

County of Ventura Human Services Agency



2006-2007 Annual Report



COUNTY OF VENTURA



Linda Parks
Chair of the Board
of Supervisors,
Ventura County

“These partnerships demonstrate a comprehensive approach to meeting the needs of our foster children, families in crisis, seniors and dependent adults, and the unemployed.”

Caring for the community is a responsibility we all share, and on behalf of the Board of Supervisors, I want to commend the Human Services Agency for their dedication and commitment to this effort.

The Human Services Agency successfully continues to provide programs and services to our most vulnerable populations, and does so in partnership with a broad range of local nonprofit organizations and County agencies. These partnerships demonstrate a comprehensive approach to meeting the needs of our foster children, families in crisis, seniors and dependent adults, and the unemployed.

The results of these collaborative efforts over the past year are presented in this report. It is evident that the programs and services are having a profound and positive effect in our community, enriching the quality of life for all of our residents.

The Board of Supervisors will proudly continue to support the work of the Human Services Agency and its partners that provide Ventura County residents with the opportunity to achieve their fullest potential.

Linda Parks
Chair of the Board of Supervisors,
Ventura County

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Director's Message

Welcome! This is the Human Services Agency's fifth Annual Report. It covers Fiscal Year 2006-2007 data and activities, and provides a snapshot of our progress on a focused set of strategic plans and initiatives. It also demonstrates how our community partnerships have had a positive impact on the delivery of programs and services to clients.

Day in and day out, HSA relies on these partnerships to help fulfill our mission. As a team, committed staff members have helped strengthen those relationships, and I'd like to recognize four who were selected by the entire agency for outstanding performance: Karol Schulkin, Kari Garman, Ruth Vomund and Aaron Perry. In this report, you'll have the opportunity to learn about their important work, and also to gain a deeper understanding—through their eyes—of how valuable these working partnerships are to our clients.

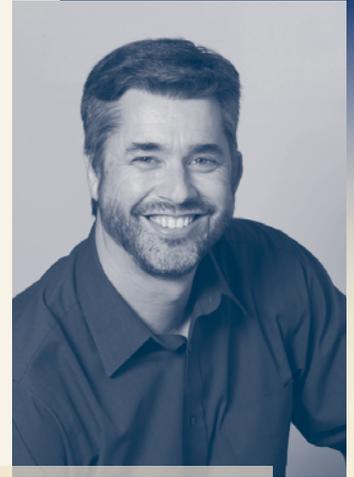
We are extremely proud of our achievements over the past year. Our significant accomplishments include the following:

- Collaborating with community partners to help victims of the January 2007 Freeze
- Demonstrating the lowest rate of child abuse/neglect among California's 58 counties
- Achieving the highest accuracy rate in the state for determining Food Stamp benefit levels
- Meeting all 15 Workforce Investment Act performance standards for adults, dislocated workers and youth
- Providing Rapid Response services to over 1,260 dislocated workers
- Participating in the groundbreaking of the new Veterans Home in Saticoy
- Opening two "Health Care for Kids" programs in Oxnard and Fillmore
- Launching a Transitional Housing Plus program for foster youth aging out of the system

We are excited about the challenges of the coming year and will continue to strengthen collaborative relationships with our community partners around our common interests—the safety, health and well-being of children, seniors and other vulnerable populations.



Ted Myers
Director, Human Services Agency



Ted Myers
Director of the
Human Services Agency,
Ventura County

Human Services Agency



HSA delivers services to over 100,000 residents of Ventura County (or more than 10% of the County's population) each year.

The Human Services Agency (HSA)

HSA strives to strengthen Ventura County – one family at a time – by administering programs that have a positive impact on key community concerns, including food insecurity, lack of health insurance, child and elder abuse, unemployment, and homelessness. In response to community needs, HSA serves a dual role in Ventura County: HSA serves as both a foundation for success and as a safety net.

HSA is Ventura County's lead provider of human services aimed at empowering individuals and strengthening communities. HSA strives to deliver services in an integrated manner so that clients receive information about all relevant programs, and may develop comprehensive work-life plans. Continuous improvement efforts are underway to further integrate activities to ensure that client goals and needs – not funding streams or operational structures – determine how services are delivered.

Services available to qualified individuals include:

- Financial assistance, low-cost health insurance, and housing assistance for families and others
- Supportive living services for seniors and adults with disabilities
- Career development and training for youth and first-time workers
- Career-change services for experienced workers
- Employer-employee matching
- Child care assistance for working parents
- Veterans' benefits and support services
- Emergency response to allegations of abuse and neglect
- Foster care placement, reunification of children with their parents, and adoption services
- Referrals to other County agencies and community-based partner organizations

The HSA Community

HSA strives to achieve a community presence wherever services are needed. Clients may access HSA services at a number of offices throughout the County (see inside back cover for service locations), some of which are conveniently located near partner agencies and organizations who provide complementary services. HSA staff and contractors also provide services in homes, hospitals, homeless shelters, day care centers, schools and colleges, job fairs, employer sites, and other community venues.

HSA Clients

HSA clients represent a wide range of "next-door neighbors" in communities throughout the County, including: children whose parents have lost employment and insurance coverage; young adults and downsized workers seeking new career paths; seniors struggling to perform daily tasks; working mothers and fathers who need affordable child care in order to remain employed; and families facing homelessness due to rising housing costs or their escape from domestic violence. In fact, each year HSA delivers services to over 100,000 residents of Ventura County (or more than 10% of the County's population).

HSA Fast Facts

HSA Operations

HSA receives state and federal funding, as well as a smaller amount of County funding (see page 23 for financial information), to administer a number of mandated programs. Programs are administered under the leadership of HSA's Executive Team, the County Board of Supervisors, the County Executive Office, and the local Workforce Investment Board. Using a public-private partnership model, HSA delivers services in coordination with other County agencies and community-based organizations. This model ensures that County staff maintain responsibility for key program administration, development, and oversight activities, and that the County enters into strategic partnerships with local nonprofits and others to make a broad continuum of services available to clients. HSA ensures goal alignment and accountability through a performance-based contracting process, which helps HSA staff and contractors clarify roles and expectations as well as evaluate client success using quantifiable measures.

HSA Results

In FY 2006-2007, HSA helped over 96,000 individuals per month secure or maintain low-cost health insurance, and assisted nearly 30,000 individuals in achieving food security each month. Over 45,000 job seekers were served through HSA's Job & Career Centers, and welfare-to-work clients were assisted with some 1,800 employment placements. Each month, HSA provided supportive living services to nearly 3,000 seniors, adults and children with disabilities, enabling them to continue living at home instead of entering care facilities. Over 850 awards were granted through HSA's Veterans Services Office. In CY 2006, HSA investigated some 5,500 allegations of child abuse/neglect, responded to some 1,700 allegations of adult abuse/neglect, and provided the follow-up services necessary to increase these individuals' safety. Over 80 children were adopted into loving homes with HSA's assistance, and nearly 85 families were saved from eviction or homelessness through HSA's intervention.

HSA Benefits to Community

HSA serves as a foundation for improved career paths and family lives, and as a safety net for individuals facing temporary setbacks due to job losses, illness, or other challenges. Providing short-term or comprehensive assistance as needed, HSA helps first-time workers become taxpayers, meets local employers' needs for skilled workers, and assists out-of-school youth in attaining the educational credentials that help them become more involved community members.

