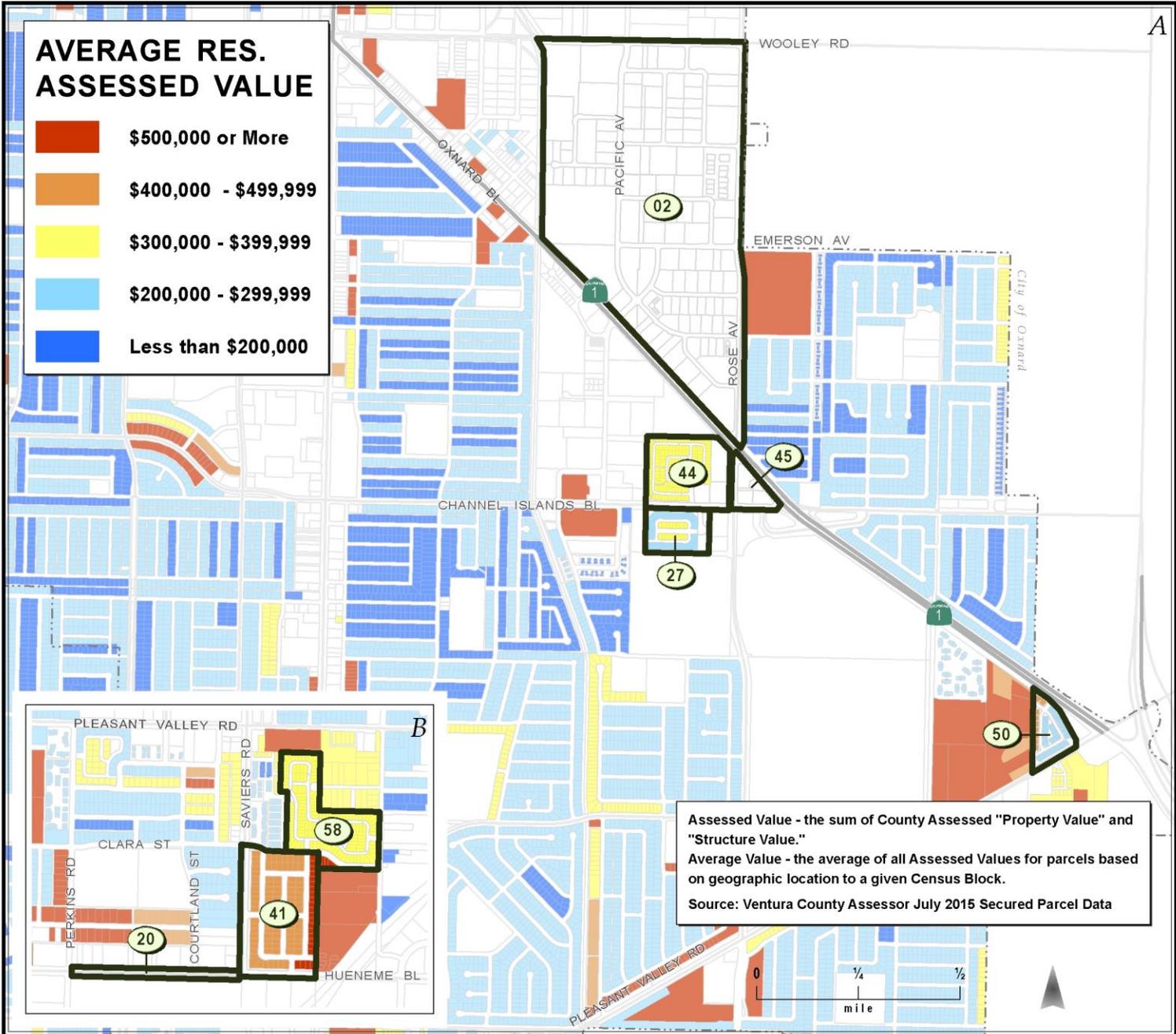
Projection
 NAD 1983 StatePlane California V FIPS 0405 Feet

Geographic Coordinate System
 GCS North American 1983

Prepared by



- | | | | | |
|--------------------------------|----------------------|--------------------------|------------------------------|------------------------|
| 04 Mandalay Beach/Colony/Hotel | 22 McDonald's Median | 35 Airport Marina Center | 55 Wingfield West | WTRWY1 Waterway Zone 1 |
| 15 Pelican Pointe | 25 The Pointe | 37 Pacific Breeze | 56 The Cottages at Patterson | WTRWY1 Waterway Zone 2 |
| 16 California Lighthouse | 26 Albertson's | 52 Wingfield | 59 Orbella | |



Assessed Value - the sum of County Assessed "Property Value" and "Structure Value."
 Average Value - the average of all Assessed Values for parcels based on geographic location to a given Census Block.
 Source: Ventura County Assessor July 2015 Secured Parcel Data

- LANDSCAPE MAINTENANCE DISTRICT
- Vacant Residential Parcel
- Non-Residential Parcel

Data Source
 Ventura County GIS Department
 City of Oxnard GIS Department

Projection
 NAD 1983 StatePlane California V FIPS 0405 Feet

Geographic Coordinate System
 GCS North American 1983

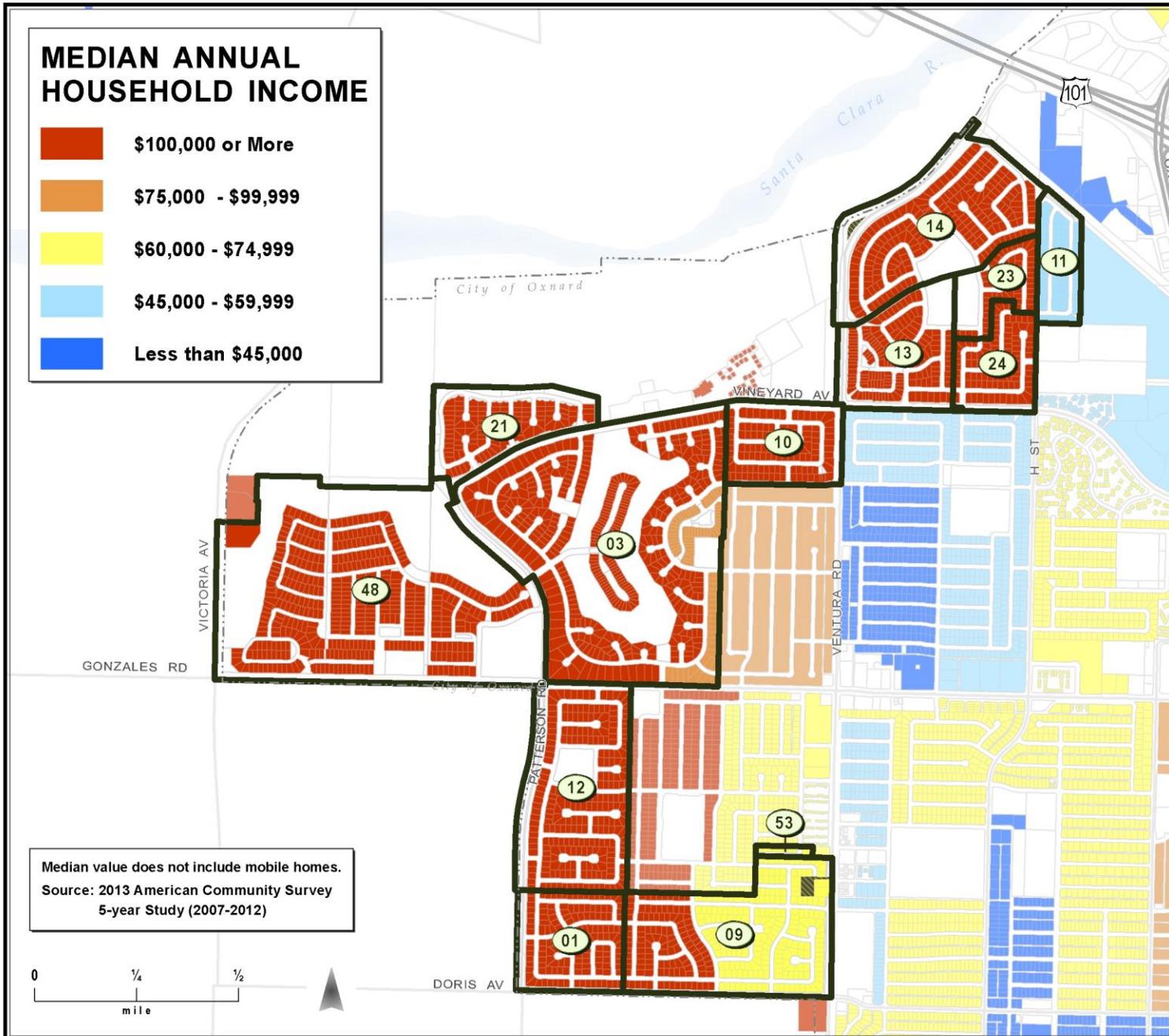
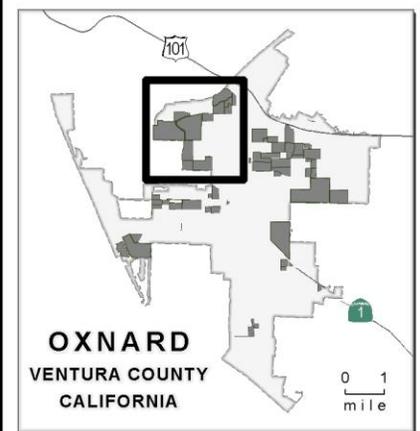
- 02 Channel Islands Business Ctr
- 20 Volvo Median
- 27 Rose Island
- 41 Pacific Cove
- 44 American Pacific Homes
- 45 Channel Pointe
- 50 Pleasant Valley Senior Center
- 58 Westwind

9.3. Median Annual Household Income

Evaluation of median household incomes within each MAD provides the City with an understanding of residents' financial capability. Higher income households typically have more discretionary income than households with lower income levels. Income levels are important when speculating about the success of increasing existing assessment rates or in forming a new district. For example, a MAD with a median household income of \$35,000 is less likely to approve an assessment increase than a MAD with a median household income of \$105,000.

Maps showing the median household income by District has been included on the following pages.

MEDIAN ANNUAL HOUSEHOLD INCOME



Median value does not include mobile homes.
Source: 2013 American Community Survey
5-year Study (2007-2012)



- LANDSCAPE MAINTENANCE DISTRICT
- Vacant Residential Parcel
- Non-Residential Parcel

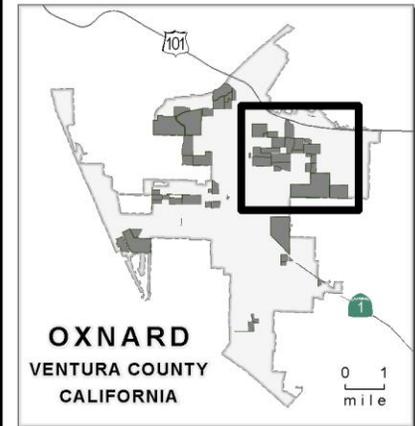
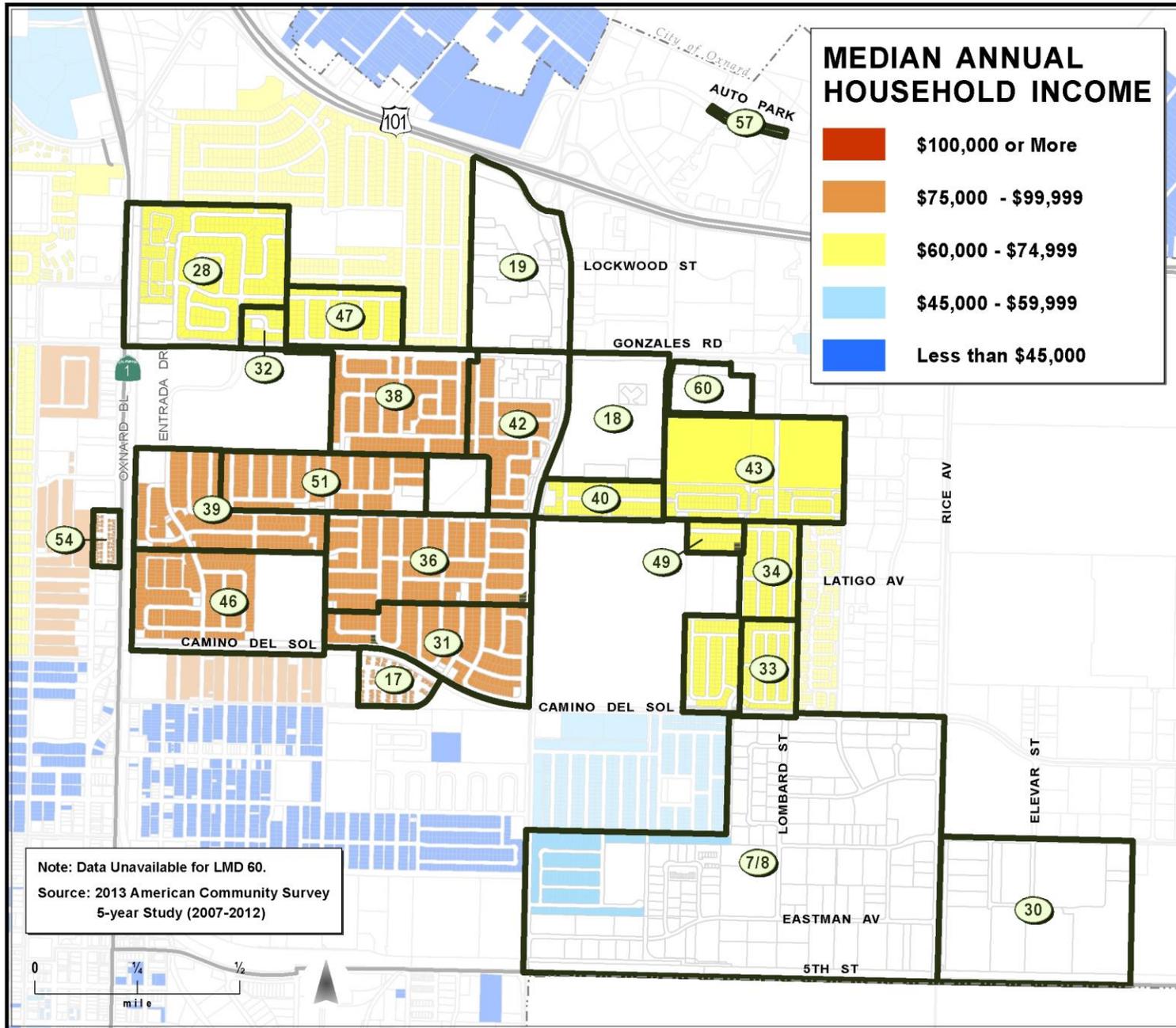
Data Source
Ventura County GIS Department
City of Oxnard GIS Department

Projection
NAD 1983 StatePlane California V FIPS 0405 Feet

Geographic Coordinate System
GCS North American 1983

- | | | | | |
|----------------------|--------------------------|--------------------|--------------|---------------------|
| 01 Summerfield | 10 CountryClub/Sea Ridge | 13 Le Village | 24 Vineyards | 48 Victoria Estates |
| 03 River Ridge | 11 St. Tropez | 14 California Cove | 23 Greystone | 53 Huff Court |
| 09 Strawberry Fields | 12 Standard Pacific | 21 Cypress Pointe | | |





-  LANDSCAPE MAINTENANCE DISTRICT
-  Vacant Residential Parcel
-  Non-Residential Parcel

Data Source
 Ventura County GIS Department
 City of Oxnard GIS Department

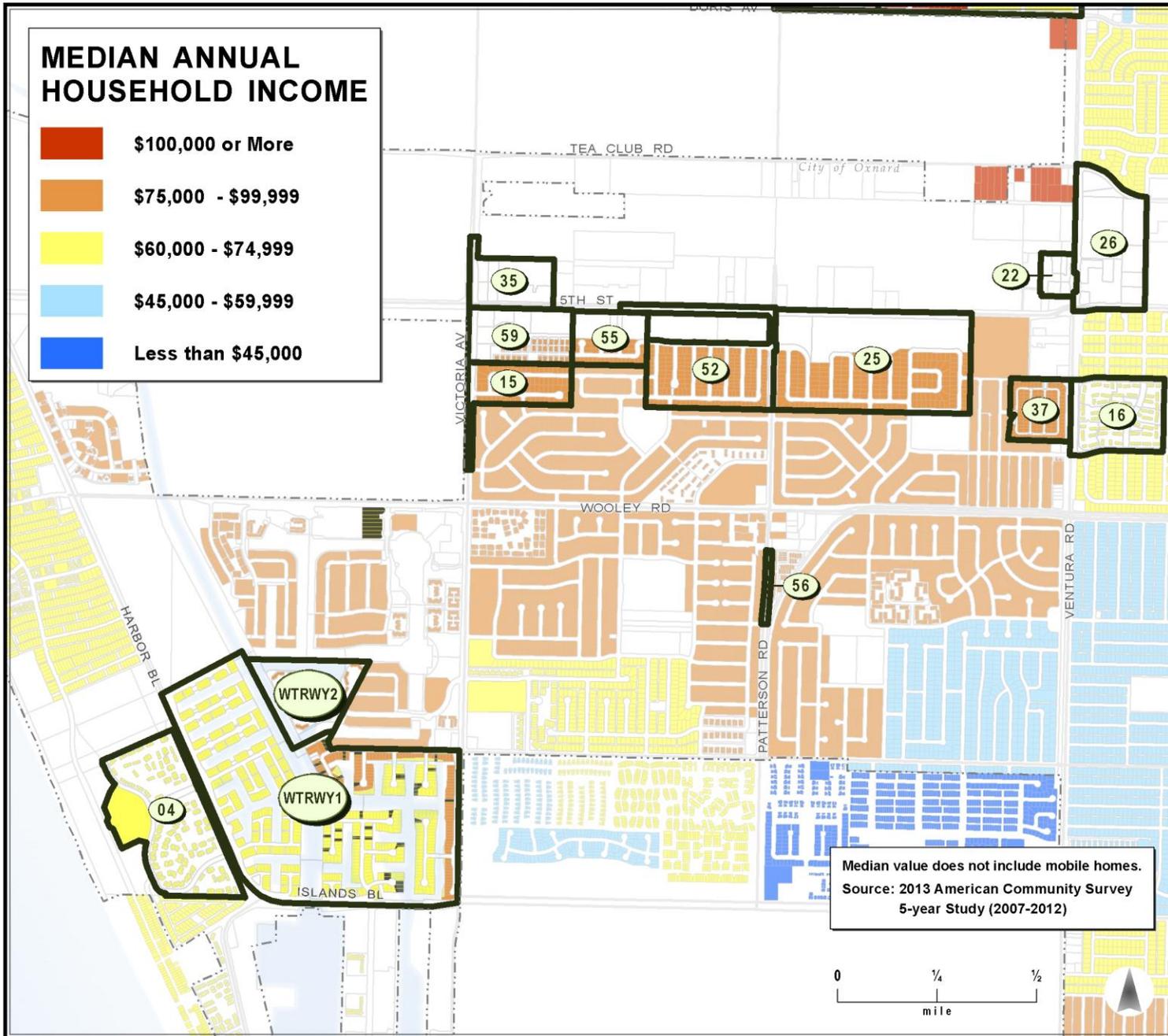
Projection
 NAD 1983 StatePlane California V FIPS 0405 Feet