Further, HSA helps stem the tide of rising health care costs by providing nutrition information to families, and by administering a low-cost health insurance program that enables families to address health concerns before they escalate.

Dedicated to anticipating and addressing Ventura County's most pressing social concerns in partnership with other County agencies and community-based organizations, HSA stands ready to help the County capitalize on its opportunity to create more compassionate, healthy and empowered communities.



Using a public-private partnership model, HSA delivers services in coordination with other County agencies and community-based organizations.

HSA Data:

Child Abuse/Neglect Rate:
Lowest in State
(4.3 per 1,000 children)

Food Stamp Accuracy Rate:
Highest in State
(98.94%)

**Workforce Investment Act
Performance Standards Met:**
100%

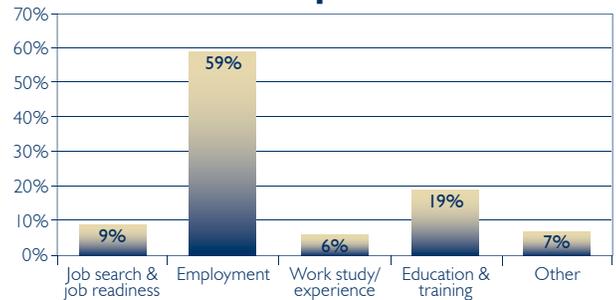
Paths to Independence



California Work Opportunity and Responsibility to Kids (CalWORKs)

The California Work Opportunity and Responsibility to Kids (CalWORKs) program implements the federal Temporary Assistance to Needy Families (TANF) legislation in California. CalWORKs is the state's largest cash-assistance program for children and families, providing financial help to families to meet basic needs. In order to be eligible for CalWORKs, families must have a child under age 18 who lacks parental support due to the unemployment of a parent or other reasons. CalWORKs assistance is available only to legal residents, is time-limited, and requires most recipients to work or participate in welfare-to-work activities. HSA staff provide career development and job placement services to CalWORKs clients at HSA Job & Career Centers located throughout the County, and HSA contracts with local agencies to provide supportive services, including child care, to help parents maintain employment or participate in work-related activities.

CalWORKs Participants' Career Development Activities



Workforce Investment Act

The federal Workforce Investment Act (WIA) legislation authorizes states and localities to offer a comprehensive range of workforce development activities that benefit employers by enhancing the skills of their future employees – youth, job seekers, laid-off workers, and others. Under the guidance of the Ventura County Workforce Investment Board, HSA staff develop relationships with local employers and learn about their needs for trained workers; provide direct client services at HSA Job & Career Centers; and administer client services contracts. In order to be eligible for WIA services, youth must be 14 to 21 years of age, low-income, and have barriers to employment. Youth services include instruction leading to the completion of secondary school, tutoring, internships, job shadowing, work experience, mentoring by adults, and comprehensive guidance and counseling. Adults eligible for WIA services are legal residents who are at least 18 years old and who meet certain other requirements. Services for adult and laid-off workers include skills assessment, training, education, job-search assistance, job placement, and post-placement follow-up and assistance.

Goals and Community Benefits

The goals of the CalWORKs and WIA programs are to help clients identify their workplace strengths; understand the hard and soft skills required by local employers; develop or improve skills through classroom and/or hands-on training; conduct successful job searches; and sustain meaningful employment at livable wages. Ventura County can only benefit from the expansion of a well-trained, tax-paying workforce to reduce dependency on government programs over time.

HSA Data:

Job & Career Centers:
45,000 Visitors

CalWORKs Placements:
1,800 Jobs

Subsidized Child Care:
5,600 Children

Dislocated Workers:
1,260 Served

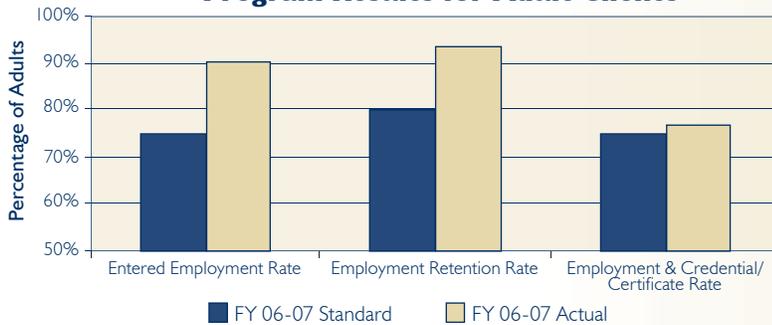
Employment & Business

Performance and Accountability

During FY 2006-2007, HSA served over 45,000 Ventura County residents at its Job & Career Centers, providing 180 career workshops for job seekers and holding 150 recruitment sessions and job fairs. HSA helped CalWORKs clients secure some 1,800 employment placements. Approximately 5,600 children received subsidized day care so their parents could work or participate in work-related activities.

More than 20,000 individual clients received WIA services and support through the Job & Career Centers. Preliminary performance outcomes for all 15 WIA measures for adults, dislocated workers, and youth exceeded all state standards for the second year in a row. Nearly 600 Ventura County residents enrolled in WIA training services during FY 2006-2007. In collaboration with the Boys & Girls Club of Greater Oxnard and Port Hueneme and Work Training Programs, Inc., over 300 youth received services that included education, employment, and life-skills training.

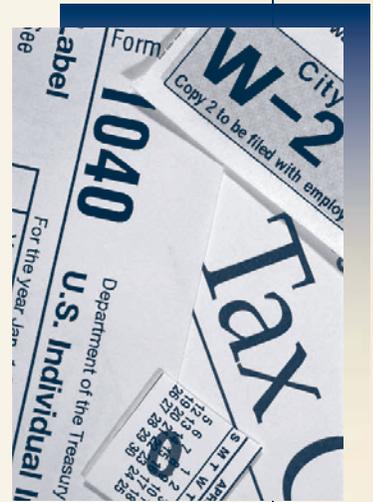
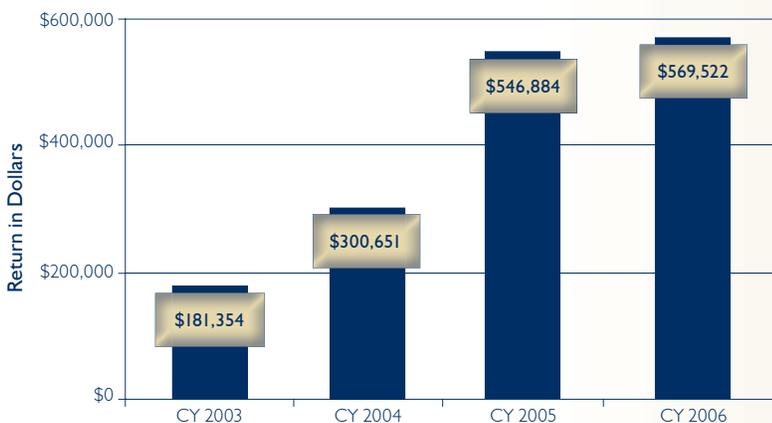
Workforce Investment Act Program Results for Adult Clients



Further, the Rapid Response Team, comprised of HSA staff, provided consulting and other support for 23 businesses that reported a combined total of more than 3,600 layoffs. More than 1,260 of the impacted employees participated in career transition programs and other services. Additional employer services such as recruitment, training and education, and business consulting were available to employers through the Job & Career Centers.

In addition to providing mandated CalWORKs and WIA programs, HSA administers other programs aimed at self-sufficiency. HSA continued to implement its Financial Empowerment Initiative, through which over 370 tax returns were prepared for low-income visitors to HSA's Job & Career Centers. As a result of this initiative, local families received over \$560,000 in tax refunds.

Federal Tax Dollars Returned to Financial Empowerment Program Participants



For the past four years, HSA staff members have worked with local partners to help prepare over 1,000 federal tax returns at the Job & Career Centers and other locations. Cumulatively, approximately \$1.6 million dollars in refunds have returned to Ventura County, including \$850,000 from the Earned Income Tax Credit.

Key partners include:

- Volunteer Income Tax Assistance (VITA)
- United Way
- Cabrillo Economic Development
- Central Coast Alliance for a Sustainable Economy (CAUSE)

Working Together



Ruth Vomund
CalWORKs Child Care
Coordinator

“We are better off as a society if we reach the needy populations, whether or not they fit into our eligibility requirements. Working with agencies like the NfLs will continue to allow us to reach those we would normally not be targeting.”

Ruth Vomund CalWORKs Child Care Coordinator

For the past 26 years, Ruth Vomund has been a valuable member of the Human Services Agency team. Currently the CalWORKs Child Care Coordinator, Ruth works closely with partner agencies throughout the County, such as Child Development Resources (CDR), the Child Care Planning Council, and Neighborhoods for Learning (NfLs).

For parents entering the workforce through the CalWORKs program, Ruth sees firsthand how removing obstacles to paying for child care can make a difference. Knowing the cost of child care and the huge burden that is lifted from a family when they qualify for services makes her feel fortunate to be the coordinator of these services.

The Responsibilities

On a daily basis, Ruth helps HSA and CDR line staff who approve subsidized child care services for current and former CalWORKs families. She monitors CDR compliance with program requirements and performance indicators of the Stage One child care* contract, and trains partners and HSA staff on eligibility rules and referral procedures. Ruth represents the County at monthly California Welfare Directors Association (CWDA) child care meetings and at quarterly CalWORKs Child Care Advisory meetings, and represents CalWORKs client interests as a member of the Child Care Planning Council of Ventura County.

The Rewards

“The most rewarding part of my job is educating HSA clients and staff about the availability of CalWORKs child care for current and former recipients. I know that the cost of child care can be overwhelming, and playing a part in lifting that burden is very satisfying. The availability of the funds and the zero wait time for clients is a huge benefit, and it feels great to assist people who are used to waiting in line for most of their benefits. I can’t take credit for the services, but I do my best to make sure people get connected to them.”

The Partners

“I think the partnerships we have with agencies like the First 5 NfLs are critical in keeping public service folks aware of the needs and services in our community, and thus ultimately keeping the community aware. The opportunity to work with NfL staff has broadened my knowledge of local issues for low-income parents, which I consider valuable in my role as CalWORKs child care coordinator. We have a common client base, so it makes sense to be aware of what others are doing as well as what needs are emerging in the County. Networks that share and respond to information about upcoming activities for underserved parents help to fill gaps in vital services.”

The Future

“It’s important to keep awareness of child care for CalWORKs clients on people’s minds. To the extent we can expand our networks for sharing information and collaborating to serve everyone, our communities will improve. We are better off as a society if we reach the needy populations, whether or not they fit into our eligibility requirements. Working with agencies like the NfLs will continue to allow us to reach those we would normally not be targeting.”

*Stage One child care is subsidized child care available to families receiving CalWORKs cash aid when an aided parent is employed and/or participating in an approved welfare-to-work activity.

Vital Partnerships

Port Hueneme/South Oxnard Neighborhood for Learning

About the Neighborhoods for Learning (NfLs)

Together with First 5 Ventura County and the Hueneme School District, the Port Hueneme/South Oxnard Neighborhood for Learning strives to promote school readiness and enhance the potential for young children to engage in life-long learning. Emphasis is placed on creating and sustaining access to high quality preschools, quality prenatal care and early childhood development services for children 0-5 and their families. Services include pre-kindergarten summer school, family literacy program, child care and Head Start programs, and health assessments at Clinicas del Camino Real and Public Health.

Families from throughout the Hueneme School District come to the center for services. Many arrive at the center referred by teachers or other programs, while others learn of its services by word of mouth from a friend or neighbor. An average day at the center is likely to include numerous drop-ins by families seeking anything from diapers to vaccine information, nutrition guidance, parenting classes and referrals to other community resources. This year, First 5 has also contracted with MICOP, the Mixteco/Indigena Community Organizing Project, to provide interpretation, translation and outreach to underserved populations within the Hueneme School District.

Noemi Tomasetti — CalWORKs Success Story

With a bright smile and warm demeanor, Noemi Tomasetti greets parents and their infant children as they arrive at her center. For the past three years Noemi has worked at the NfL. The story of how Noemi came to the center is an inspiring example of the impact community resources can have on a person's life.

Seven years ago, Noemi was a single mother of a three-year-old and seven-year-old twins who found herself out of a job and lacking the skills and education to get another one. She turned to CalWORKs for help, qualified for cash assistance, received child care through Child Development Resources (CDR), and got the opportunity to further her educational goals at Oxnard College. After two years of assistance, Noemi was employed by First 5 at the college, and since then has worked her way up to the role of Family Resource Center Coordinator.

Noemi attributes her success as a coordinator to her ability to relate to families. Since she herself was part of the program and took advantage of the services it offered, Noemi finds that sharing this with families helps them trust her ability to help them. Noemi beams, "I'm proud to have been on CalWORKs. I give kudos to CalWORKs and the college for giving me the opportunities to do all this."

The Partnerships

In 2002, while at Oxnard College, Noemi met Ruth Vomund, the CalWORKs Child Care Coordinator. Soon after, Ruth invited Noemi to become part of the Child Care Planning Council. Given her love for learning and eagerness to take full advantage of the opportunities available to her, Noemi accepted. Today, she is the co-chair of the Accessibility Committee, and she and Ruth work together with others to develop educational tools to steer parents to access high-quality child care for their families. It is through participation in collaborative efforts such as these that Noemi has learned about vital community resources that she is able to pass on to parents who come to the center.