Geographic Coordinate System
 GCS North American 1983

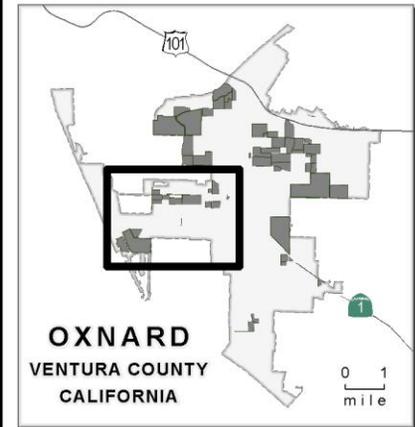
7/8 Northfield/Sea Gate	28 Harborside	33 El Paseo	40 Cantada	49 Cameron Ranch
17 Village of San Miguel	30 Haas Automation	34 Sunrise Pointe/Sunset Cove	42 Cantabria/Coronado	51 Pheiler
18 St. John's	31 Rancho de la Rosa	36 Villa Santa Cruz/Villa Carmel	43 Greenbelt	54 Meadowcrest Villas
19 Shopping at the Rose	32 Oak Park	38 Aldea del Mar	46 Daily Ranch	57 Golden State Self Storage
		39 Promes/Sueno	47 Sycamore Place	60 Artisan

MEDIAN ANNUAL HOUSEHOLD INCOME

- \$100,000 or More
- \$75,000 - \$99,999
- \$60,000 - \$74,999
- \$45,000 - \$59,999
- Less than \$45,000



Median value does not include mobile homes.
 Source: 2013 American Community Survey
 5-year Study (2007-2012)



- LANDSCAPE MAINTENANCE DISTRICT
- Vacant Residential Parcel
- Non-Residential Parcel

Data Source
 Ventura County GIS Department
 City of Oxnard GIS Department

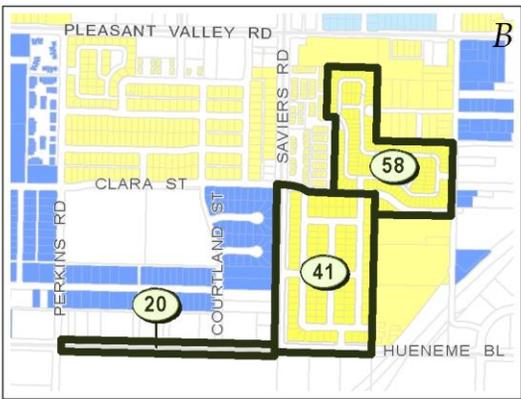
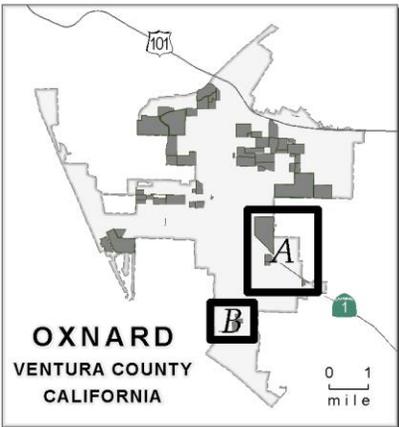
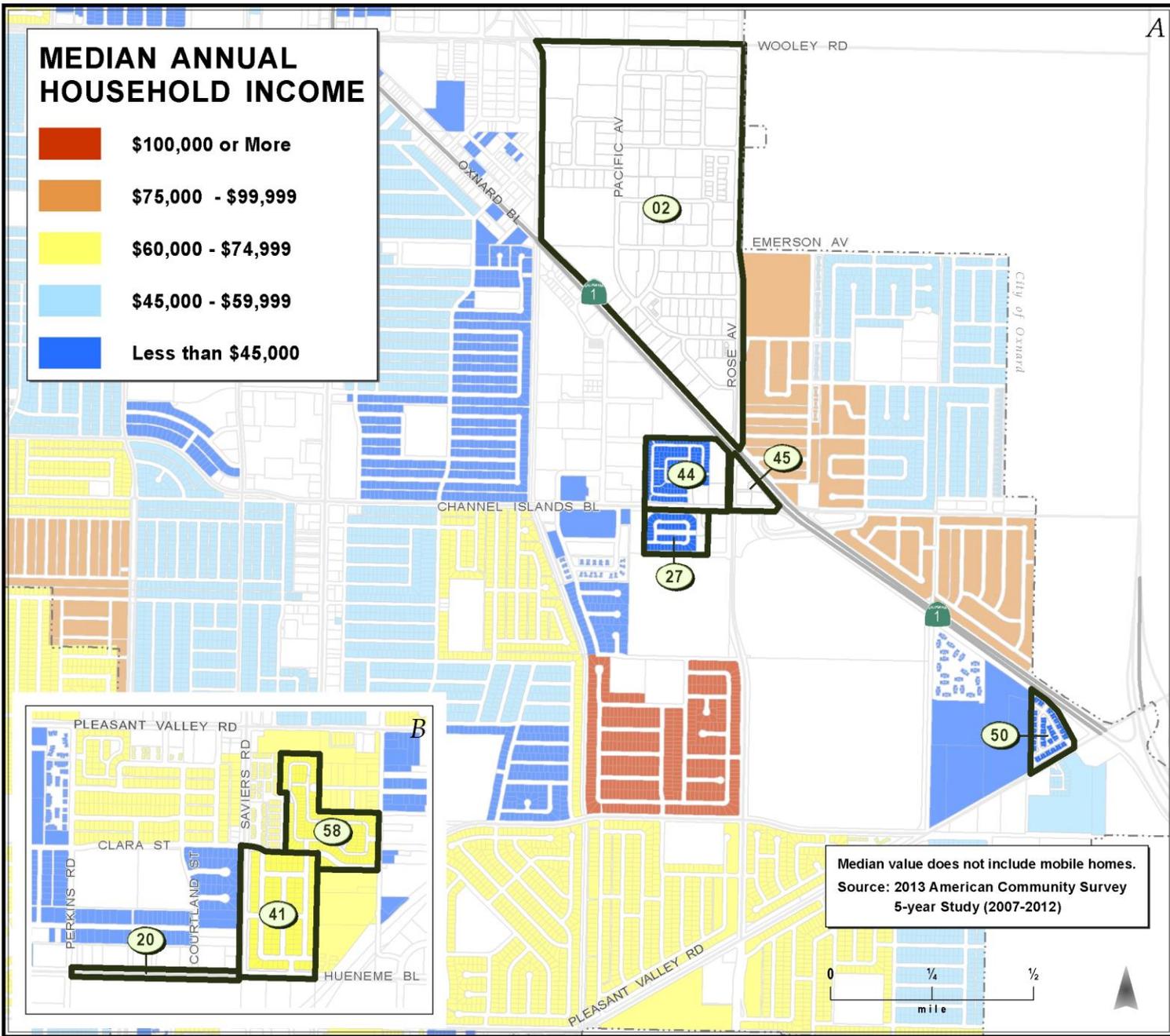
Projection
 NAD 1983 StatePlane California V FIPS 0405 Feet

Geographic Coordinate System
 GCS North American 1983

Prepared by



04 Mandalay Beach/Colony/Hotel	22 McDonald's Median	35 Airport Marina Center	55 Wingfield West	WTRWY1 Waterway Zone 1
15 Pelican Pointe	25 The Pointe	37 Pacific Breeze	56 The Cottages at Patterson	WTRWY1 Waterway Zone 2
16 California Lighthouse	26 Albertson's	52 Wingfield	59 Orbella	



02 Channel Islands Business Ctr
20 Volvo Median
27 Rose Island

41 Pacific Cove
44 American Pacific Homes
45 Channel Pointe

50 Pleasant Valley Senior Center
58 Westwind

- LANDSCAPE MAINTENANCE DISTRICT
- Vacant Residential Parcel
- Non-Residential Parcel

Data Source
Ventura County GIS Department
City of Oxnard GIS Department

Projection
NAD 1983 StatePlane California V FIPS 0405 Feet

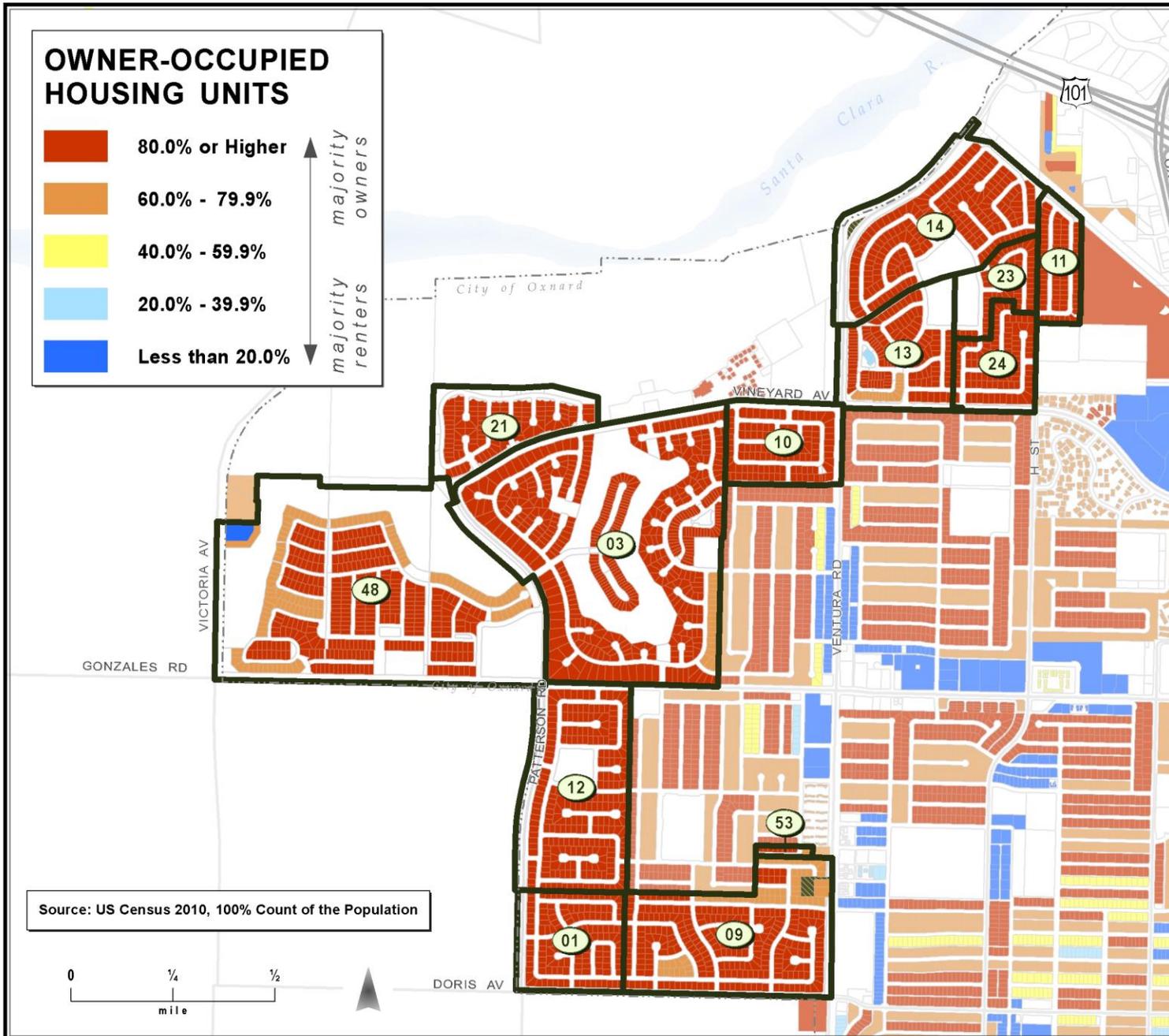
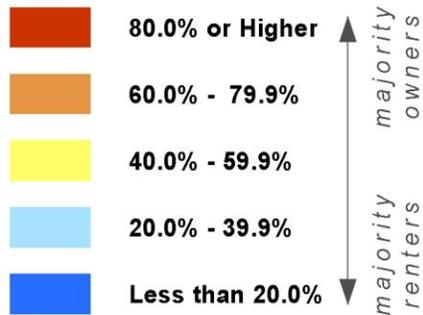
Geographic Coordinate System
GCS North American 1983

9.4. Owner-Occupied Housing Units

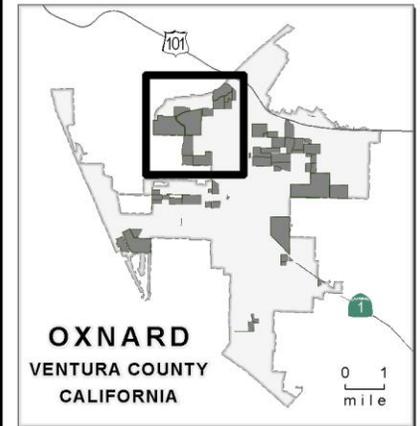
Property ownership is a vital piece of information that should be taken into account when considering the level of services and supportable assessment rates. When crafting an outreach message, identifying whether a MAD is primarily inhabited by property owners or renters provides helpful information. Property owners inhabiting their property are more inclined to participate in community meetings and view maintenance services provided by a MAD in a more valuable manner. When performing outreach for the MADs, it will be helpful for the City to ensure communication and dialogue occurs with the property owners who cast ballots in Proposition 218 proceedings rather than communicating with renters who will not be eligible.

Maps showing the owner occupied residences by District has been included on the following pages.

OWNER-OCCUPIED HOUSING UNITS



Source: US Census 2010, 100% Count of the Population



OXNARD
VENTURA COUNTY
CALIFORNIA

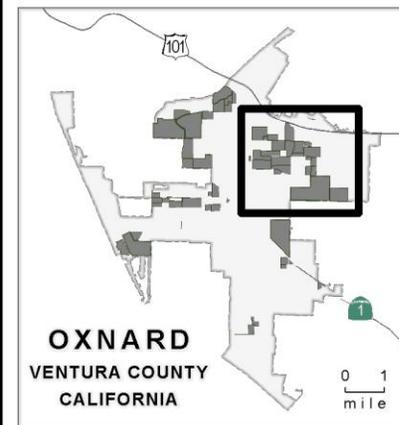
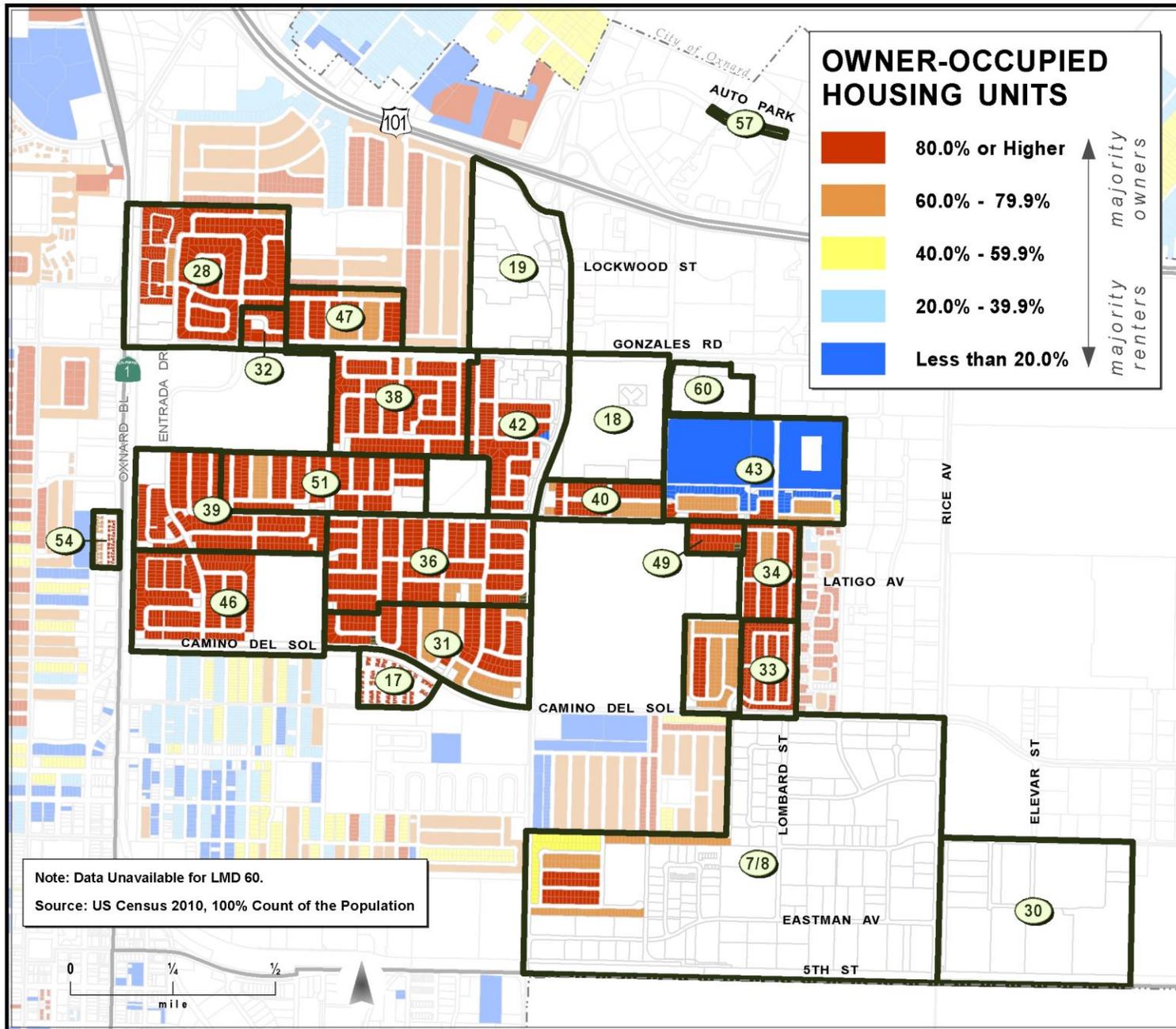
- LANDSCAPE MAINTENANCE DISTRICT
- Vacant Residential Parcel
- Non-Residential Parcel

Data Source
Ventura County GIS Department
City of Oxnard GIS Department

Projection
NAD 1983 StatePlane California V FIPS 0405 Feet

Geographic Coordinate System
GCS North American 1983

- | | | | | |
|----------------------|--------------------------|--------------------|--------------|---------------------|
| 01 Summerfield | 10 CountryClub/Sea Ridge | 13 Le Village | 24 Vineyards | 48 Victoria Estates |
| 03 River Ridge | 11 St. Tropez | 14 California Cove | 23 Greystone | 53 Huff Court |
| 09 Strawberry Fields | 12 Standard Pacific | 21 Cypress Pointe | | |



- LANDSCAPE MAINTENANCE DISTRICT
- Vacant Residential Parcel
- Non-Residential Parcel