Noemi Tomasetti
Family Resource
Center Coordinator

*"I'm proud to have
been on CalWORKs.
I give kudos to
CalWORKs and the
college for giving me
the opportunities to
do all this."*

Safe Communities



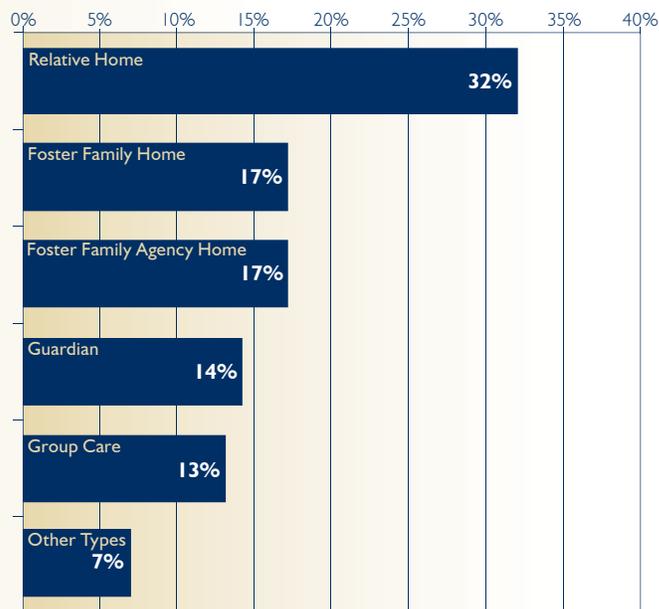
Protecting Children

HSA recognizes that the best way to ensure the safety and well-being of children is to assist their families with basic needs before conditions worsen and the potential for child abuse/neglect rises. HSA directly provides and contracts for a number of services aimed at prevention and early intervention. When abuse/neglect does occur, however, social workers fulfill HSA's federal and state mandates to protect children. They do this through services based upon the Annie E. Casey Foundation's Family-to-Family philosophy. Family-to-Family reflects the well-founded belief that children grow best in families, and that families do best when supported by their communities, including child welfare agencies. Supporting biological, relative, foster, and adoptive caregivers through training and skills development is a key element of the Family-to-Family philosophy. Other significant elements of the philosophy include building partnerships with community-based organizations and making decisions about children's futures using teams of HSA social workers, parents and community members.

Goals and Community Benefits

In line with the federal Adoption and Safe Families Act and California's Child Welfare Outcomes and Accountability Act, the goals of HSA's child welfare and family programs are to: ensure the safety, stable living arrangements, and well-being of children, whether it is in the children's best interest to be reunified with their biological parents, or to be placed with relatives or foster families pending adoption. The benefits of assisting biological parents to develop their parenting skills so that they can raise healthy, self-assured children are innumerable. Equally significant to the community is the value of the commitments made by caring foster and adoptive families, who are better able to fulfill their roles with HSA's support.

Children in Foster Care by Placement Type



HSA Data:

Adoptions: 81 Children

Reunification w/Parents:
168 Children

No more than 2 Placements
per year: 87%

Relative Care Placement:
32% of Children

Independent Living Services:
215 Young Adults

Children & Families

Performance and Accountability

In CY 2006, HSA investigated reports of suspected abuse/neglect involving 5,487 children and, for the second year in a row, achieved the lowest rate of substantiated child abuse and/or neglect (4.3 per 1,000 children) among California's 58 counties. Still, even one case of abuse and/or neglect is one too many. Therefore, HSA focuses heavily on preventing recurrence for children who have experienced abuse/neglect. Using the national outcome measure for child safety as a yardstick, the County achieved this goal for 93% of the children who experienced abuse/neglect in the first six months of CY 2006. This compares favorably with the statewide performance level of 92%.

Recognizing the importance of stability in foster children's lives, HSA also measures its success, in part, by the number of placements experienced by children in foster care. In this regard, the County's performance for CY 2006 on the national measure for placement stability was 87% of children in care less than 12 months with no more than two placements. This compares favorably with the statewide level of 82% for the same period.

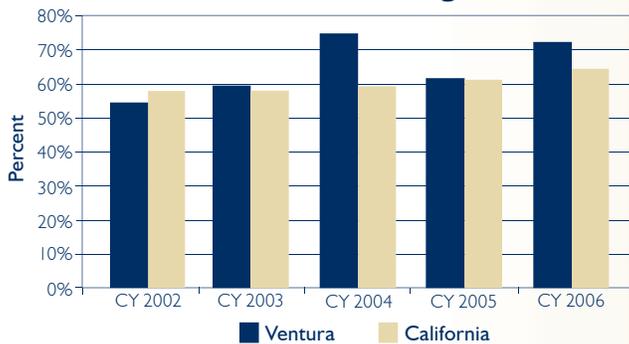
Studies show that foster children who are placed with relatives, as opposed to unrelated caregivers, are more likely to be able to remain in their community of origin and to be placed with their siblings, which can smooth the transition into foster care. Moreover, children who are placed with relatives are less likely to change placements compared to children placed with unrelated caregivers. The statewide measure for type of foster care placement shows that in January 2007, 32% of County children in foster care were placed with a relative. This compares with 36% for all of California.

The desired outcome for some foster children is reunification with their biological parents. HSA staff's and contractors' collaboration with parents to develop their caretaking skills helped reunify over 160 children with their parents during CY 2006. HSA also facilitated over 80 adoptions during CY 2006, placing foster children into caring homes permanently.



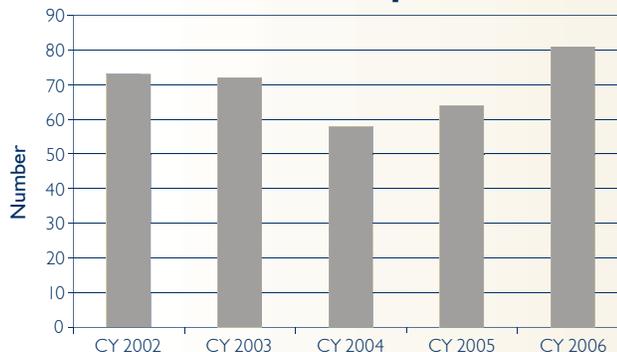
The Independent Living Program (ILP) focuses on providing services related to transportation, education, housing, mentoring and basic living skills to foster youth ages 16-18 years and emancipated youth ages 18-25 years. The ILP has established a Leadership Council, which gives youth a stake in planning the program and provides the opportunity to develop valuable leadership skills.

Children Reunified with their Parent(s) Within 12 Months of Entering Foster Care



It is critical that foster children who neither reunify with their parents nor are adopted learn the skills necessary to live independently once they age-out of foster care. During federal FY 2005-2006, 215 youths completed the County's Independent Living Program or a program component. Of these youths, 68% earned secondary education credentials or were in the process of completing them during that time frame. In addition, 40% of the youths entered part- or full-time employment.

Children Adopted



Working Together



Kari Garman
Foster Care Placement
Coordinator

“I work with the most caring people in the world. The foster parents are incredible. They go above and beyond to care for the children placed in their homes.”

Kari Garman Foster Care Placement Coordinator

Kari Garman began working for the Human Services Agency in 2002. She started as an Emergency Response Social Worker and has also served as a Team Decision-Making Facilitator and Family Group Decision-Making Coordinator.

In October 2005, Kari began working in her current position as the Foster Care Placement Coordinator. Surrounded by co-workers who inspire her, Kari feels privileged to have what she calls “the best job in the world!”

The Responsibilities

Kari secures foster home placements for court-dependent children. Working directly with the foster parents and the child’s social worker, she finds the best match foster home placement for every child. Each month, Kari receives about 68 requests for foster placements. She is on call during the entire working day – even at lunch. Kari works closely with social workers and depends on them to provide the information needed to find appropriate foster placement. Kari has developed strong connections and relationships with foster parents and, because of those relationships, is able to determine which placement would be best for a specific child.

The Rewards

“I absolutely love everything about my job. I work with the most caring people in the world. The foster parents are incredible. They go above and beyond to care for the children placed in their homes. I feel fortunate to work with my peers who strive to make a difference and care about the families they serve. The foster parents are wonderful people. They go out of their way to bring these children into their homes. Some of the children are injured, abused, sick, have behavioral problems, need specialized care and or just need love. In spite of their problems, the foster parents are somehow able to care for these children and provide a loving home.”

The Partner

“Aspira is a wonderful agency and their staff is a pleasure to work with. They provide important services for both foster children and parents. I contact Aspira when I am in need of a foster home. They provide intensive case management to their foster parents, which allows the foster parents to sometimes care for more challenging children. Aspira offers in-home support to caregivers, a parent in-home aid for biological families, and counseling. Aspira also has their own respite providers, a service that gives foster parents a much-needed break. Networking with Aspira allows the County of Ventura to better serve our families and connect the families to community support systems.”

The Future

“I am most encouraged by increased awareness of foster youth programs. I think that people are really starting to realize that things like this do happen in their own neighborhoods and to people they know. That realization enables them to be proactive and to put aside their fears to help and strengthen families in their communities. As we build community partnerships, more resources will naturally follow. I think history has proven that one agency cannot take on this massive endeavor without participation from the community. In our efforts to support foster families, HSA is reaching out to partners and being more proactive than ever.”

Vital Partnerships

Aspira Foster & Family Services

The name Aspira is derived from the Greek word for hope. Raising Hope is Aspira's guiding philosophy and drives the organization's vision: taking collective action to support and nurture communities and families as they love and care for their children. Aspira has been providing services to foster families since 1991, and to birth families since 1997. Aspira believes in permanency for a child, first in the family of origin, or if that is not possible, then in another permanent home.

Foster Care Services

Aspira is a foster family agency that recruits, trains, certifies and supports families to help them foster dependent children who have been removed from their family of origin due to abuse and/or neglect. Aspira serves children from birth to emancipation and finds families for children with developmental disabilities and special health care needs, as well as other at-risk children. When children are placed in Aspira homes, Aspira staff meet with foster children and their families on a weekly basis and conduct monthly home inspections to ensure that licensing requirements are maintained. In addition, Aspira provides 24/7 on-call staff.

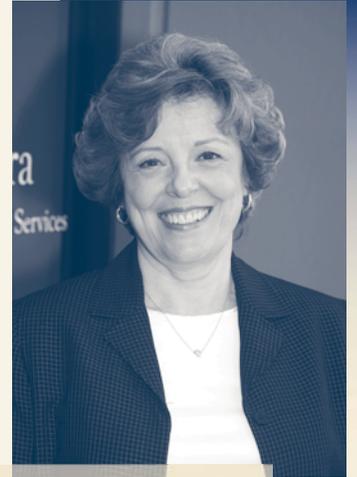
The Partnership

HSA works closely with Aspira to provide in-home support services for families who have lost or are at risk of losing their children to out-of-home placement and are in the reunification or family-maintenance process. Support services include therapy and parent aide services for birth families as well as additional parent aide services.

Both organizations work together to offer birth-parent mentoring through the parent leadership program, Parents with Purpose. These parent mentors have successfully negotiated the child welfare system, have their children back, and are helping other birth parents to be successful. This year Aspira is also partnering with the County of Ventura Behavioral Health Department to provide mental health services to eligible children.

The Rewards

"It's a privilege to partner with the County in this important work and to collaborate for the benefit of all children and families we reach. We all have the best interests of the children as our goal. The partnership with HSA and the many relationships based on trust and integrity between the two agencies make the work of supporting foster youth and their families a much more seamless effort. Each agency's support of the other enriches the work that we all do."



Kris Bennett
Aspira Foster & Family
Services

"It's a privilege to partner with the County in this important work and to collaborate for the benefit of all children and families we reach. We all have the best interests of the children as our goal."

The Power of Partnerships

“We received help from Mixteco/Indigena Community Organizing Project during one of their food distributions in Port Hueneme. They helped me when I didn’t have any money to buy food for myself and my children.”



Sofia and her children Luz Maria - age 6, Mauro - age 4 and Ivan Jacob - 1 month.

In January 2007, unusually cold temperatures damaged crops throughout Ventura County, resulting in a loss of \$280.9 million and impacting the livelihood of an estimated 12,500 farm workers. In response to the Freeze, and with the recognition that no one agency alone could meet the needs of farm workers, the Human Services Agency partnered with community nonprofits and other government agencies to assist in the relief effort. By working together, this exemplary partnership was able to provide assistance more efficiently, identify gaps in services and seek a collective resolution to problems. For their outstanding service in the emergency management field, the Ventura County Freeze Advisory Committee was selected to receive the California Emergency Services Association Gold Award for the private sector. The power of those partnerships is profiled on these pages.

HSA One-Stop Freeze Centers

On January 16, the Governor issued a State of Emergency Proclamation for Ventura County. To provide both workers and farmers assistance or referrals, HSA designated two Job & Career Centers—one in Oxnard and one in the Santa Clara Valley—as official Ventura County One-Stop Freeze Centers. State and local governments, community-based organizations, nonprofits and others all came together under one roof to streamline the process of providing essential services to those impacted by the Freeze.

The One-Stop Freeze Centers were able to coordinate programs, services, and referrals from five different state agencies, community-based organizations and local nonprofits. Countywide, the Human Services Agency processed 521 applications for assistance and made 1,682 referrals for outside service.



United Way and VCCF

“During the Freeze, members of the community stepped forward and were ready, willing and able to assist in relief efforts for agricultural workers.”

- Susan England, United Way of Ventura County

United Way and the Ventura County Community Foundation provided valuable leadership and fundraising by convening a Freeze Advisory Committee and providing seed money for an emergency Freeze Fund to assist farm workers. With contributions from individuals, businesses and foundations, the Fund grew to approximately \$700,000. The Freeze Advisory Committee determined a plan for aid distribution to the farm worker community, quickly directing funds raised to help unemployed workers not covered by governmental assistance.

y Freeze 2007

Catholic Charities, Lutheran Social Services, Community Action of Ventura County and St. John's Health Outreach Ministries and the Mixteco/Indigena Community Organizing Project – all experienced in either rental and utility assistance or food distribution – provided case management for the financial aid distribution. HSA's Santa Clara Valley One-Stop Freeze Center provided a home for the coordinated case management process.

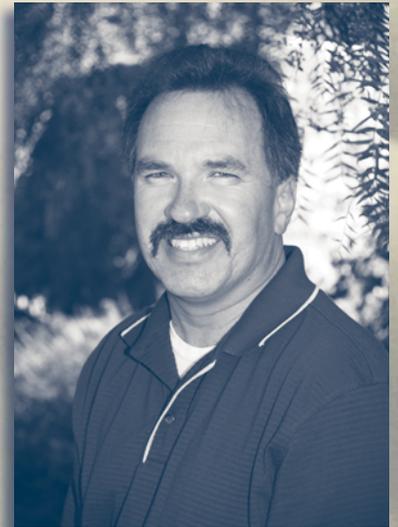


Photo courtesy of Stephanie Nice

Lutheran Social Services

Todd Goehner of Lutheran Social Services spent several months working in the Santa Clara Valley One-Stop Freeze Center, helping farm workers affected by the freeze with rental and utility assistance. With help from the Freeze Fund, Lutheran Social Services (LSS) provided vital assistance to over 250 families. LSS is a nonprofit agency that has served in partnership with its congregations and supporters for more than 60 years. The agency focuses on the delivery of social services that affect outreach and social justice by doing work that improves the quality of life for people with limited options, promotes mental, physical and spiritual healing, encourages human growth and development, and provides continuums of care for those in need.