Data Source
Ventura County GIS Department
City of Oxnard GIS Department

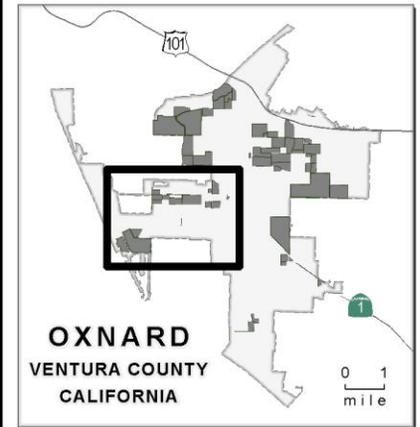
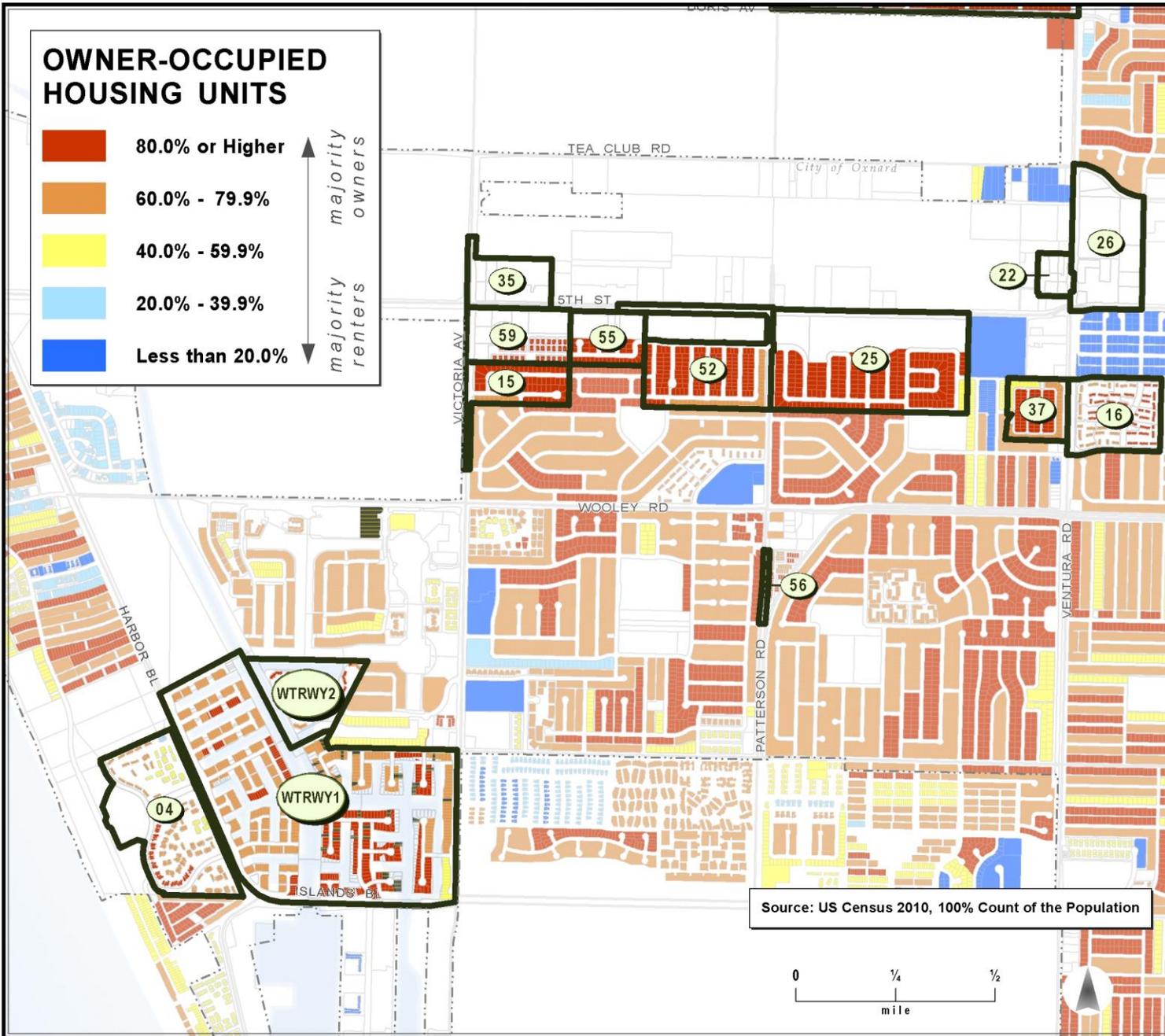
Projection
NAD 1983 StatePlane California V FIPS 0405 Feet

Geographic Coordinate System
GCS North American 1983

7/8 Northfield/Sea Gate	28 Harborside	33 El Paseo	40 Cantada	49 Cameron Ranch
17 Village of San Miguel	30 Haas Automation	34 Sunrise Pointe/Sunset Cove	42 Cantabria/Coronado	51 Pheiler
18 St. John's	31 Rancho de la Rosa	36 Villa Santa Cruz/Villa Carmel	43 Greenbelt	54 Meadowcrest Villas
19 Shopping at the Rose	32 Oak Park	38 Aldea del Mar	46 Daily Ranch	57 Golden State Self Storage
		39 Promes/Sueno	47 Sycamore Place	60 Artisan

Prepared by





-  **LANDSCAPE MAINTENANCE DISTRICT**
-  **Vacant Residential Parcel**
-  **Non-Residential Parcel**

Data Source
 Ventura County GIS Department
 City of Oxnard GIS Department

Projection
 NAD 1983 StatePlane California V FIPS 0405 Feet

Geographic Coordinate System
 GCS North American 1983

Prepared by



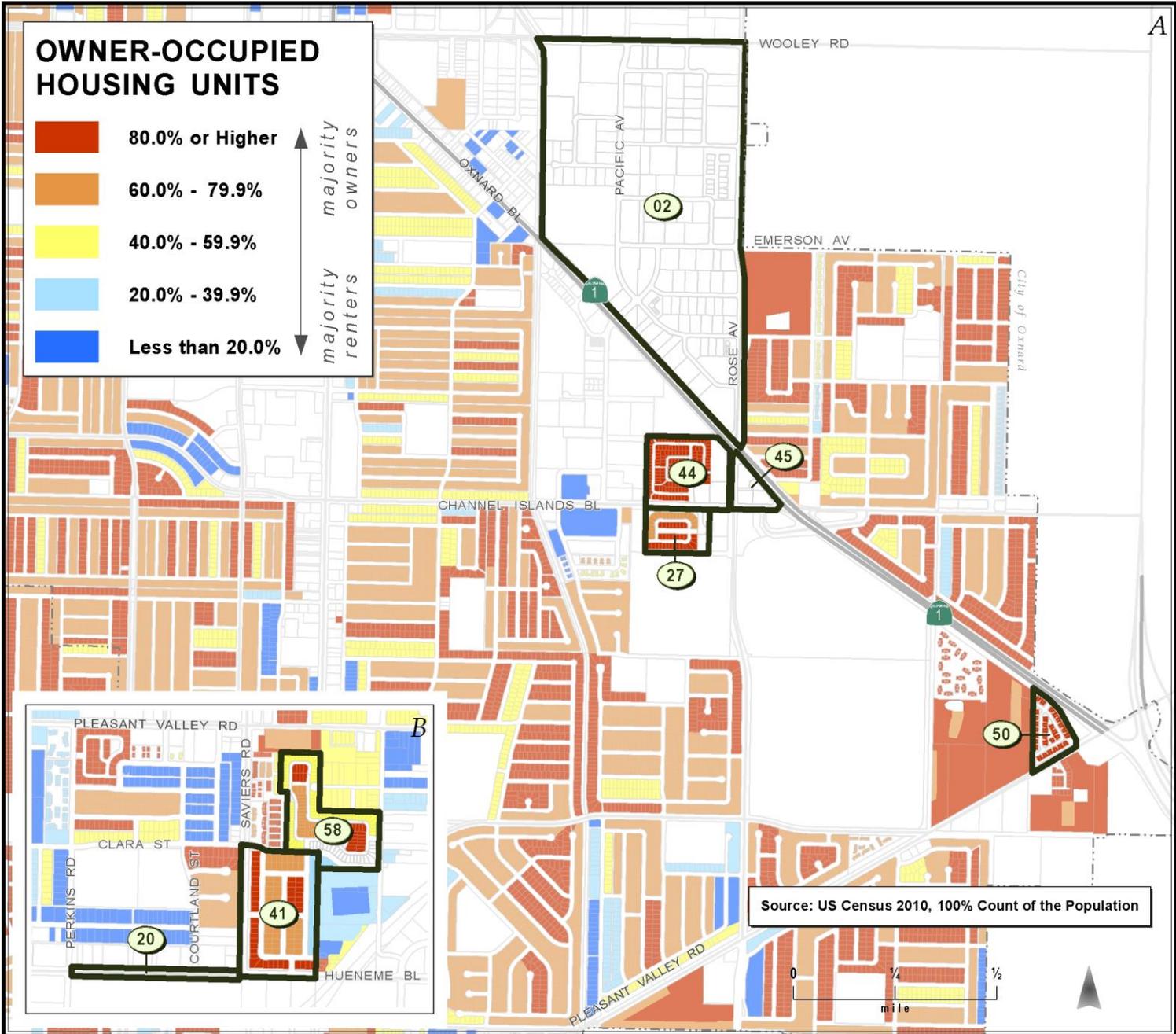
04 Mandalay Beach/Colony/Hotel
 15 Pelican Pointe
 16 California Lighthouse

22 McDonald's Median
 25 The Pointe
 26 Albertson's

35 Airport Marina Center
 37 Pacific Breeze
 52 Wingfield

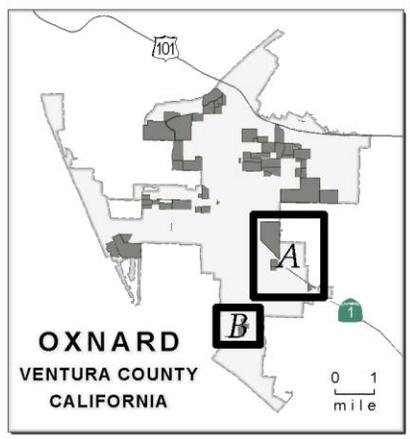
55 Wingfield West
 56 The Cottages at Patterson
 59 Orbella

WTRWY1 Waterway Zone 1
 WTRWY1 Waterway Zone 2



OWNER-OCCUPIED HOUSING UNITS

Red	80.0% or Higher	majority owners
Orange	60.0% - 79.9%	
Yellow	40.0% - 59.9%	majority renters
Light Blue	20.0% - 39.9%	
Dark Blue	Less than 20.0%	



- LANDSCAPE MAINTENANCE DISTRICT
- Vacant Residential Parcel
- Non-Residential Parcel

Data Source
Ventura County GIS Department
City of Oxnard GIS Department

Projection
NAD 1983 StatePlane California V FIPS 0405 Feet

Geographic Coordinate System
GCS North American 1983

Source: US Census 2010, 100% Count of the Population

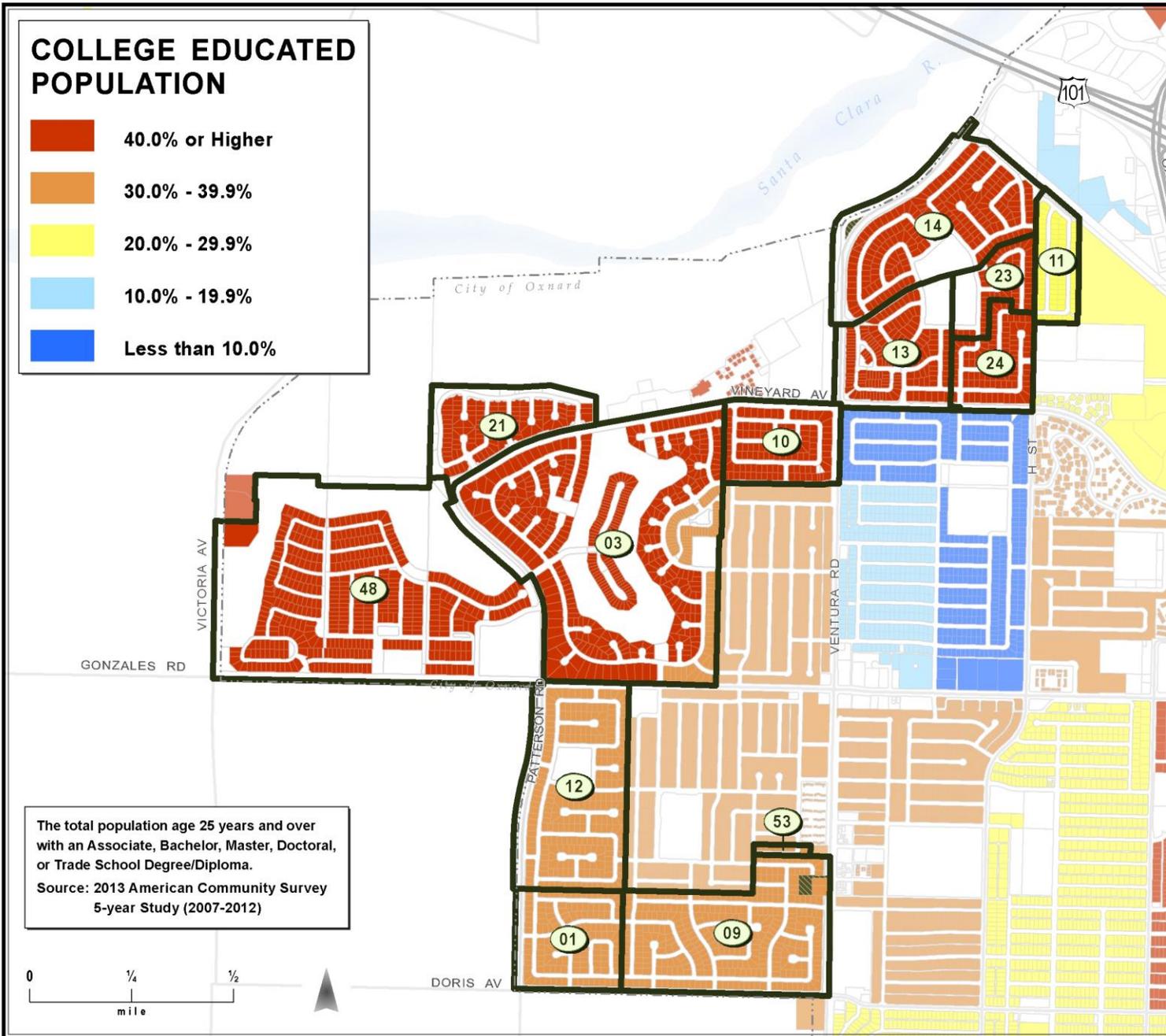
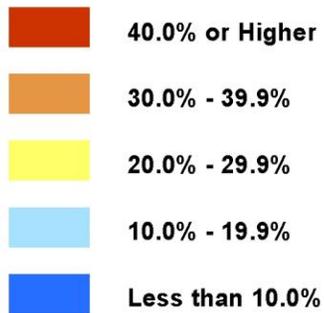
- | | | |
|---------------------------------|---------------------------|----------------------------------|
| 02 Channel Islands Business Ctr | 41 Pacific Cove | 50 Pleasant Valley Senior Center |
| 20 Volvo Median | 44 American Pacific Homes | 58 Westwind |
| 27 Rose Island | 45 Channel Pointe | |

9.5. College Educated Population

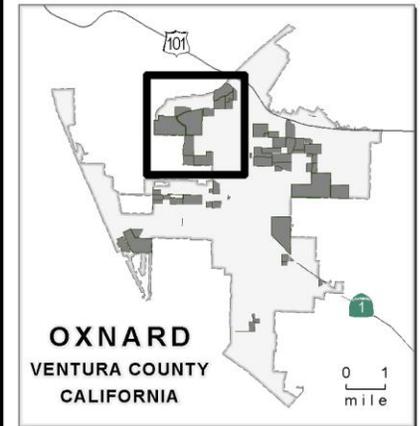
Evaluation of the college educated population within each MAD is important. For example, MADS with college educated populations may initially have a better understanding of assessments and the nuances associated with each MAD. This information would be critical when crafting an outreach message for a MAD.

Maps showing the college educated population by District has been included on the following pages.

COLLEGE EDUCATED POPULATION



The total population age 25 years and over with an Associate, Bachelor, Master, Doctoral, or Trade School Degree/Diploma.
 Source: 2013 American Community Survey 5-year Study (2007-2012)



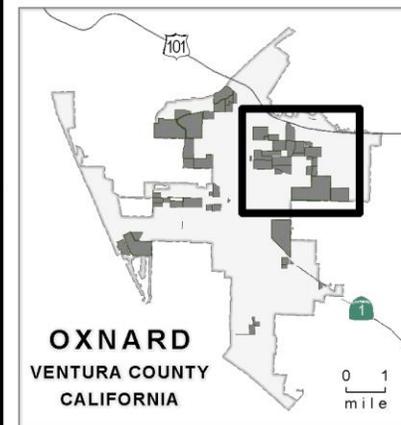
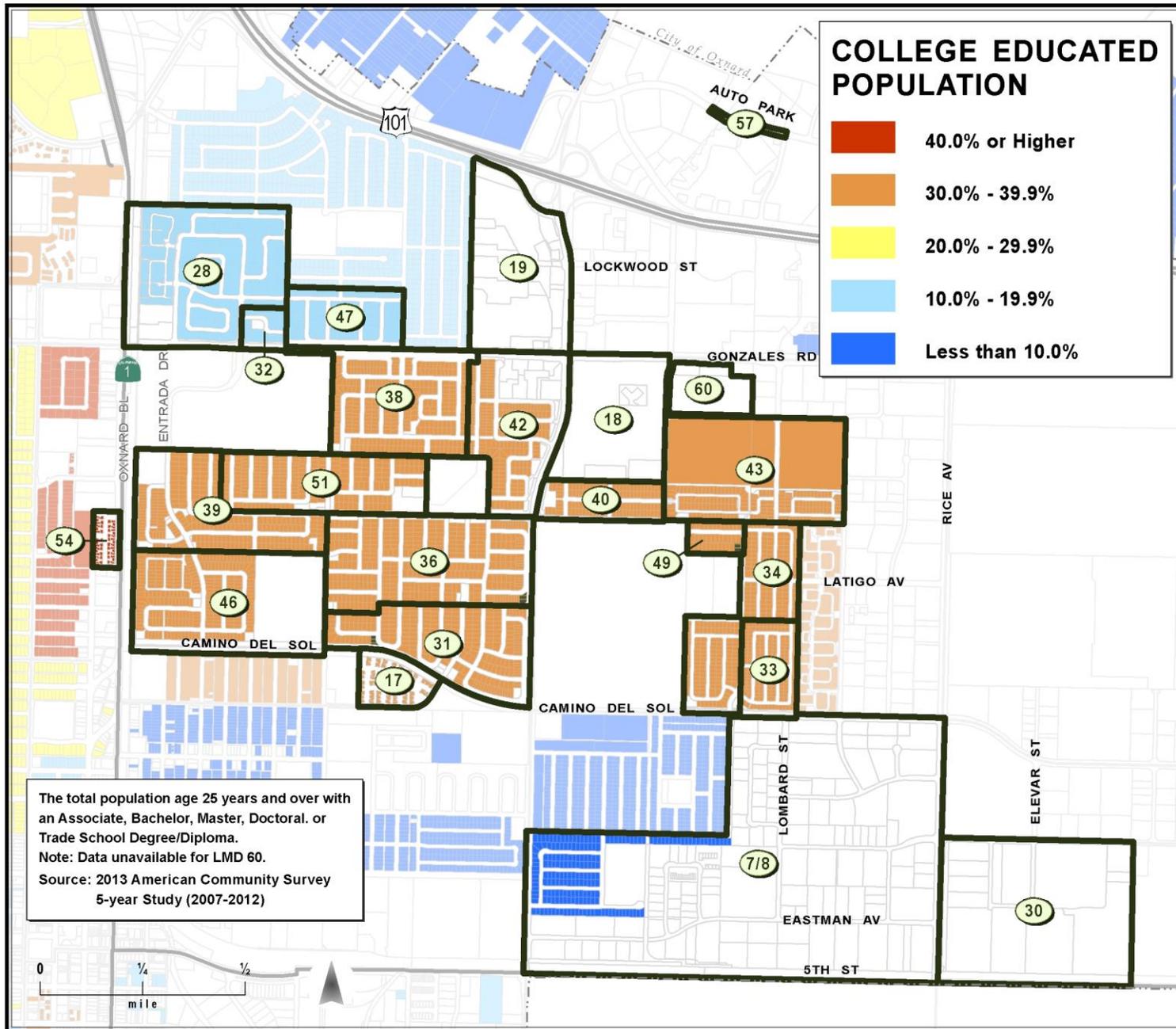
- LANDSCAPE MAINTENANCE DISTRICT
- Vacant Residential Parcel
- Non-Residential Parcel