“The best part of the Community Farm Worker Freeze Relief partnership between the Santa Clara Valley Center and Lutheran Social Services is the comprehensive approach to connecting those affected by the disaster to any and all programs and services they qualify to receive. We’ve worked together for years – but now we work together on a much deeper and more meaningful level.”



Todd Goehner
Lutheran Social Services

FOOD Share

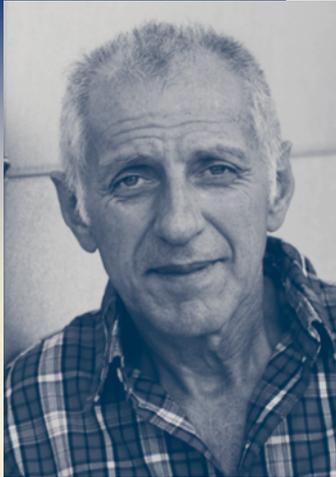
“During the Freeze, multiple agencies were able to band together effectively by the shared desire to serve those in need with dignity. We all made new connections and expanded existing relationships that can only cause our local communities to be better served in the future should another disaster or emergency occur.”

- Jewel Pedi, FOOD Share

Twenty-nine years ago, Jewel Pedi started feeding the hungry in her two-car garage. She worked alongside farmers, gleaning the local fields, nourishing the bodies of those in need. This effort quickly grew, and FOOD Share was born. Now her dream has turned into an amazing countywide organization working in partnership with nearly 200 other nonprofits towards one mission: feeding the hungry of Ventura County.

This past year, FOOD Share experienced one of its largest distribution years ever. On a monthly basis, FOOD Share serves between 38,000 and 40,000 families. During the Freeze, FOOD Share was on site at the Santa Clara Valley One-Stop Freeze Center and throughout the County, ready to provide aid. Volunteers assembled 13,666 boxes of food (397,402 pounds), which were distributed to 53,752 individuals.

Supportive Living



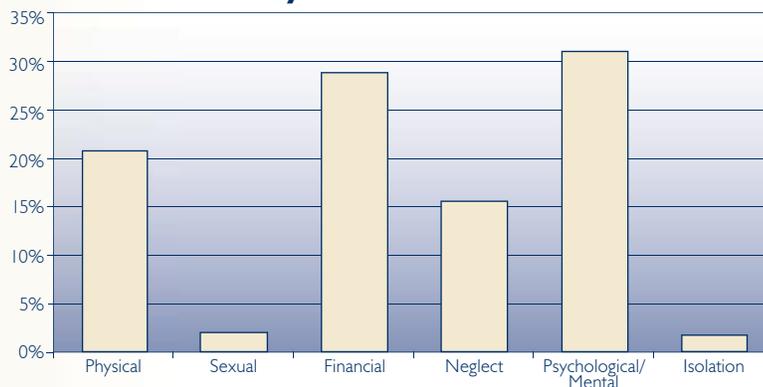
Assisting Elders, the Homeless, and Veterans

Adult Protective Services

It is Ventura County's responsibility to ensure that residents who cannot protect themselves from physical danger have a safety net. When HSA receives a report of suspected abuse/neglect of a senior or dependent adult through its

reporting hotline or another source, we respond quickly and investigate the allegation. In cases involving abuse/neglect of seniors and dependent adults, HSA social workers provide short-term case management, stabilizing the situation while maintaining clients in the least restrictive environment possible. When needed, HSA also arranges longer-term case management services for adult clients.

Types of Neglect/Abuse Confirmed by Adult Protective Services



In-Home Support Services

HSA's In-Home Support Services are designed to meet the needs of the County's growing senior population, as well as the needs of adults and children with disabilities. Quality, cost-effective alternatives to institutionalized care are in high demand as the County's elderly population grows. In-Home Support Services help these citizens avoid board-and-care facilities or nursing homes by providing vital services. HSA's In-Home Support Services cost approximately one-seventh that of institutional care. While the majority of clients are seniors, 42% of recipients are age 64 or younger.

Homeless Services

Ventura County is known for its safe communities and high home values, but not all residents have a place to call home. To assist these vulnerable populations, HSA offers Homeless Services. Services include street outreach, assessment, life-plan development, and ongoing case management. HSA coordinates the delivery of these services with a number of private and public agency partners. During FY 2006-2007, HSA also continued its operation of the RAIN Transitional Living Center, which houses and provides comprehensive services to approximately 60 to 70 residents, including children, at any given time. Residents receive assistance with meals, transportation, parenting and financial skills development, employment, permanent housing, and more. HSA also partnered with over 150 community stakeholders to develop *Ventura County's 10-Year Strategy to End Homelessness*. The Board of Supervisors has adopted the Strategy as their working document.

Veterans Services

HSA recognizes the courageous service of Ventura County veterans and works hard to help them access the benefits they have earned. HSA's Veterans Services Office helps these men and women, as well as their families, gain access to financial assistance and medical treatment.

HSA Data:

Senior/Dependent Adult Abuse Allegations Investigated: 1,700

Residents Receiving In-Home Care: 3,070

Relative or Friend as Care Provider: 90%

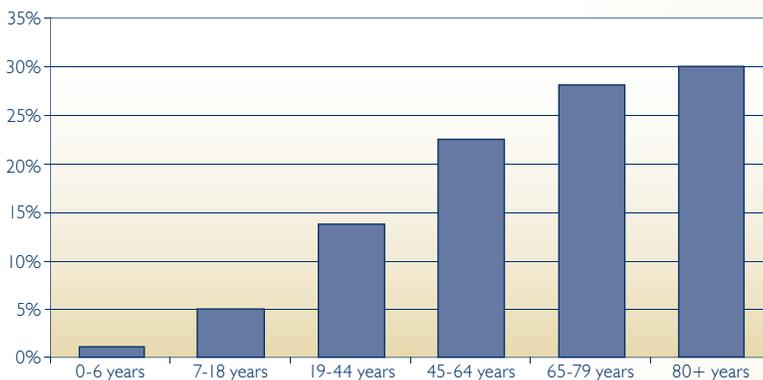
Public Authority Registry Care Providers: 10%

Adults & Families

Goals and Community Benefits

The primary goals of HSA's Adult Protective Services are to respond rapidly to allegations of abuse or neglect and to help make clients' environments safer immediately, while implementing plans to reduce the risk of repeated abuse or neglect. HSA's In-Home Support Services are designed to meet the needs of the County's growing senior population, as well as the needs of children and adults with disabilities. Quality, cost-effective alternatives to institutionalized care are in high demand, and HSA's In-Home Support Services cost approximately one-seventh that of institutional care. The Homeless Services program helps clients secure public benefits and services, which bolster their resources and expand their options for permanent housing. Numerous studies demonstrate that the experience of homelessness hinders the physical, emotional, cognitive, social and behavioral development of children. Each child in Ventura County who has a stable home will be better prepared to contribute to the community in the future.