Data Source
 Ventura County GIS Department
 City of Oxnard GIS Department

Projection
 NAD 1983 StatePlane California V FIPS 0405 Feet

Geographic Coordinate System
 GCS North American 1983

- | | | | | |
|----------------------|--------------------------|--------------------|--------------|---------------------|
| 01 Summerfield | 10 CountryClub/Sea Ridge | 13 Le Village | 24 Vineyards | 48 Victoria Estates |
| 03 River Ridge | 11 St. Tropez | 14 California Cove | 23 Greystone | 53 Huff Court |
| 09 Strawberry Fields | 12 Standard Pacific | 21 Cypress Pointe | | |



- LANDSCAPE MAINTENANCE DISTRICT
- Vacant Residential Parcel
- Non-Residential Parcel

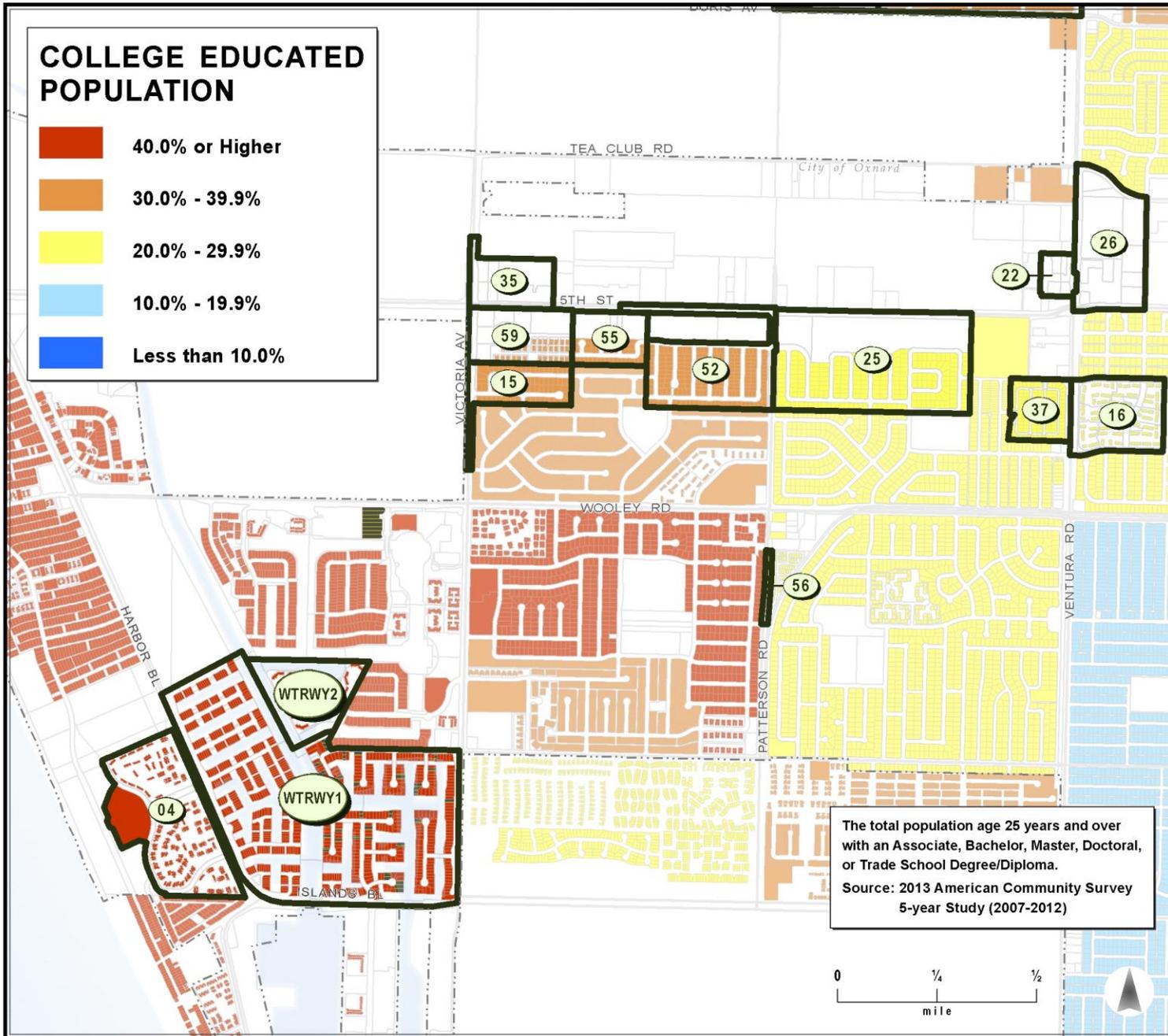
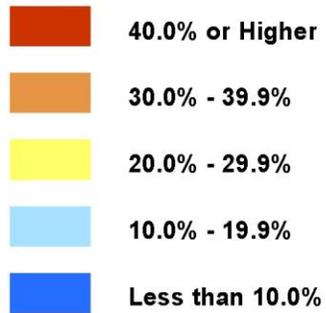
Data Source
 Ventura County GIS Department
 City of Oxnard GIS Department

Projection
 NAD 1983 StatePlane California V FIPS 0405 Feet

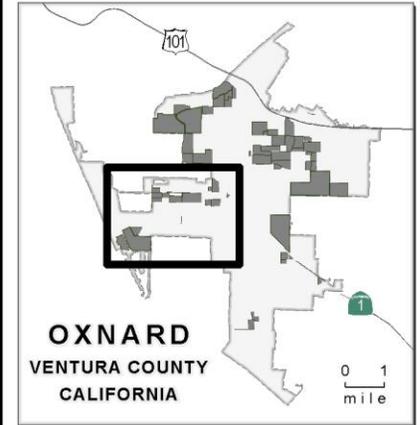
Geographic Coordinate System
 GCS North American 1983

7/8 Northfield/Sea Gate	28 Harborside	33 El Paseo	40 Cantada	49 Cameron Ranch
17 Village of San Miguel	30 Haas Automation	34 Sunrise Pointe/Sunset Cove	42 Cantabria/Coronado	51 Pheiler
18 St. John's	31 Rancho de la Rosa	36 Villa Santa Cruz/Villa Carmel	43 Greenbelt	54 Meadowcrest Villas
19 Shopping at the Rose	32 Oak Park	38 Aldea del Mar	46 Daily Ranch	57 Golden State Self Storage
		39 Promes/Sueno	47 Sycamore Place	60 Artisan

COLLEGE EDUCATED POPULATION



The total population age 25 years and over with an Associate, Bachelor, Master, Doctoral, or Trade School Degree/Diploma.
 Source: 2013 American Community Survey 5-year Study (2007-2012)



- LANDSCAPE MAINTENANCE DISTRICT
- Vacant Residential Parcel
- Non-Residential Parcel

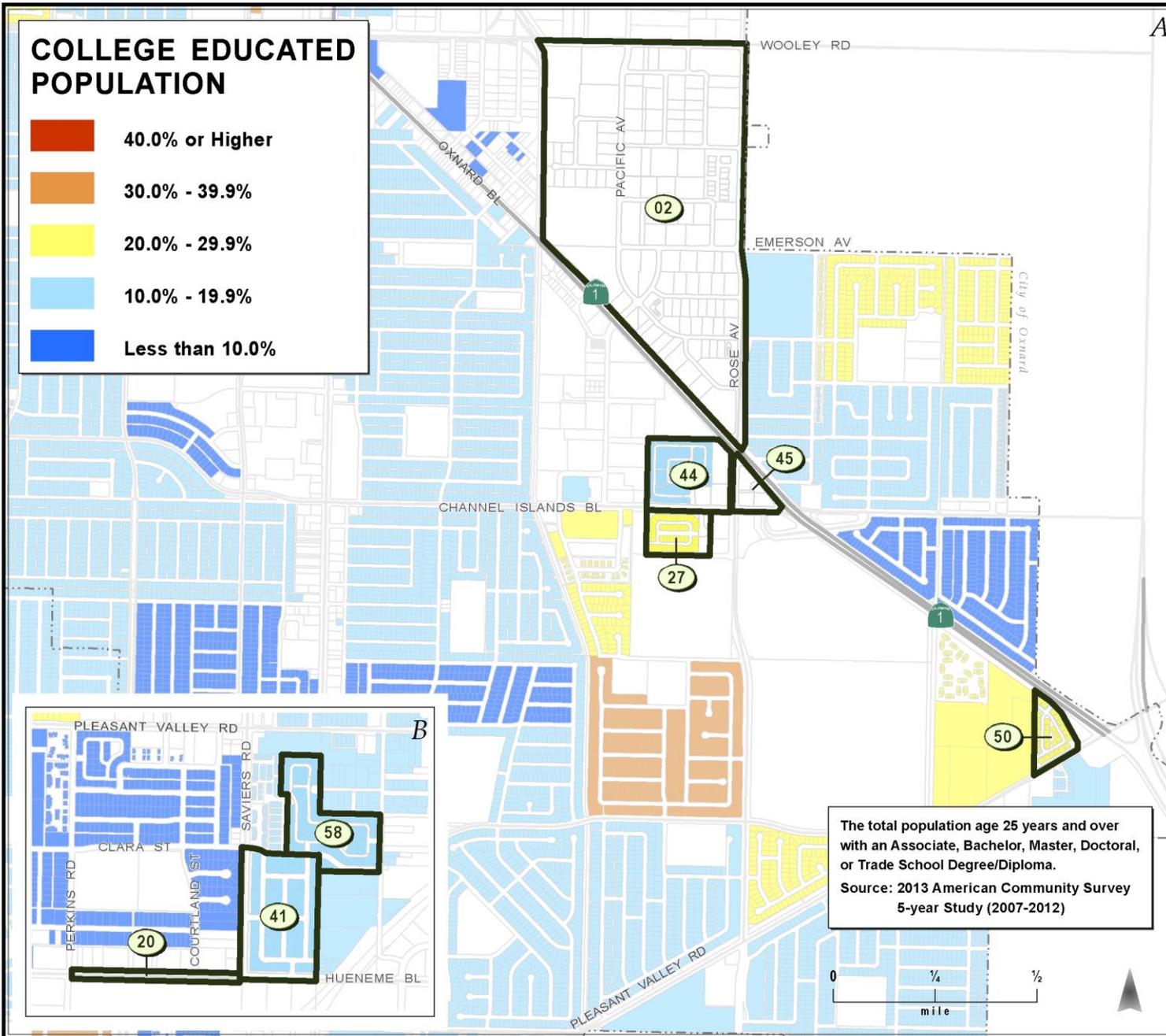
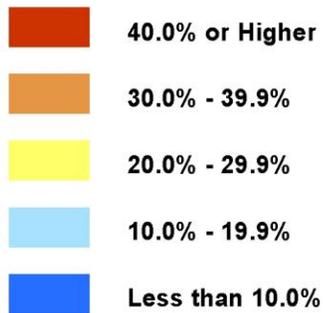
Data Source
 Ventura County GIS Department
 City of Oxnard GIS Department

Projection
 NAD 1983 StatePlane California V FIPS 0405 Feet

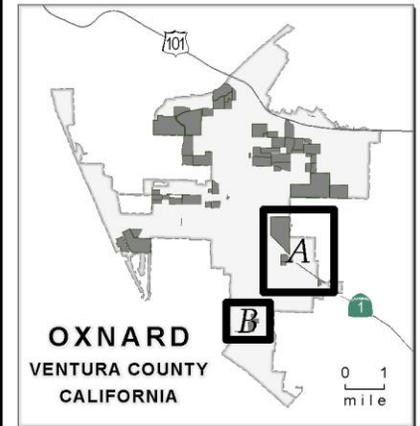
Geographic Coordinate System
 GCS North American 1983

04 Mandalay Beach/Colony/Hotel	22 McDonald's Median	35 Airport Marina Center	55 Wingfield West	WTRWY1 Waterway Zone 1
15 Pelican Pointe	25 The Pointe	37 Pacific Breeze	56 The Cottages at Patterson	WTRWY1 Waterway Zone 2
16 California Lighthouse	26 Albertson's	52 Wingfield	59 Orbella	

COLLEGE EDUCATED POPULATION



The total population age 25 years and over with an Associate, Bachelor, Master, Doctoral, or Trade School Degree/Diploma.
 Source: 2013 American Community Survey 5-year Study (2007-2012)



- LANDSCAPE MAINTENANCE DISTRICT
- Vacant Residential Parcel
- Non-Residential Parcel

Data Source
 Ventura County GIS Department
 City of Oxnard GIS Department

Projection
 NAD 1983 StatePlane California V FIPS 0405 Feet

Geographic Coordinate System
 GCS North American 1983

Prepared by



02 Channel Islands Business Ctr
 20 Volvo Median
 27 Rose Island

41 Pacific Cove
 44 American Pacific Homes
 45 Channel Pointe

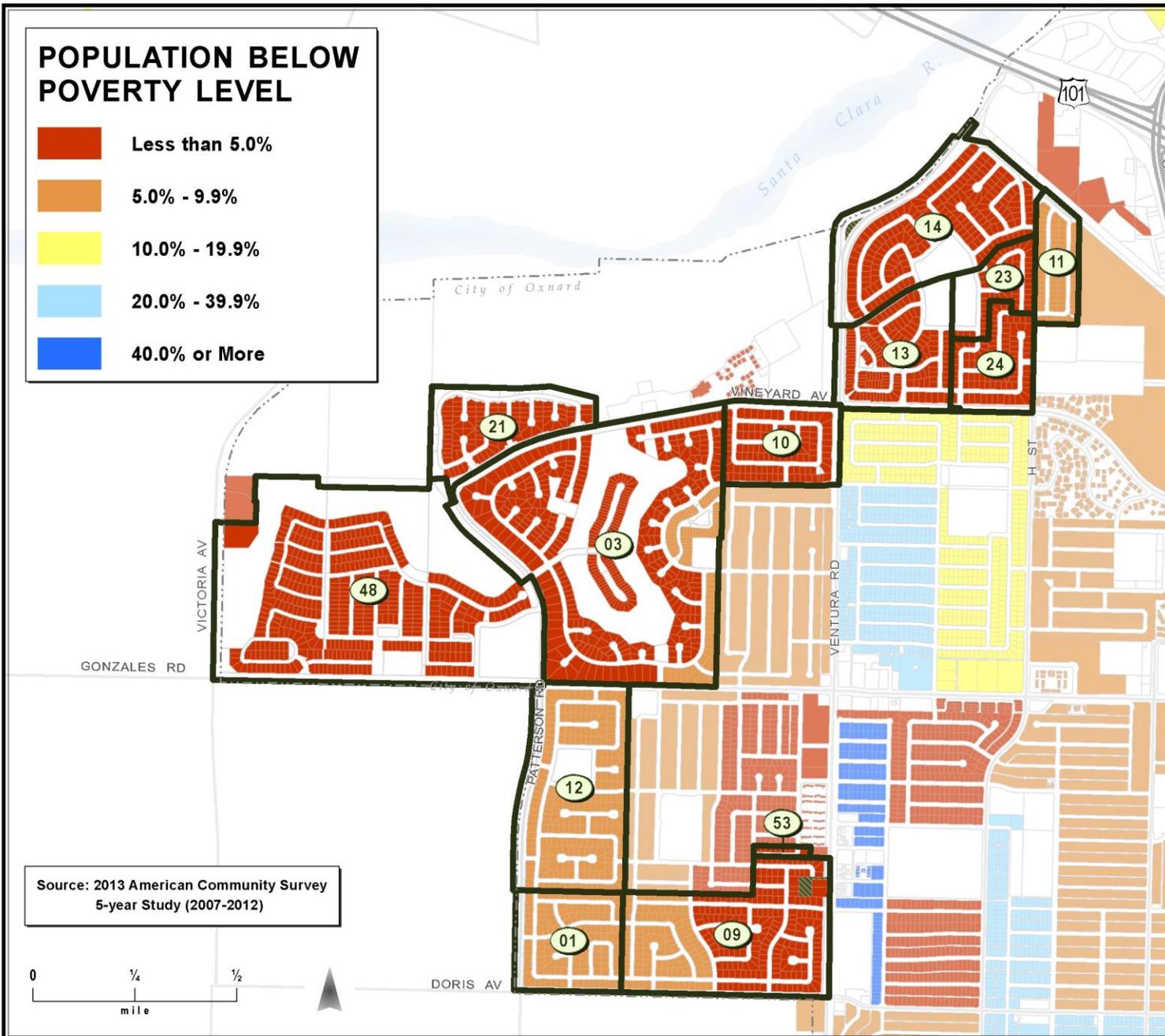
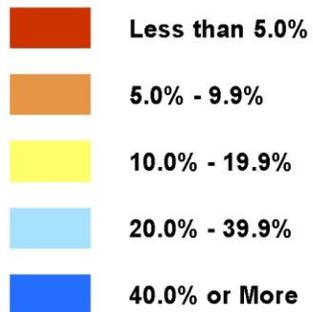
50 Pleasant Valley Senior Center
 58 Westwind

9.6. Population Below Poverty Level

Evaluations of populations with household incomes below the poverty line are important economic demographics to be aware of. The City can expect that any assessment increase may be difficult to approve by a MAD with a large population of household incomes that are below the poverty line. The City should be prepared to craft some creative solutions to lower the service levels rather than increasing assessments.

Maps showing populations with household incomes below the poverty line by District has been included on the following pages.