Age Groups of Clients Receiving In-Home Support Services



Performance and Accountability

In FY 2006-2007, HSA investigated over 1,700 allegations of abuse and/or neglect of seniors and dependent adults, and responded to over 2,500 requests from the public for information and referrals. In order to increase public awareness about elder abuse and to facilitate the more effective delivery of services, HSA implemented an aggressive outreach campaign, and participated on a number of councils committed to seniors' issues. HSA data showed that 99.9% of adults who experienced abuse/neglect remained safe during the following year. Over 3,000 County residents accessed HSA's In-Home Support Services, improving the quality of their daily lives while remaining in the comfort of their own homes. Significantly, 97% of In-Home Support Services clients who participated in a June 2005 survey reported that they were satisfied with their care providers. During FY 2006-2007, HSA provided housing information and referral services to 3,000 residents on their journeys to self-sufficiency, and helped nearly 85 families avoid homelessness.



On June 13, 2007, a groundbreaking ceremony was held for the new Ventura County Veterans Home. When completed, the Ventura County Veterans Home will provide full-time beds for 60 veterans and an Adult Day Health Care Program for 50 veterans. HSA plans to provide an on-site Veterans Service Officer as part of the program.

Working Together



Karol Schulkin
Homeless Services
Program Administrator

“It’s the work of my heart. The best part is seeing lives change for the better. It is a privilege and a joy to do this work. I think of us as stirring up hope where the embers have grown dim.”

Karol Schulkin

Homeless Services Program Administrator

Karol began working with HSA about 15 years ago. She had been working for the Behavioral Health Department as a Crisis Counselor, and when the opportunity came to work with the homeless population, Karol jumped at the chance. This was a population she had wanted to serve for quite a while.

From her beginning days at HSA, Karol’s focus has been on the issues of homelessness “first, last and always.” She began as the only social worker in the program, and now serves as the Program Administrator with a team of four gifted, hard-working social workers.

■ The Responsibilities

Day in and day out, Karol’s job is to do whatever needs to be done to keep the program healthy and going. Sometimes that means discussing with her team clients’ needs and gaps in services, grant writing and grant management, giving public testimony on the needs of the homeless population, and networking and problem solving with community partners. It’s not unusual for Karol to coordinate an outreach effort to persons living in the riverbeds, join community-wide response efforts in times of disaster, or simply find a source for clothing or shelter.

■ The Rewards

“It’s the work of my heart. The best part is seeing lives change for the better. It is a privilege and a joy to do this work. I think of us as stirring up hope where the embers have grown dim.”

■ The Partners

“RAIN is a jewel of a program. It’s the largest transitional housing program in Ventura County and sits in Camarillo, right smack in the middle of all the communities it serves. The social workers on my team do all the screening and intake interviews for persons seeking entrance into RAIN. We case manage them during their residency there and offer follow-up support for six months after they move into rental housing. It is harder still to tell someone who is ready and in need that there is no room, which is all too often the case. People stay on average about a year, which we have learned is the amount of time they often need to repair their credit, regain their health, solidify a job, gain new parenting skills, and regain their self-esteem. It’s definitely worth the investment of their time and effort, and ours as well.”

■ Looking Forward

“It’s a very exciting time in the homeless arena right now. This need is finally on the front burner. Due to broad-based community work on the *10-Year Strategy to End Homelessness*, there is much greater public awareness of the need. When we did the homeless count in January, we counted 1,961 homeless people of all ages. Political will is gathering around the concept of ending homelessness, not just managing it. At this point, almost every city and the County have endorsed or adopted the plan. A community aware and aroused holds tremendous capacity for good on this issue. I believe it really is possible we will see an end to homelessness as we know it in Ventura County.”

Vital Partnerships

RAIN Transitional Living Center

The RAIN Transitional Living Center for homeless families was founded in November 1997, after a series of major rainstorms drove homeless encampments out of local riverbeds. Originally operated by the County of Ventura Animal Regulation Department, RAIN's evolution and success is the product of committed staff and community members who brought their vision and efforts together to meet an identified community need. In January 2006, the Board of Supervisors approved a transfer of RAIN to the Human Services Agency.

RAIN provides transitional housing for homeless families and single adults from across Ventura County. Located in Camarillo, RAIN houses 14 families and provides six rooms for individuals, as well as a few rooms with respite beds for those needing a temporary place to recuperate after hospitalization. While the most common length of residence at RAIN is 10 to 12 months, some remain for more than a year as they work toward self-sufficiency.

Services for the Homeless

RAIN offers intensive case management and counseling services and also provides a clean and sober living environment, nutritious meals, and transportation for job searches, employment, day care, and school.

RAIN residents participate in a mandatory savings program to establish funds to obtain permanent housing. Life Skills classes are taught, covering such areas as parenting, budgeting, and housing search skills that help prepare residents for success as they move into rental housing. Health care is also made available to residents on site by a Public Health Nurse Practitioner. RAIN provides a host of activities for children to ensure that they have the same learning, cultural, academic and artistic experiences as their peers.

The Homeless Services Program, under the direction of Karol Schulkin, provides the initial contact, engagement, assessment and background checks to the homeless throughout Ventura County to determine appropriateness for residency at RAIN. The partnership between these two programs is invaluable and provides for continuity of services with a common goal of ending homelessness. Collaborative efforts at RAIN produce a wealth of services that provide an all-encompassing safety net for the individuals and families in transition.

The Rewards

"The homeless population faces many obstacles, and our mission is to end homelessness one person at a time. Being part of a collaborative effort that is successfully providing services to help people overcome these barriers is extremely rewarding. It's a model framework and helps the community to see that the face of the homeless is just around the corner: it is our neighbors, friends, co-workers and children who are the hope of tomorrow."



Debbie Hyde

RAIN Transitional
Living Center Director

"The homeless population faces many obstacles, and our mission is to end homelessness one person at a time. Being part of a collaborative effort that is successfully providing services to overcome these barriers is extremely rewarding."

Healthy Families



Medi-Cal

HSA administers the Medi-Cal program, which implements the federal Medicaid safety net health care program in California. Medi-Cal provides low-cost health insurance to qualified children under 21, seniors over 65, persons with disabilities, pregnant women, and other groups. Individuals who qualify for Medi-Cal have low incomes and asset levels, and are not otherwise able to afford health insurance. Services covered under Medi-Cal include regular doctor visits, hospitalization, medical procedures, prenatal care, school immunizations, preventative care, and vision and dental care. Additionally, HSA continued to partner with the County Health Care Agency during FY 2006-2007 to administer the Health Care for Kids program, which provides one-stop shopping for health insurance to families who may qualify for Medi-Cal, a state-sponsored insurance program called Healthy Families, or certain private insurance plans. The Health Care for Kids program teams HSA eligibility workers with Health Care Agency Certified Application Assistants to work directly with clients to ensure enrollment and retention into a health insurance program. The Health Care for Kids program continued to expand locally in FY 2006-2007 with the opening of new facilities in Oxnard and Fillmore.

Food Stamps

HSA also administers the Food Stamp program, which is the federal government's primary food assistance safety net program for needy families. The Food Stamp program serves as the County's first line of defense against hunger, enabling qualified low-income families to buy nutritious food using Electronic Benefits Transfer cards at authorized grocery stores. In an example of innovative collaboration, HSA and Public Health teamed up in FY 2006-2007 to help Food Stamp recipients access nutrition information. As part of the Gold Coast Network for a Healthy California, HSA helped distribute resource kits and educational materials to low-income residents.