POPULATION BELOW POVERTY LEVEL



Source: 2013 American Community Survey
5-year Study (2007-2012)



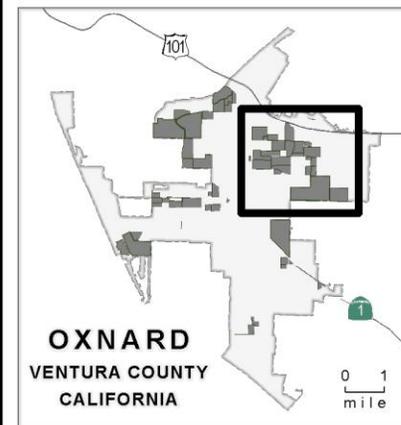
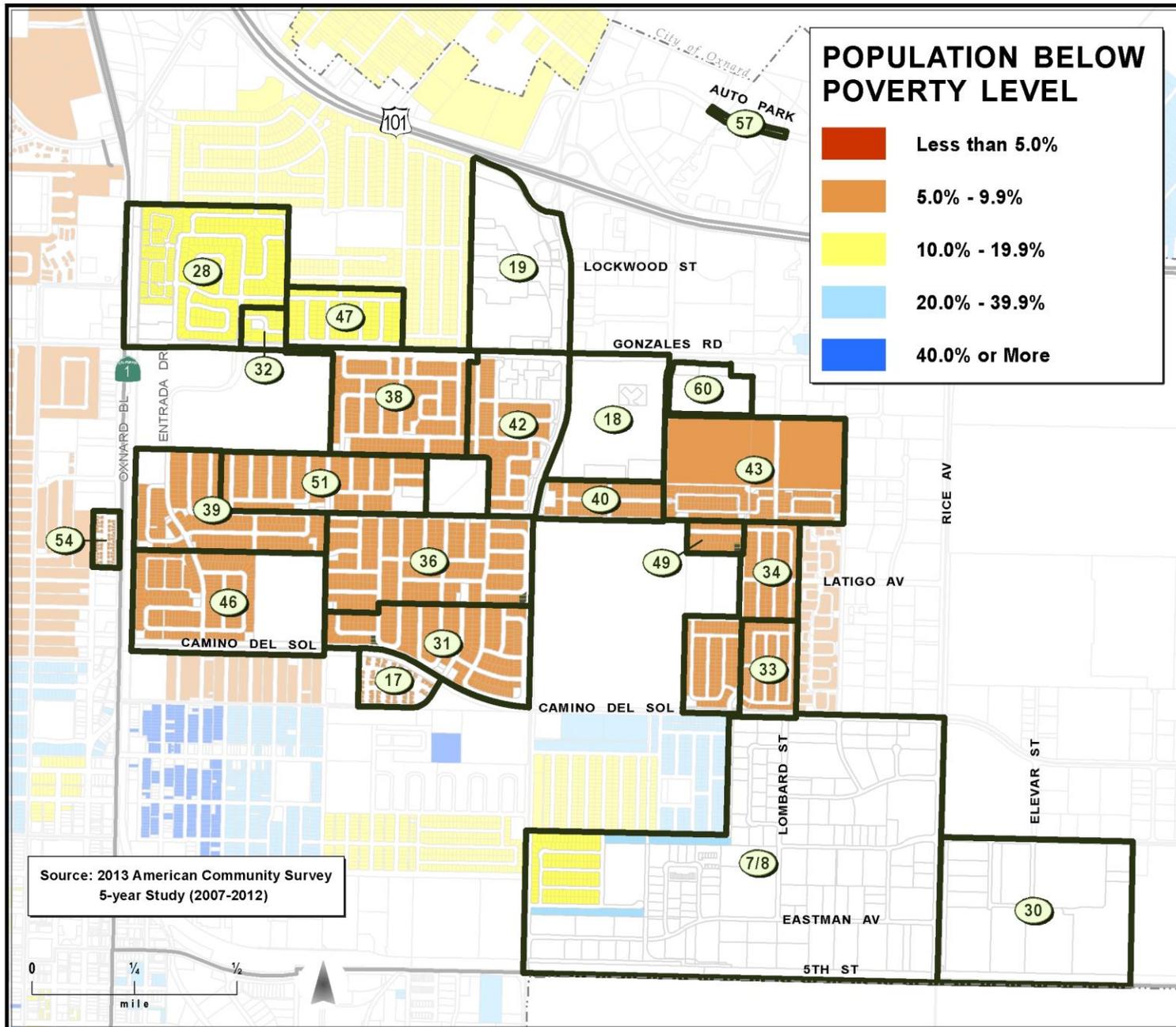
Data Source
Ventura County GIS Department
City of Oxnard GIS Department

Projection
NAD 1983 StatePlane California V FIPS 0405 Feet

Geographic Coordinate System
GCS North American 1983

01 Summerfield	10 CountryClub/Sea Ridge	13 Le Village	24 Vineyards	48 Victoria Estates
03 River Ridge	11 St. Tropez	14 California Cove	23 Greystone	53 Huff Court
09 Strawberry Fields	12 Standard Pacific	21 Cypress Pointe		





-  LANDSCAPE MAINTENANCE DISTRICT
-  Vacant Residential Parcel
-  Non-Residential Parcel

Data Source
 Ventura County GIS Department
 City of Oxnard GIS Department

Projection
 NAD 1983 StatePlane California V FIPS 0405 Feet

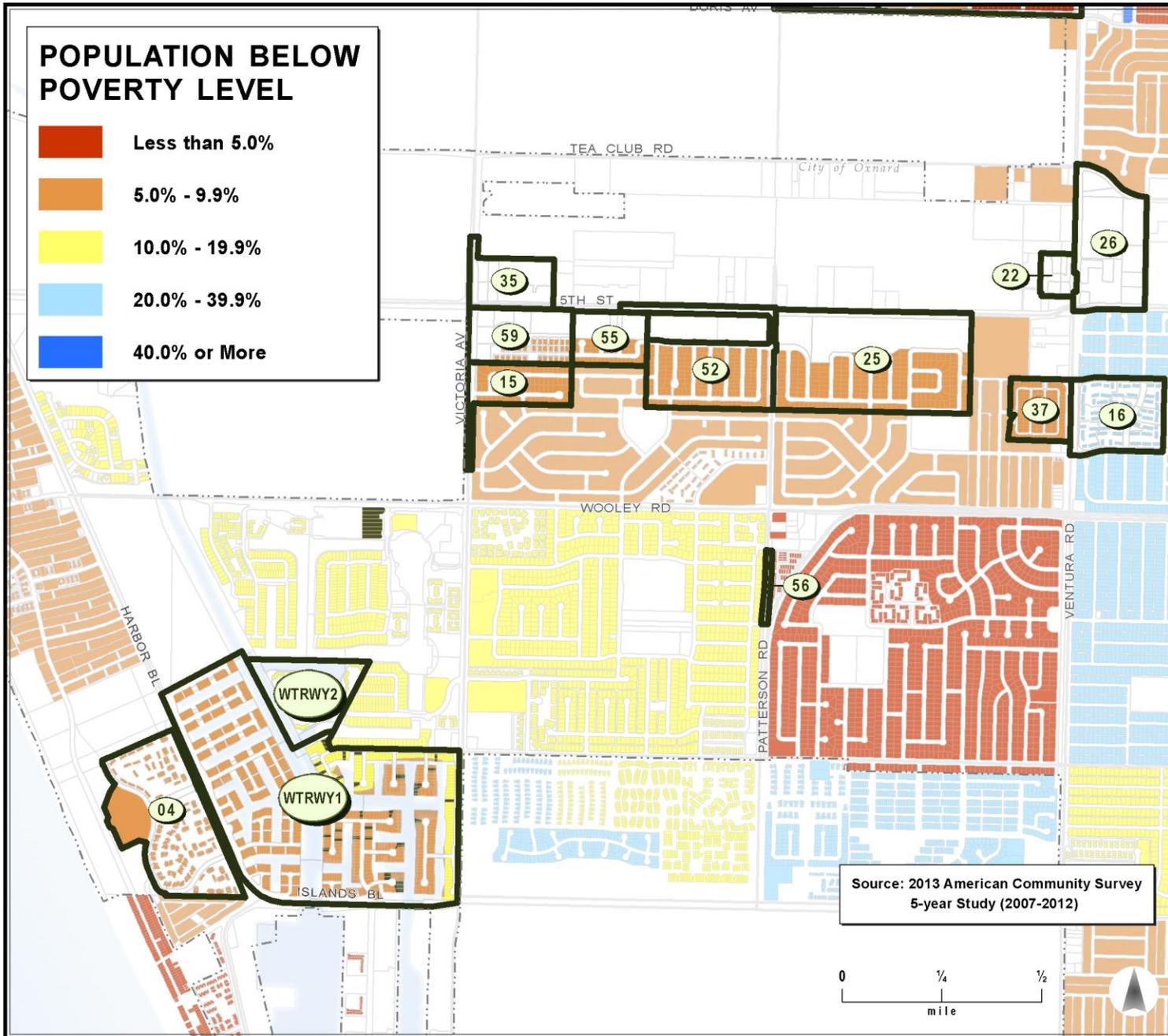
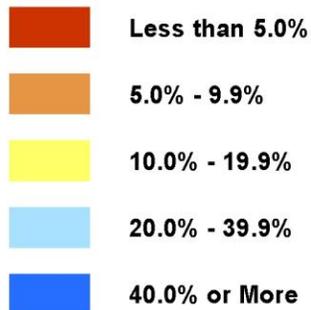
Geographic Coordinate System
 GCS North American 1983

7/8 Northfield/Sea Gate	28 Harborside	33 El Paseo	40 Cantada	49 Cameron Ranch
17 Village of San Miguel	30 Haas Automation	34 Sunrise Pointe/Sunset Cove	42 Cantabria/Coronado	51 Pheiler
18 St. John's	31 Rancho de la Rosa	36 Villa Santa Cruz/Villa Carmel	43 Greenbelt	54 Meadowcrest Villas
19 Shopping at the Rose	32 Oak Park	38 Aldea del Mar	46 Daily Ranch	57 Golden State Self Storage
		39 Promes/Sueno	47 Sycamore Place	60 Artisan

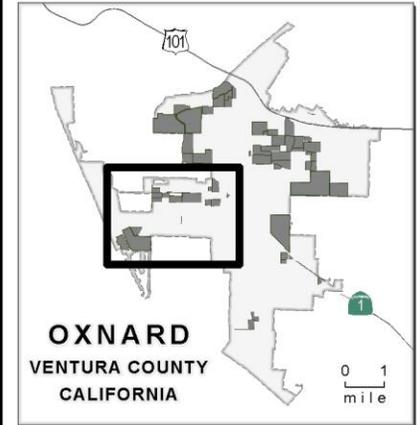
Prepared by



POPULATION BELOW POVERTY LEVEL



Source: 2013 American Community Survey
5-year Study (2007-2012)



LANDSCAPE MAINTENANCE DISTRICT

Vacant Residential Parcel

Non-Residential Parcel

Data Source
Ventura County GIS Department
City of Oxnard GIS Department

Projection
NAD 1983 StatePlane California V FIPS 0405 Feet

Geographic Coordinate System
GCS North American 1983

Prepared by



04 Mandalay Beach/Colony/Hotel
15 Pelican Pointe
16 California Lighthouse

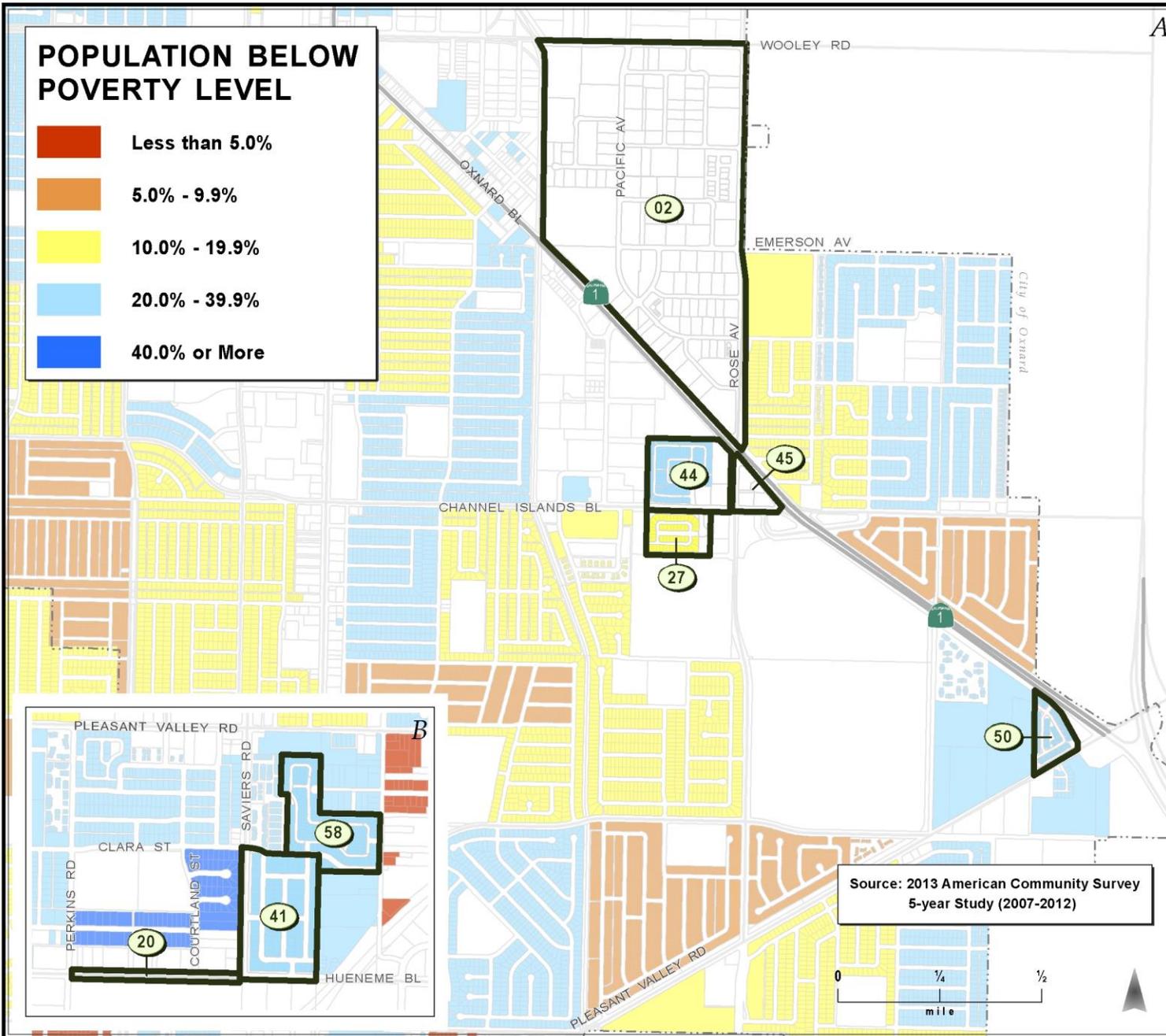
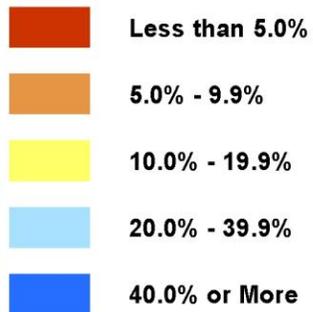
22 McDonald's Median
25 The Pointe
26 Albertson's

35 Airport Marina Center
37 Pacific Breeze
52 Wingfield

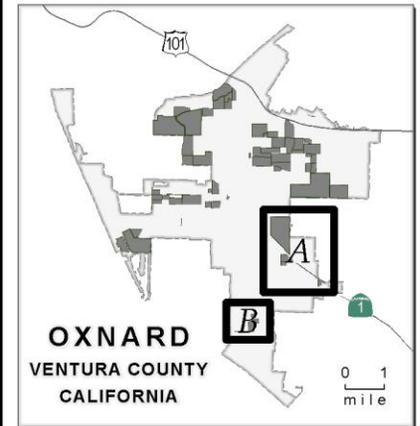
55 Wingfield West
56 The Cottages at Patterson
59 Orbella

WTRWY1 Waterway Zone 1
WTRWY1 Waterway Zone 2

POPULATION BELOW POVERTY LEVEL



Source: 2013 American Community Survey
5-year Study (2007-2012)



- LANDSCAPE MAINTENANCE DISTRICT
- Vacant Residential Parcel
- Non-Residential Parcel

Data Source
Ventura County GIS Department
City of Oxnard GIS Department

Projection
NAD 1983 StatePlane California V FIPS 0405 Feet

Geographic Coordinate System
GCS North American 1983

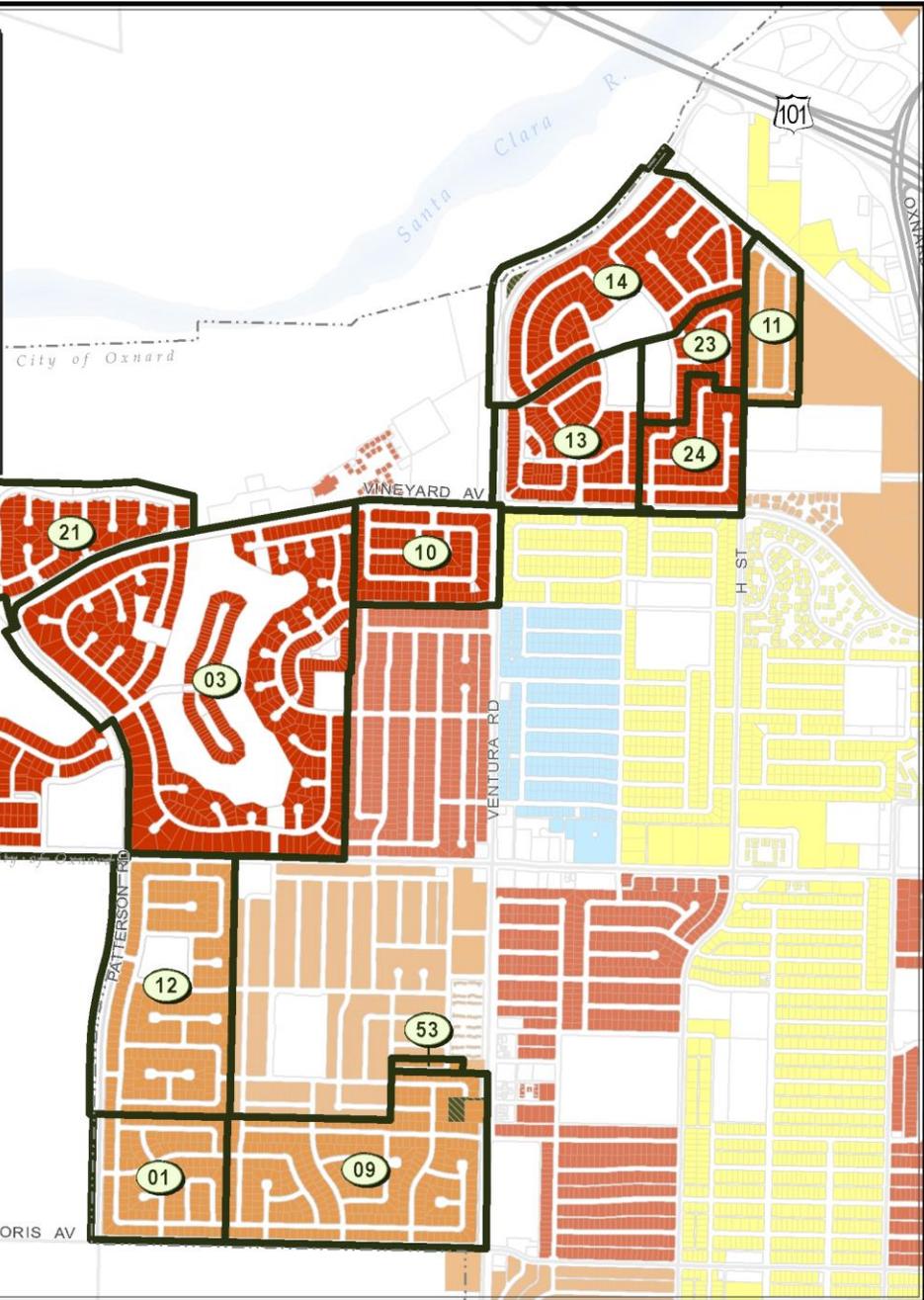
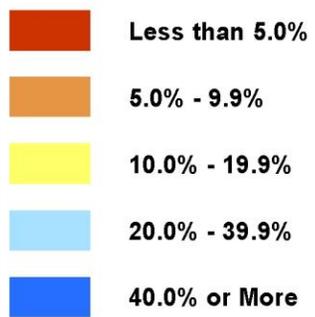
- 02 Channel Islands Business Ctr
- 20 Volvo Median
- 27 Rose Island
- 41 Pacific Cove
- 44 American Pacific Homes
- 45 Channel Pointe
- 50 Pleasant Valley Senior Center
- 58 Westwind

9.7. Limited English Language Proficiency

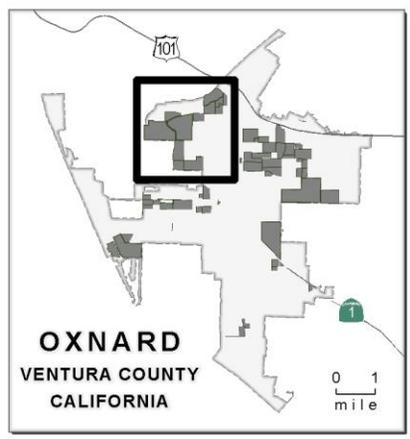
Evaluation of households with limited English speakers is important information when crafting an outreach message. For example, if constituents speak limited English, it would be important to have a bilingual interpreter and to translate written communications in both English and in the population's native language.

Maps showing households with limited English speakers have been included on the following pages.

LIMITED ENGLISH LANGUAGE PROFICIENCY



Households reporting Limited English Proficiency for households that responded to language portion of questionnaire.
 Source: 2013 American Community Survey 5-year Study (2007-2012)



- LANDSCAPE MAINTENANCE DISTRICT
- Vacant Residential Parcel
- Non-Residential Parcel

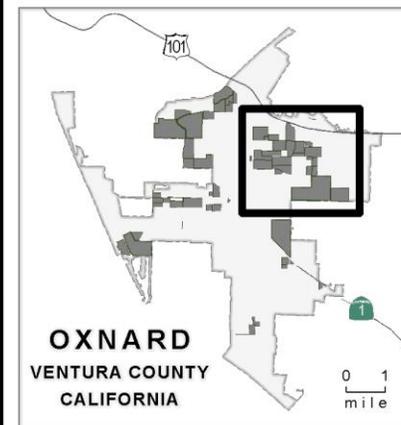
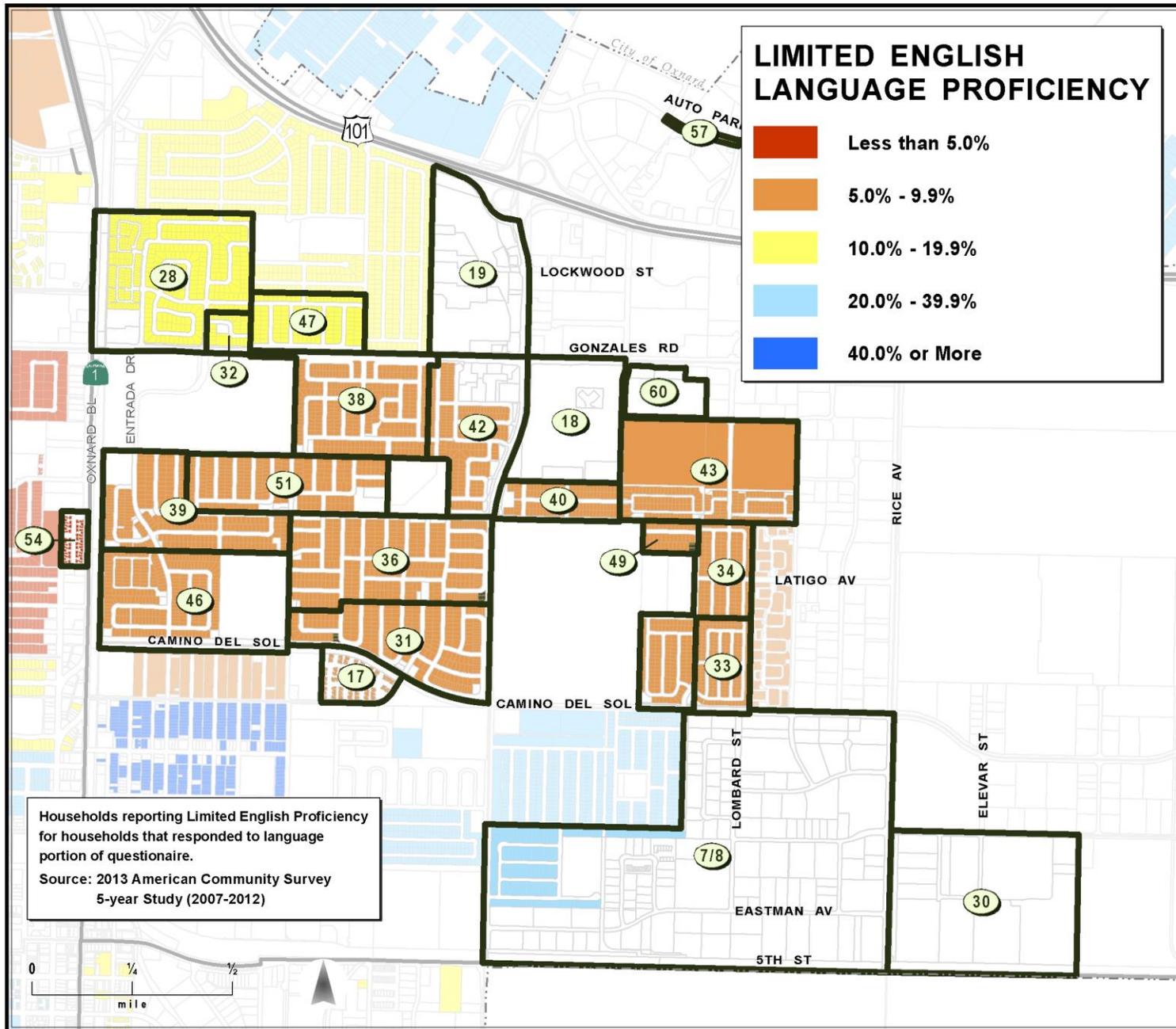
Data Source
 Ventura County GIS Department
 City of Oxnard GIS Department

Projection
 NAD 1983 StatePlane California V FIPS 0405 Feet

Geographic Coordinate System
 GCS North American 1983

- | | | | | |
|----------------------|--------------------------|--------------------|--------------|---------------------|
| 01 Summerfield | 10 CountryClub/Sea Ridge | 13 Le Village | 24 Vineyards | 48 Victoria Estates |
| 03 River Ridge | 11 St. Tropez | 14 California Cove | 23 Greystone | 53 Huff Court |
| 09 Strawberry Fields | 12 Standard Pacific | 21 Cypress Pointe | | |





- LANDSCAPE MAINTENANCE DISTRICT
- Vacant Residential Parcel
- Non-Residential Parcel

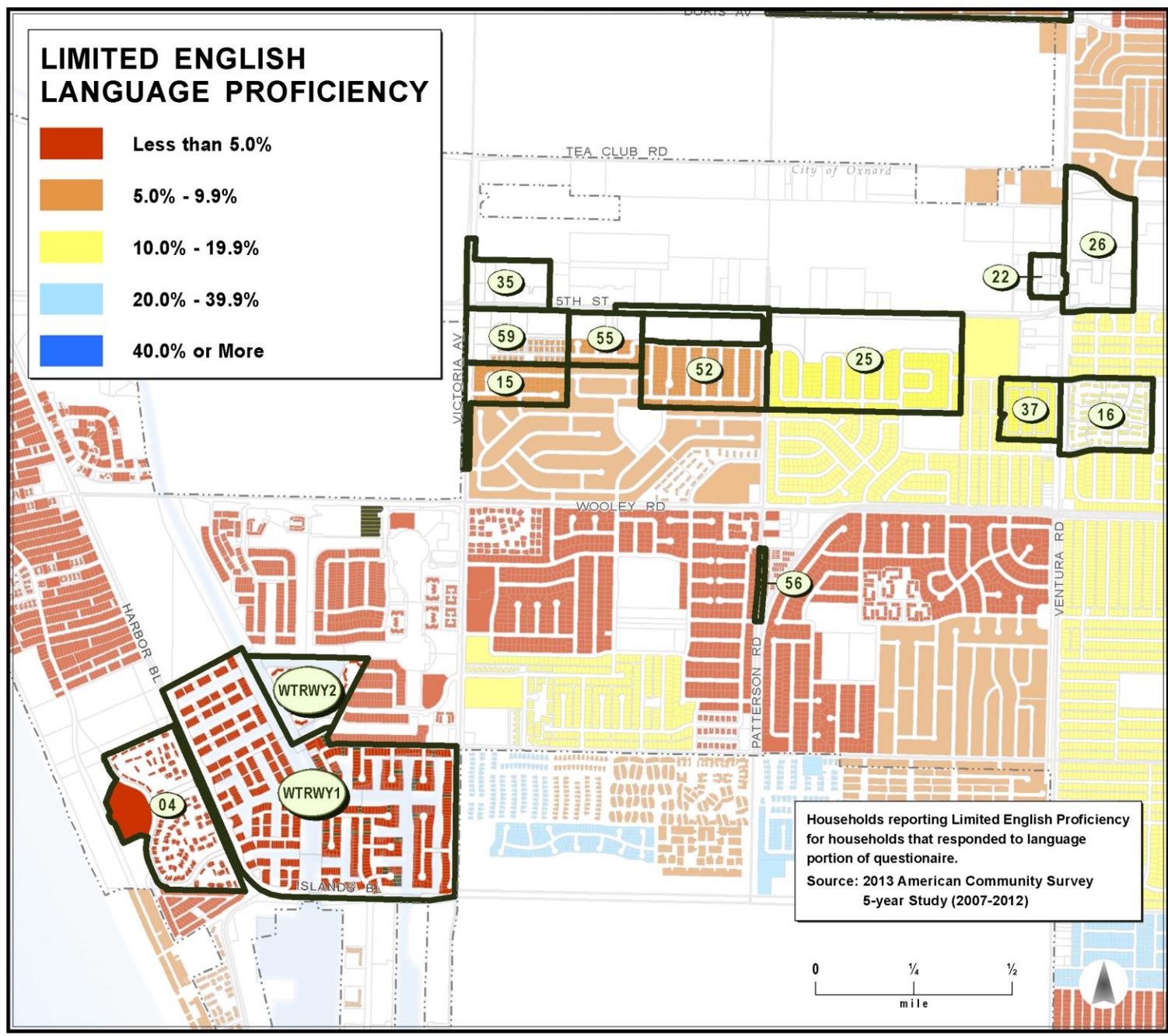
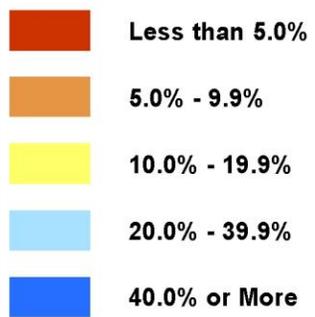
Data Source
 Ventura County GIS Department
 City of Oxnard GIS Department

Projection
 NAD 1983 StatePlane California V FIPS 0405 Feet

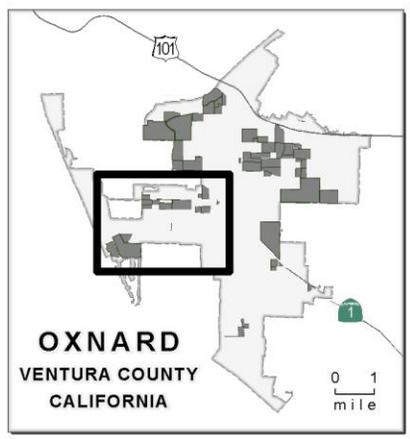
Geographic Coordinate System
 GCS North American 1983

7/8 Northfield/Sea Gate	28 Harborside	33 El Paseo	40 Cantada	49 Cameron Ranch
17 Village of San Miguel	30 Haas Automation	34 Sunrise Pointe/Sunset Cove	42 Cantabria/Coronado	51 Pheiler
18 St. John's	31 Rancho de la Rosa	36 Villa Santa Cruz/Villa Carmel	43 Greenbelt	54 Meadowcrest Villas
19 Shopping at the Rose	32 Oak Park	38 Aldea del Mar	46 Daily Ranch	57 Golden State Self Storage
		39 Promes/Sueno	47 Sycamore Place	60 Artisan

LIMITED ENGLISH LANGUAGE PROFICIENCY



Households reporting Limited English Proficiency for households that responded to language portion of questionnaire.
 Source: 2013 American Community Survey 5-year Study (2007-2012)



- LANDSCAPE MAINTENANCE DISTRICT
- Vacant Residential Parcel
- Non-Residential Parcel

Data Source
 Ventura County GIS Department
 City of Oxnard GIS Department

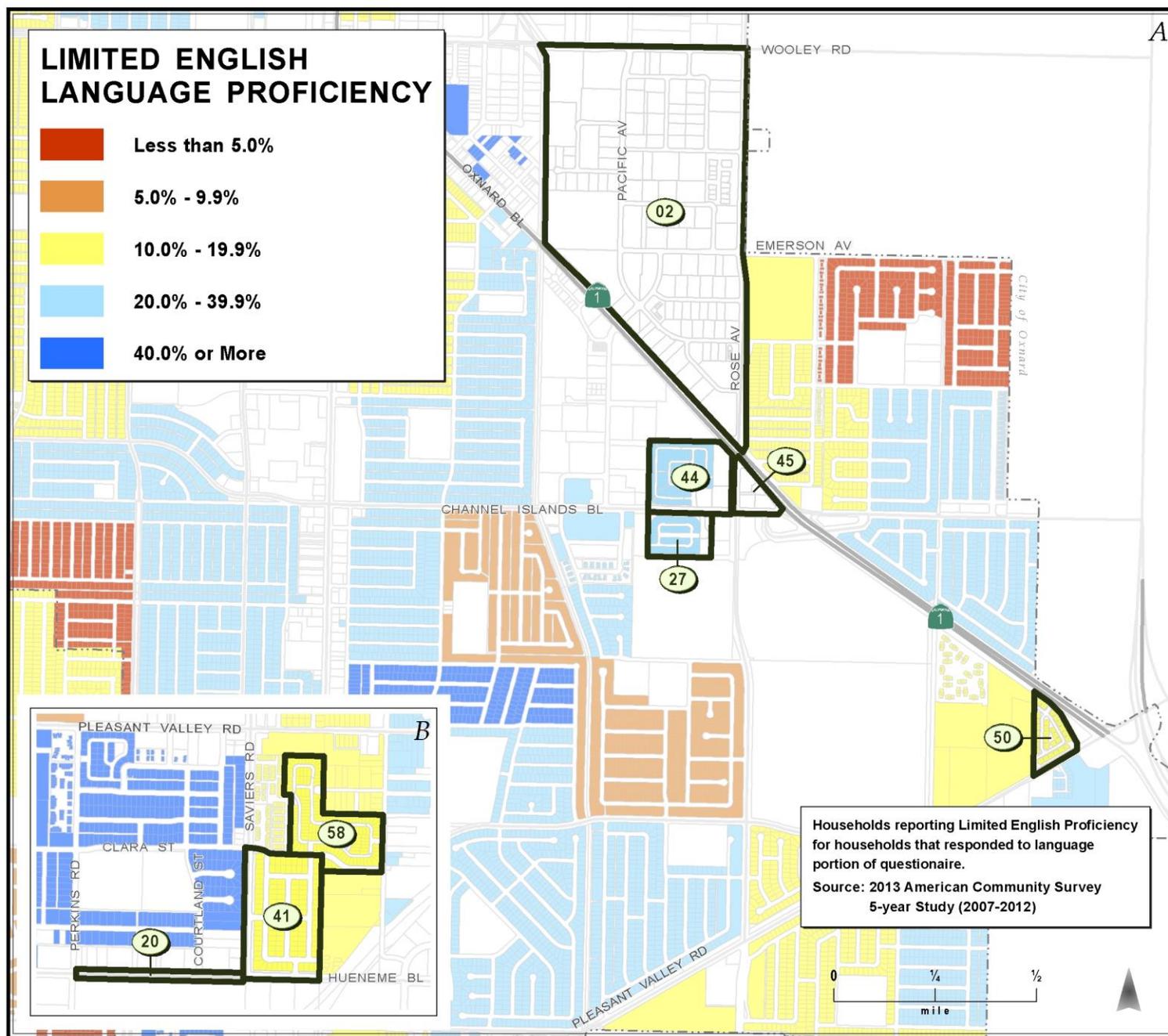
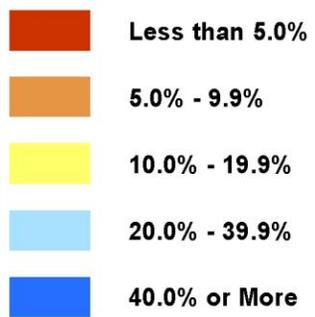
Projection
 NAD 1983 StatePlane California V FIPS 0405 Feet

Geographic Coordinate System
 GCS North American 1983

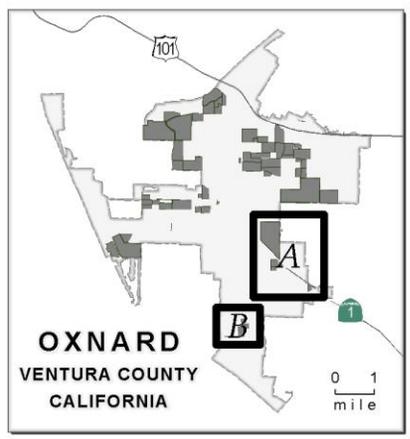
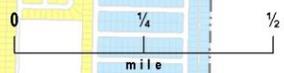
04 Mandalay Beach/Colony/Hotel	22 McDonald's Median	35 Airport Marina Center	55 Wingfield West	WTRWY1 Waterway Zone 1
15 Pelican Pointe	25 The Pointe	37 Pacific Breeze	56 The Cottages at Patterson	WTRWY1 Waterway Zone 2
16 California Lighthouse	26 Albertson's	52 Wingfield	59 Orbella	



LIMITED ENGLISH LANGUAGE PROFICIENCY



Households reporting Limited English Proficiency for households that responded to language portion of questionnaire.
 Source: 2013 American Community Survey 5-year Study (2007-2012)



- LANDSCAPE MAINTENANCE DISTRICT
- Vacant Residential Parcel
- Non-Residential Parcel

Data Source
 Ventura County GIS Department
 City of Oxnard GIS Department

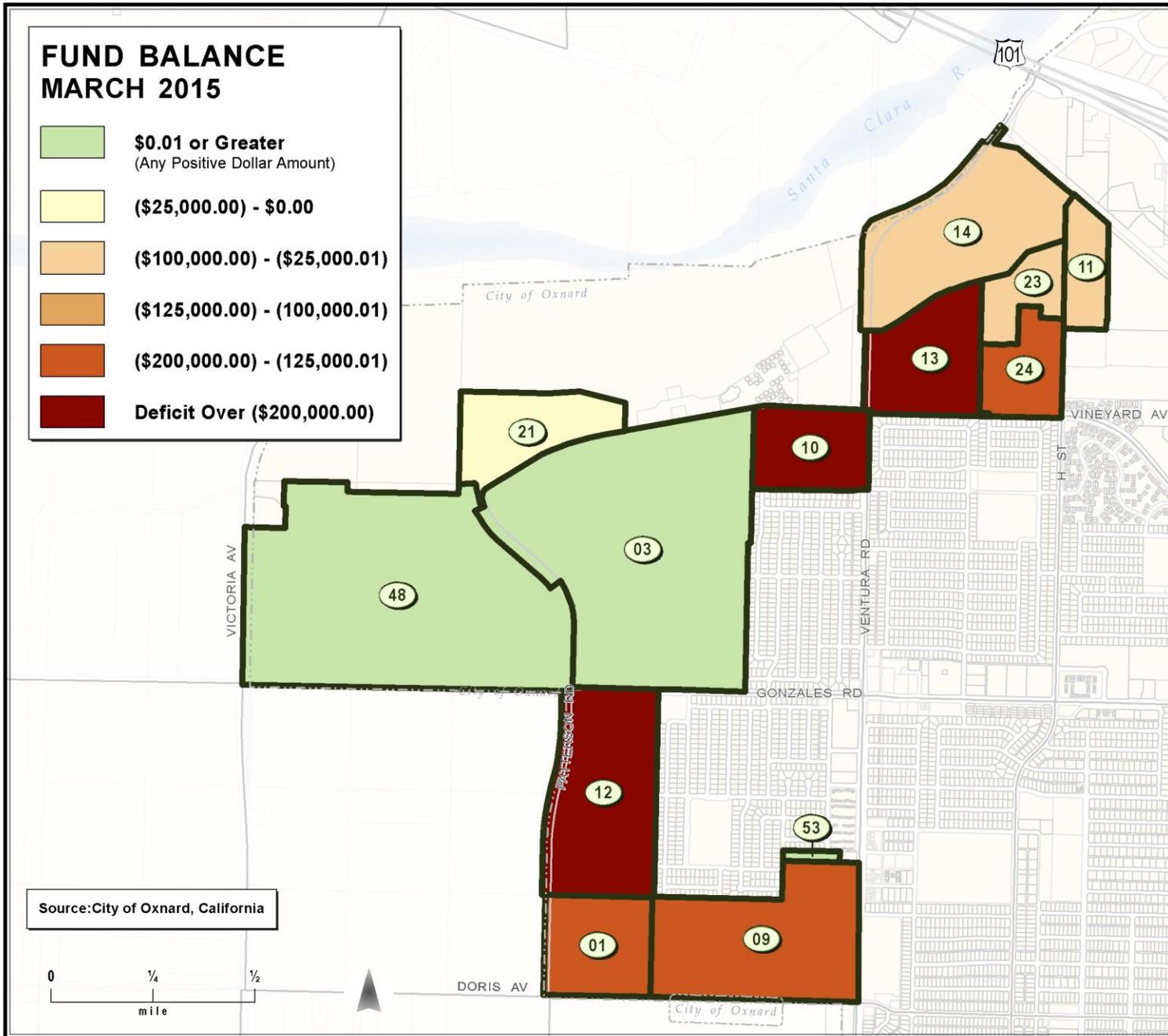
Projection
 NAD 1983 StatePlane California V FIPS 0405 Feet

Geographic Coordinate System
 GCS North American 1983

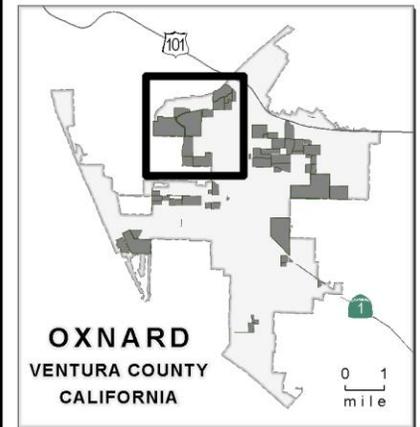
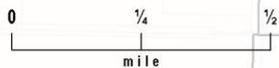
- | | | |
|---------------------------------|---------------------------|----------------------------------|
| 02 Channel Islands Business Ctr | 41 Pacific Cove | 50 Pleasant Valley Senior Center |
| 20 Volvo Median | 44 American Pacific Homes | 58 Westwind |
| 27 Rose Island | 45 Channel Pointe | |

9.8. Fund Balance March 2015

FUND BALANCE MARCH 2015



Source: City of Oxnard, California



OXNARD
VENTURA COUNTY
CALIFORNIA

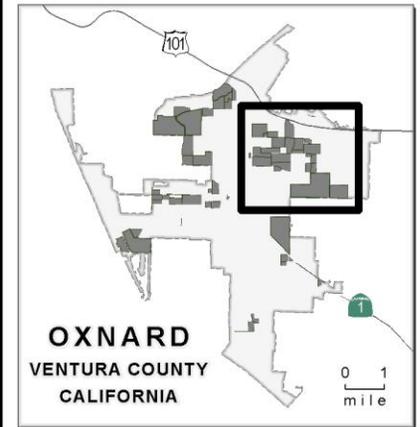
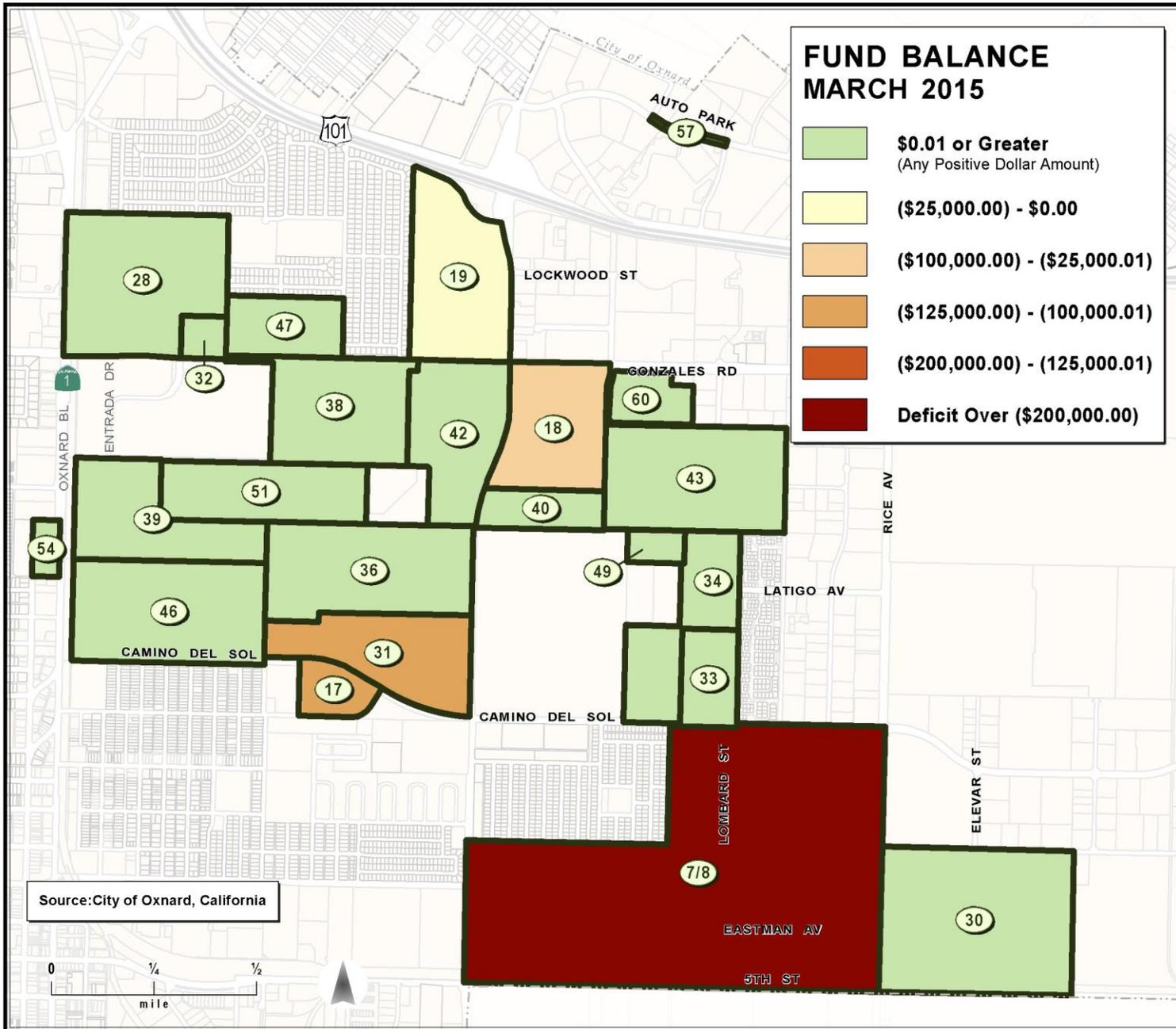
LANDSCAPE MAINTENANCE DISTRICT

Data Source
Ventura County GIS Department
City of Oxnard GIS Department

Projection
NAD 1983 StatePlane California V FIPS 0405 Feet

Geographic Coordinate System
GCS North American 1983

- | | | | | |
|----------------------|--------------------------|--------------------|--------------|---------------------|
| 01 Summerfield | 10 CountryClub/Sea Ridge | 13 Le Village | 24 Vineyards | 48 Victoria Estates |
| 03 River Ridge | 11 St. Tropez | 14 California Cove | 23 Greystone | 53 Huff Court |
| 09 Strawberry Fields | 12 Standard Pacific | 21 Cypress Pointe | | |



LANDSCAPE MAINTENANCE DISTRICT

Data Source
Ventura County GIS Department
City of Oxnard GIS Department

Projection
NAD 1983 StatePlane California V FIPS 0405 Feet

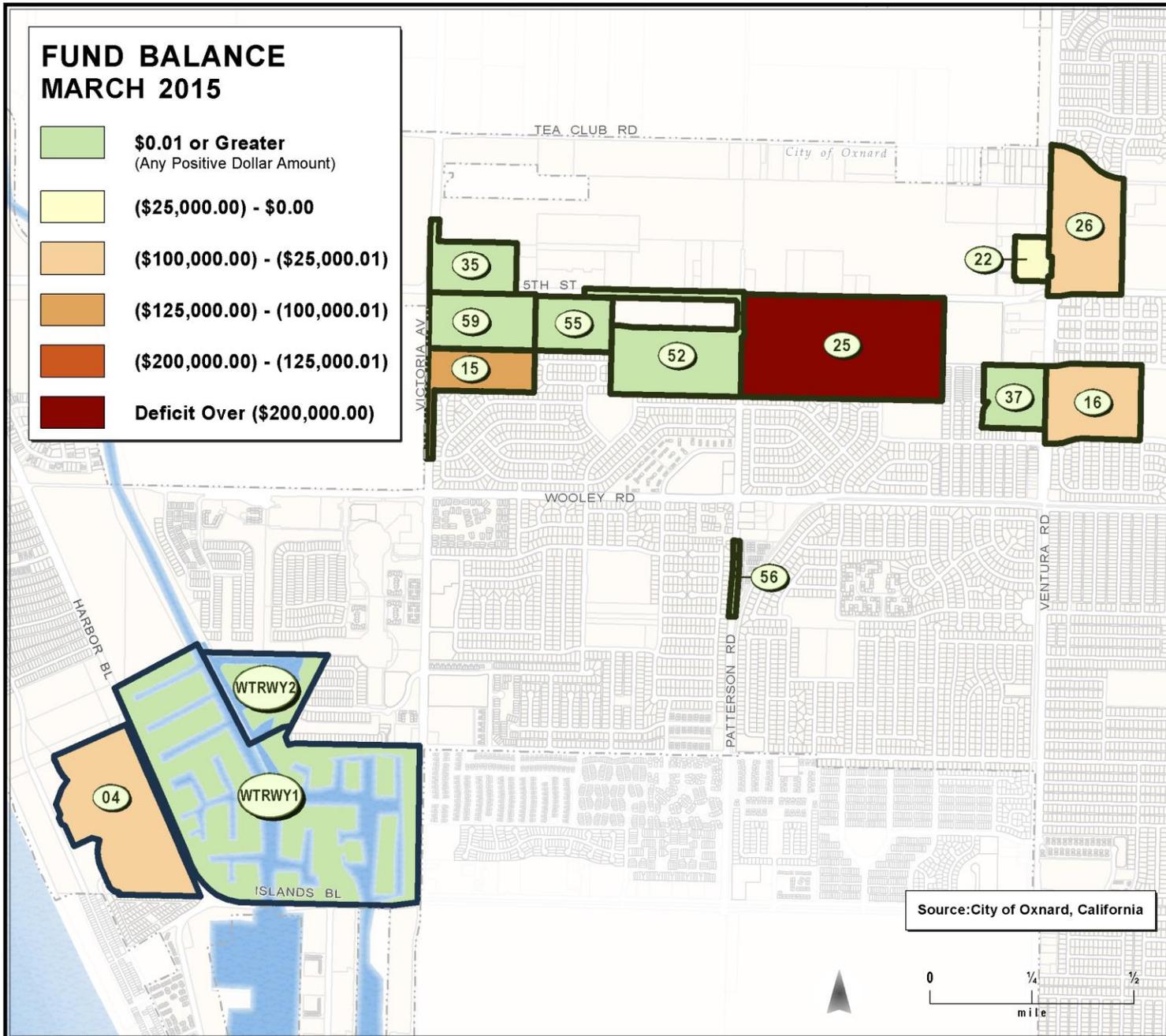
Geographic Coordinate System
GCS North American 1983

7/8 Northfield/Sea Gate	28 Harborside	33 El Paseo	40 Cantada	49 Cameron Ranch
17 Village of San Miguel	30 Haas Automation	34 Sunrise Pointe/Sunset Cove	42 Cantabria/Coronado	51 Pheiler
18 St. John's	31 Rancho de la Rosa	36 Villa Santa Cruz/Villa Carmel	43 Greenbelt	54 Meadowcrest Villas
19 Shopping at the Rose	32 Oak Park	38 Aldea del Mar	46 Daily Ranch	57 Golden State Self Storage
		39 Promes/Sueno	47 Sycamore Place	60 Artisan

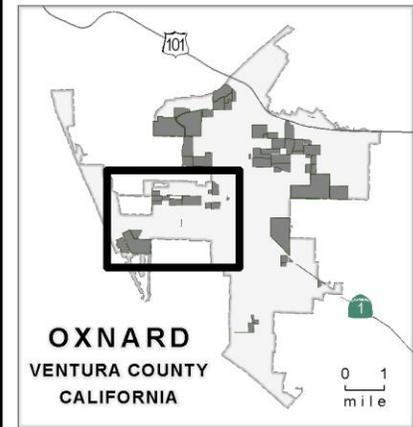
Prepared by



FUND BALANCE MARCH 2015



Source: City of Oxnard, California



- LANDSCAPE MAINTENANCE DISTRICT
- MAINTENANCE ASSESSMENT DISTRICT

Data Source
Ventura County GIS Department
City of Oxnard GIS Department

Projection
NAD 1983 StatePlane California V FIPS 0405 Feet

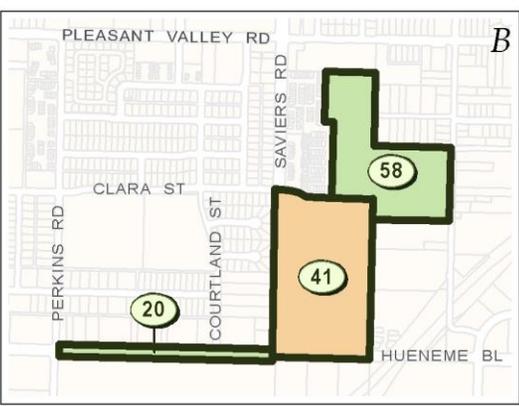
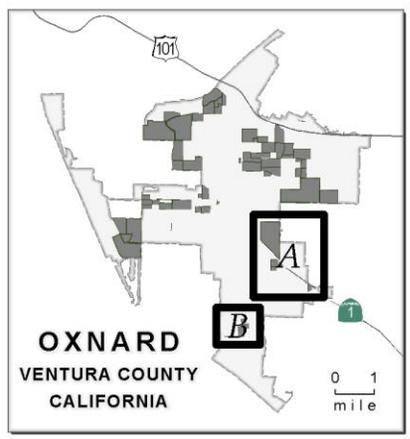
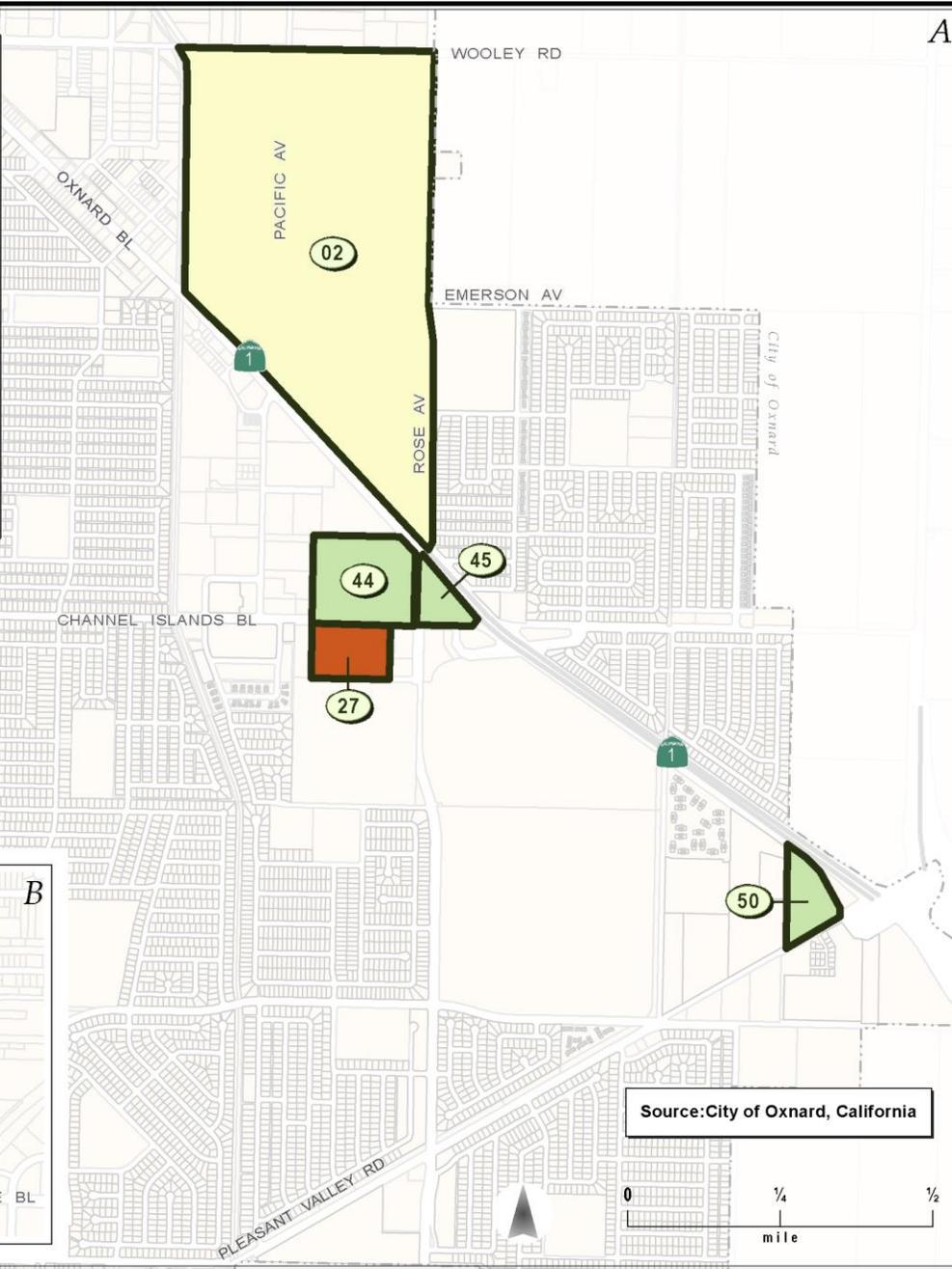
Geographic Coordinate System
GCS North American 1983

04 Mandalay Beach/Colony/Hotel	22 McDonald's Median	35 Airport Marina Center	55 Wingfield West	WTRWY1 Waterway Zone 1
15 Pelican Pointe	25 The Pointe	37 Pacific Breeze	56 The Cottages at Patterson	WTRWY1 Waterway Zone 2
16 California Lighthouse	26 Albertson's	52 Wingfield	59 Orbella	

FUND BALANCE MARCH 2015



A



LANDSCAPE MAINTENANCE DISTRICT

Source: City of Oxnard, California



Data Source
Ventura County GIS Department
City of Oxnard GIS Department

Projection
NAD 1983 StatePlane California V FIPS 0405 Feet

Geographic Coordinate System
GCS North American 1983

- | | | |
|---------------------------------|---------------------------|----------------------------------|
| 02 Channel Islands Business Ctr | 41 Pacific Cove | 50 Pleasant Valley Senior Center |
| 20 Volvo Median | 44 American Pacific Homes | 58 Westwind |
| 27 Rose Island | 45 Channel Pointe | |



9.9. MAD Document Spreadsheet

City of Oxnard
Maintenance Assessment Districts Document Spreadsheet

District	District Nickname	County Fund Number	Date District Formed (Based upon dates on Reso Ordering Formation or as listed in another document)	Original Engineer's Report	1997/98 Engineer's Report	Assessment Diagram	Boundary Map	Original Resolution Proposing Formation	Original Resolution of Intention	Original Formation Resolution
LMD No. 1	Summerfield	12-43		Yes		Yes	Yes	8041		
LMD No. 2	Channel Islands Business Center	12-47	August 6, 1985 and April 15 or 16, 1986	Yes		Yes	Yes			8860, 8868 & 9004
LMD No. 3	River Ridge	12-48	March 18, 1986	Yes - Reso 9431		Yes	Yes			8983
MAD No. 4	Mandalay Beach	12-49	November 22, 1983				Yes			8586
LMD No. 5	Maulhardt							9194		
LMD No. 6	Continental Heritage							9195		
LMD No. 7	Northfield Business/Seagate	12-61	March 27, 1987			Yes	Yes	9196		9196 and 9197
LMD No. 8	Northfield Business/Seagate		March 27, 1987			Yes	Yes	9197		9196 and 9197
LMD No. 9	Strawberry Fields	12-59	June 2, 1988	Yes - In ROI		Yes	Yes	9503	9413	9227 or 9413 (Might be ROI)
LMD No. 10	Country Club Estates	12-62	December 18, 1988			Yes	Yes	9587		9587
LMD No. 11	St. Tropez	12-66	January 3, 1989			Yes	Yes	9603		9603
LMD No. 12	Standard Pacific	12-67	March 28, 1989			Yes	Yes	9665		9665
LMD No. 13	Le Village	12-78	March 20, 1990			Yes	Yes	9894		9894
LMD No. 14	California Cove	12-69	June 5, 1990			Yes	Yes	9972		9972
LMD No. 15	Pelican Pointe	12-79	June 21, 1994			Yes	Yes	9973	10725	10752
LMD No. 16	California Lighthouse	12-74	July 9, 1991			Yes	Yes	10206		7/9/1991 - 10206
LMD No. 17	Village of San Miguel	12-80	July 21, 1992			Yes	Yes	10421		10421
LMD No. 18	St. John's	12-88	June 21, 1994	Yes		Yes	Yes	10468	10726	10753
LMD No. 19	Shopping at the Rose	12-89	June 21, 1994	Yes		Yes	Yes	10508	10727	10754
LMD No. 20	Volvo Median	12-81	June 21, 1994			Yes	Yes	10528	10728	10755
LMD No. 21	Cypress Pointe	12-90	June 21, 1994	Yes		Yes	Yes		10729	10756
LMD No. 22	McDonald's Median	12-92	June 18, 1996			Yes	Yes	11060		11070
LMD No. 23	Greystone	12-95	June 18, 1996			Yes	Yes	11061		11071
LMD No. 24	Vineyards	12-96	June 18, 1996			Yes	Yes	11062		11072
LMD No. 25	The Pointe	12-97	June 18, 1996			Yes	Yes	11063		11073
LMD No. 26	Albertsons	12-98	June 18, 1996			Yes	Yes	11064		11074
LMD No. 27	Rose Island	17-05	June 24, 1997	1997/98	Yes	Yes	Yes			11259
LMD No. 28	Harborside	17-06	June 24, 1997	1997/98	Yes	Yes	Yes			11260
LMD No. 29	Mercy Charities	17-07	July 1, 1997	1997/98	Yes	Yes	Yes			11264
LMD No. 30	Haas Automation	17-08	June 24, 1997	1997/98	Yes	Yes	Yes			11261
LMD No. 31	Rancho De La Rosa	17-11	June 23, 1998	1998/99	Not Applicable	Yes	Yes	11337	11407	11415
LMD No. 32	Oak Park	12-39		1999/00	Not Applicable	Yes	Yes			
LMD No. 33	El Paseo	17-24		2000/01	Not Applicable	Yes	Yes			
LMD No. 34	Sunrise Pointe/Sunset Cove	17-25		2000/01	Not Applicable	Yes	Yes			
LMD No. 35	Airport Marina Center	17-26		2000/01	Not Applicable	Yes	Yes			
LMD No. 36	Villa Santa Cruz / Villa Carmel	17-27		2000/01	Not Applicable	Yes	Yes			
LMD No. 37	Pacific Breeze	17-28		2000/01	Not Applicable	Yes	Yes			
LMD No. 38	Aldea Del Mar	17-31		2001/02	Not Applicable	Yes	Yes			
LMD No. 39	Promesa/Sueno	17-32		2001/02	Not Applicable	Yes	Yes			
LMD No. 40	Cantada	17-43	January 8, 2002	2002/03	Not Applicable	Yes	Yes	12027	12046	12078
LMD No. 41	Pacific Cove	17-44		2002/03	Not Applicable	Yes	Yes			
LMD No. 42	Cantabria/Coronado	17-42		2002/03	Not Applicable	Yes	Yes			
LMD No. 43	Greenbelt	17-45	January 7, 2003	2003/04	Not Applicable	Yes	Yes	12212	12254	12295
LMD No. 44	American Pacific Homes Channel Pointe	17-46		2003/04	Not Applicable	Yes	Yes	12213	12259	
LMD No. 45	Channel Pointe	17-47	January 28, 2003	2003/04	Not Applicable	Yes	Yes	12214		12308
LMD No. 46	Daily Ranch	17-53	June 24, 2003	2003/04	Not Applicable	Yes	Yes	12272	12361	12440
LMD No. 47	Sycamore Place	17-48	April 22, 2003	2003/04	Not Applicable	Yes	Yes		12327	12355
LMD No. 48	Victoria Estates	17-49		2003/04	Not Applicable	Yes	Yes	12321	12346	
LMD No. 49	Cameron Ranch	17-50		2003/04	Not Applicable	Yes	Yes	12306	12347	
LMD No. 50	Pleasant Hill Senior Housing	17-51		2003/04	Not Applicable	Yes	Yes			
LMD No. 51	Pfeiler	17-57		2005/06	Not Applicable	Yes				
LMD No. 52	Wingfield	17-58		2005/06	Not Applicable	Yes	Yes	12728		
LMD No. 53	Huff Court	17-59		2005/06	Not Applicable	Yes	Yes			
LMD No. 54	Meadowcrest Villas	17-66		2006/07	Not Applicable	Yes	Yes			
LMD No. 55	Wingfield West	17-67		2006/07	Not Applicable	Yes	Yes			
LMD No. 56	Cottages at Patterson	17-68		2006/07	Not Applicable	Yes	Yes			
LMD No. 57	Golden State Self Storage	17-73		2006/07	Not Applicable	Yes	Yes			
LMD No. 58	Westwind	17-70		2007/08	Not Applicable	Yes	Yes			
LMD No. 59	Orbela	17-74		2007/08	Not Applicable	Yes	Yes			
LMD No. 60	Artisan	17-94		2009/10	Not Applicable	Yes				
Waterways	Waterways		June 16, 1970				Yes		5121	5144

Key

- Document needed.
- Document needed, but we found something specific referenced.

9.10. District Locations

Below is a list of each of the City's Districts and the general location based upon the boundary maps provided by the City and prepared by the City's GIS Department:

District	General Location
LMD No. 1 (Summerfield)	The district generally consists of property north of Doris Avenue, east of North Patterson Road, along and south of Lilac Walkway, and west of Joliet Place.
LMD No. 2 (Channel Islands)	The district generally consists of property north of S. Oxnard Boulevard, east of Mercantile Street, south of E. Wooley Road, and west of S. Rose Avenue.
LMD No. 3 (River Ridge)	The district generally consists of property north of W. Gonzales Road, east of N. Patterson Road, south of W. Vineyard Avenue, and west of Rhonda Street.
MAD No. 4 (Mandalay Beach/Colony/Hotel)	The district generally consists of property north of Starfish Drive, east of the coast line, south of Falkirk Avenue, and west of S. Harbor Boulevard.
LMD No. 5 (Maulhardt) (1)	The district boundaries are unknown at this time.
LMD No. 6 (Continental Heritage) (1)	The district boundaries are unknown at this time.
LMD No. 7 and 8 (Northfield and Sea Gate)	The district generally consists of property north of E. Fifth Street, east of S. Rose Avenue, south of Camino Del Sol and Santa Lucia Avenue, and west of N. Rice Avenue.
LMD No. 9 (Strawberry Fields)	The district generally consists of property north of Doris Avenue, east of Joliet Place, south of Oneida Place, and west of Ventura Road.
LMD No. 10 (Country Club Estates)	The district generally consists of property north of Holly Avenue, east of River Ridge Road, south of W. Vineyard Avenue, and west of Ventura Road.
LMD No. 11 (St. Tropez)	The district generally consists of property north of Rosebud Drive east of N. H Street, south of Violet Way, and west of Grapevine Drive.
LMD No. 12 (Standard Pacific)	The district generally consists of property north of Moraine Way, east of N. Patterson Road, south of W. Gonzales Road, and west of Joliet Place.
LMD No. 13 (Le Village)	The district generally consists of property north of W Vineyard Avenue, east of N. Ventura Road, south of Stone Creek Drive, and west of Larkhaven Lane.
LMD No. 14 (California Cove)	The district generally consists of property north of Stone Creek Drive and Upper Bay Drive, east and south of N. Ventura Road, and west of Honeysuckle Drive.
LMD No. 15 (Pelican Pointe)	The district generally consists of property along and north of Nantucket Parkway, east of Victoria Avenue, along and south of Monte Carlo Drive, and west of Rosewater Place.
LMD No. 16 (California Lighthouse)	The district generally consists of property north of Ninth Street, east of S. Ventura Road, south of W. Seventh Street, and west of Kingfisher Way.
LMD No. 17 (San Miguel)	The district generally consists of property north of Colonia Road, east of Madrina Place, south of Camino Del Sol, and west of Sara Drive.

District	General Location
LMD No. 18 (St. Johns Medical Center)	The district generally consists of property north of Socorro Way, east of N. Rose Avenue, south of E Gonzales Road, and west of Williams Drive.
LMD No. 19 (Shopping at the Rose)	The district generally consists of property north of E. Gonzales Road, east of Almanor Street, south of the 101 Freeway, and west of N. Rose Avenue.
LMD No. 20 (Volvo Median)	The district generally consists of property along W Hueneme Road, east of Perkins Road, and west of Saviers Road.
LMD No. 21 (Cypress Pointe)	The district generally consists of property north of W. Vineyard Avenue, east of N. Patterson Road, south of Arcadian Shores Trail, and west of Pebble Beach Trail.
LMD No. 22 (McDonald's Median)	The district generally consists of property along Ventura Road, north of W. Fifth Street, and south of Little Farms Road.
LMD No. 23 (Greystone)	The district generally consists of property along and north of Quail Run Way, east of Kentia Street, along and south of Timber Creek Trail, and west of N. H Street.
LMD No. 24 (Vineyards)	The district generally consists of property north of W. Vineyard Avenue, east of Kentia Street, south of Rosebud Drive, and west of N. H Street.
LMD No. 25 (Pointe)	The district generally consists of property north of New Haven Place, east of S. Patterson Road, south of W Fifth Street, and west of Saratoga Street.
LMD No. 26 (Albertsons)	The district generally consists of property north of West Fifth Street, east of S. Ventura Road, south of West Second Street, and west of S. K Street.
LMD No. 27 (Rose Island)	The district generally consists of property north of Raiders Way, east of Dallas Drive, south of Channel Islands Boulevard, and west of Cota Drive.
LMD No. 28 (Harborside)	The district generally consists of property north of E. Gonzales Road, east of N. Oxnard Boulevard, south of Hermosa Way, and west of Indiana Drive.
LMD No. 29 (Mercy Charities)	The district generally consists of property north of Seventh Street, east of Hobson Way, south of Fifth Street, and west of Alley.
LMD No. 30 (Haas Automation)	The district generally consists of property north of E. Fifth Street, east of S. Rice Avenue, south of Sturgis Road, and west of S. Del Norte Boulevard.
LMD No. 31 (Rancho De La Rosa)	The district generally consists of property north of Camino Del Sol, east of Juanita Avenue, south of Camino De La Luna, and west of Rose Avenue.
LMD No. 32 (Oak Park)	The district generally consists of property north of E. Gonzales Road, east of Entrada Drive, south of Caliente Way, and west of Indiana Drive.
LMD No. 33 (El Paso)	The district generally consists of property north of Camino Del Sol, east of Kohala Street, south of Jacinto Drive, and west of Paseo Ortega.
LMD No. 34 (Sunrise Pointe & Sunset Cove)	The district generally consists of property north of Camino Del Sol, along and east of Festivo Street, south of Jacinto Drive, and west of Kohala Road.
LMD No. 35 (Airport Marina Center)	The district generally consists of property along and north of Fifth Street, east of Victoria Avenue, and west of S. Patterson Road.

District	General Location
LMD No. 36 (Villa Santa Cruz & Villa Carmel)	The district generally consists of property north of Camino De La Luna, east of N. Juanita Avenue, south of Cesar Chavez Drive, and west of N. Rice Avenue.
LMD No. 37 (Pacific Breeze)	The district generally consists of property north of Mainsail Lane, east of Rialto Street, south of West Seventh Street, and west of S. Ventura.
LMD No. 38 (Aldea Del Mar)	The district generally consists of property north of Martin Luther King Jr. Drive, east of Limonero Place, south of E. Gonzales Road, and west of Sonata Drive.
LMD No. 39 (Promesa & Sueno)	The district generally consists of property north of Morado Place, east of N. Oxnard Boulevard, south of Martin Luther King Jr. Drive and Ocotlan Way, and west of N. Juanita Avenue.
LMD No. 40 (Cantada)	The district generally consists of property north of Cesar Chavez Drive, east of N. Rose Avenue, south of Socorro Way, and west of Williams Drive.
LMD No. 41 (Pacific Cove)	The district generally consists of property north of E. Hueneme Road, east of Saviers Road, south of E. Clara Street, and west of Dunbar Drive.
LMD No. 42 (Cantabria & Coronado)	The district generally consists of property north of Cesar Chavez Drive, east of Sonata Drive and Teresa Street, south of E. Gonzales Road, and west of N. Rose Avenue.
LMD No. 43 (Greenbelt)	The district generally consists of property north of Cesar Chavez Drive, east of Williams Drive, south of Wankel Way, and west of Graves Avenue.
LMD No. 44 (American Pacific Homes – Channel Pointe)	The district generally consists of property north of E. Channel Islands Boulevard, east of Dallas Drive, south of Norton Street, and west of S. Rose Avenue.
LMD No. 45 (Channel Pointe)	The district generally consists of property north of E. Channel Islands Boulevard, east of S. Rose Avenue, south and west of S. Oxnard Boulevard.
LMD No. 46 (Daily Ranch)	The district generally consists of property north of Camino Del Sol, east of Oxnard Boulevard, south of Morado Place, and west of N. Juanita Avenue.
LMD No. 47 (Sycamore Place)	The district generally consists of property north of E. Gonzales Road, east of Indiana Drive, south of Caliente Way, and west of Snow Avenue.
LMD No. 48 (Victoria Estates)	The district generally consists of property north of W. Gonzales Road, east of N. Victoria Avenue, south of Glen Abbey Lane, and west of N. Patterson Road.
LMD No. 49 (Cameron Ranch)	The district generally consists of property north of Milagro Place, east of Gibraltar Street, south of Ocaso Place, and west of Kohala Street.
LMD No. 50 (Pleasant Valley Senior Housing)	The district generally consists of property north of E. Pleasant Valley Road, east of Lemon Avenue, south and west of Butler Road.
LMD No. 51 (Pfeiler)	The district generally consists of property north of Cesar Chavez Drive, east of Entrada Place, south of Martin Luther King Jr. Drive, and west of Pinata Drive.
LMD No. 52 (Wingfield)	The district generally consists of property north of Naples Road, east of Northport Lane, south of W. Fifth Street, and west of S. Patterson Road.
LMD No. 53 (Huff Court)	The district generally consists of property north of Penny Way, east of Patricia Street, south of Firethorne Place, and west of Gina Drive.

District	General Location
LMD No. 54 (Meadow Crest Villas)	The district generally consists of property north of Robert Avenue, east of N. A Street, south of Petunia Way, and west of N. Oxnard Boulevard.
LMD No. 55 (Wingfield West)	The district generally consists of property along and north of Dunkirk Road, east of Jolly Roger Way, south of W. Fifth Street, and west of Northport Lane.
LMD No. 56 (Cottages at Patterson)	The district generally consists of property north of Lee Place, east of Helm Drive, south of Windward Way, and west of Dominica Drive.
LMD No. 57 (Golden State Self Storage)	The district generally consists of property east of Via Estrada along Auto Center Drive, and west of Paseo Mercado.
LMD No. 58 (Westwind)	The district generally consists of property north of E. Clara Street, east of Columbus Place, south of Pine Avenue and Howell Road, and west of Cypress Road.
LMD No. 59 (Orbela)	The district generally consists of property north of Monte Carlo Drive, east of S. Victoria Avenue, south of W. Fifth Street, and west of the end of Jolly Roger Way.
LMD No. 60 (Artisan)	The district generally consists of property north of Wankel Way, east of Williams Drive, south of Gonzales Road, and west of N. Lombard Street.
Waterways Assessment District (Mandalay Bay)	The district generally consists of property north of Channel Islands Boulevard, east of Harbor Boulevard, south of Hemlock Street, and west of Victoria Avenue.

(1) In reviewing City provided documents, NBS located resolutions indicating that LMD No. 5 and 6 may exist, but there is no indication that assessments have been levied.

10. REFERENCES

- ¹ City of Oxnard Community Profile – October 2013.
Available at <http://www.cityofoxnard.org/uploads/Oxnard%20Community%20Profile.pdf>
- ² Constitution of the State of California 1879 Article XIII A. Tax Limitation
Available at http://www.leginfo.ca.gov/.const/.article_13A
- ³ Proposition 218 Guide for Special Districts.
Available at <http://www.cstda.net/wp-content/uploads/2013/04/2013-CSDA-Prop-218-WEB.pdf>
- ⁴ 2013 American Community Survey (Census Block Group Level) – 5 Year Study (2007-2012)
- ⁵ 2010 US Census Data (Census Block Level)
- ⁶ Ventura County Assessor's Secured Property Data – January 2015.
- ⁷ The Politics of Public Budgeting.
By Irene S. Rubin.
- ⁸ Public Parks: The Key to Livable Communities.
By Alexander Garvin.
- ⁹ Bringing Citizen Voices to the Table – A Guide for Public Managers.
By Carolyn J. Lukensmeyer and Wendy Jacobson.