Goals & Community Benefits

A primary goal of HSA's Medi-Cal and Food Stamps programs is to ensure enrollment for as many of Ventura County's eligible residents as possible. HSA is also committed to accurate and timely determination of program eligibility and benefit levels.

Nutritious food and health insurance coverage greatly improve children's lives. Children who suffer from chronic, mild undernutrition often experience problems with learning, development, productivity, and psychological health. Studies demonstrate that access to Food Stamps reduces these harmful effects on young children's health. Other studies show that health care coverage improves children's academic performance. Reading scores and school attendance of uninsured children improve dramatically after they become insured. Some studies have linked health insurance and good health in childhood to increased future earning potential. Moreover, individuals with health insurance are less likely to use expensive emergency room services inappropriately, and more likely to seek preventative or early treatment, minimizing the risks and costs of catastrophic health problems.

HSA Data:

Medi-Cal:
96,000 Clients

Food Stamps:
30,000 Clients

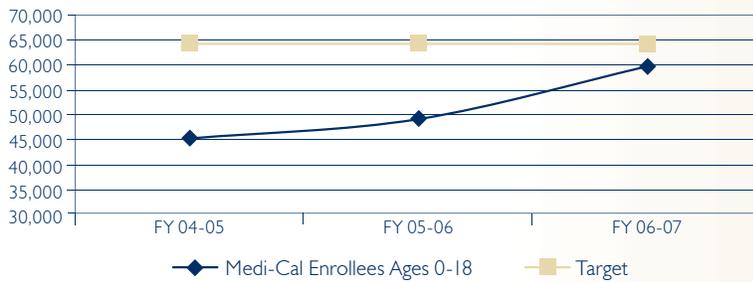
Nutrition & Health Care

Performance & Accountability

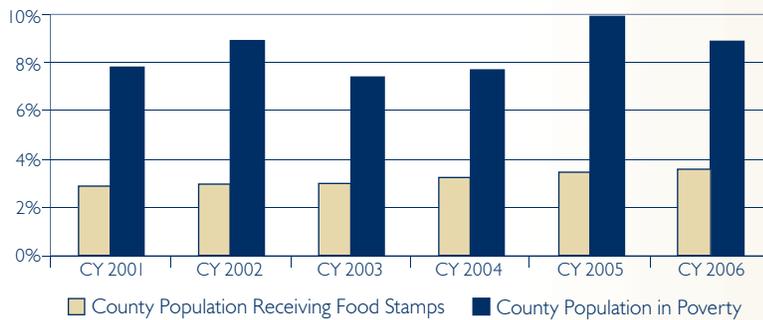
During FY 2006-2007, HSA served over 96,000 Medi-Cal clients and nearly 30,000 Food Stamps clients each month. With the continued partnership with the Health Care Agency, nearly 3,800 children were enrolled in health care plans through the Health Care for Kids program during FY 2006-2007. Moreover, for the second federal fiscal year in a row, HSA achieved the highest accuracy rate in the state (98.94%) for issuing Food Stamp benefits to eligible recipients, reflecting staff's dedication to excellence in serving clients. Additionally, HSA received the "Demonstrated Excellence in Project Delivery" award from the Center for Digital Government for its implementation of a new automated eligibility and benefits issuance system (CalWIN) used to process Medi-Cal, Food Stamps, and CalWORKs cases.



Children Enrolled in Medi-Cal



Food Stamp Enrollment in Relation to Poverty Rate



The US Department of Agriculture, Department of Food and Nutrition recognized Ventura County as having the lowest Food Stamp error rate for federal Fiscal Year 2006. During that year, HSA issued more than \$32 million in Food Stamp benefits, with an accuracy rate of 98.94%. By comparison, the national average was 94.99%. Ventura County has consistently maintained a high accuracy rate and also received the award in 2001, 2002 and 2005.

Working Together



Aaron Perry
Client Benefits
Supervisor

“Caseworkers show a high level of care and concern for everyone who walks through our doors needing help. They really make a difference in people’s lives.”

Aaron Perry Client Benefits Supervisor

Aaron Perry has been with HSA for over five years. He began his career as a Human Services Officer caseworker, a position which was recently reclassified to Client Benefits Specialist. Aaron was a Medi-Cal trainer and has been a Lead Worker since 2005. He was promoted to Supervisor in April 2007.

Aaron believes that he serves clients by making sure that staff have the tools and knowledge they need to perform their jobs efficiently.

■ The Responsibilities

Aaron works out of the East County Intake & Eligibility Center. His daily priorities include maintaining the smooth running of the unit by making sure that the needs of staff are met and that cases meet proper quality control standards. Aaron’s unit handles all of the ongoing Food Stamp and “combo” cases—cases where clients receive both Food Stamps and Medi-Cal—as well some Medi-Cal only cases. Aaron’s days are filled with conducting case reviews, setting up trainings, seeing clients for Medi-Cal renewals and Food Stamp recertifications, interviewing new employees, training caseworkers, answering program or computer system questions, leading unit meetings, and tracking cases to make sure that clients are served both timely and accurately.

■ The Rewards

“The most rewarding aspect of my job is to see clients getting back on their feet and putting their lives in order through assistance provided by our office. I also really enjoy working with everyone in our office and the camaraderie that exists between staff and all levels of management. It truly defines what a team should be. Caseworkers show a high level of care and concern for everyone who walks through our doors needing help. They really make a difference in people’s lives.”

■ The Partner

“We refer clients to several domestic violence programs run by Interface. Safe Haven is an emergency shelter for women and their children who need to escape a violent situation. Safe Journey provides transitional housing support for domestic violence victims seeking a new start independent of their past. Together, we can provide the financial, medical and nutritional aid that clients need to make positive changes in their lives. Knowing that we are turning our clients over to caring people with kind hearts and years of experience is a blessing.”

■ The Future

“I believe that partnerships between government and partner agencies will continue to expand and become more effective. We all see that clients benefit by having expanded options. So it makes sense to continue to search for integrated solutions. From a client’s perspective, having these programs available makes a huge difference. By working together, I think we will be able to offer opportunities that would otherwise not exist.”

Vital Partnerships

Interface Children Family Services

Interface Children Family Services is a comprehensive social service agency providing intervention, counseling, prevention, education, shelter, and treatment services. Interface has been a leader in Ventura County and throughout California in providing quality services to families since 1973, and has the reputation of making things happen by taking the initiative to gather the essential partners to ensure quality services are available wherever and whenever they are needed in Ventura County. Interface's Domestic Violence Services of Ventura County has been providing domestic violence services to women and their children since 1975.

Domestic Violence Shelter & Housing Services

Safe Haven Emergency Shelter is a 30-day emergency shelter located in East Ventura County capable of housing up to four women and their children. Upon clients' arrival, shelter staff provide their immediate needs for food, clothing, toiletries, toys, and other necessities that help the families feel safe and comfortable.

Safe Journey is the only transitional living program in Ventura County for survivors of domestic violence and their children, who are survivors of child abuse. One of the greatest frustrations in the early years of Safe Haven was watching victim after victim return to the perpetrator after leaving the 30-day emergency shelter, due to the lack of any financial or housing alternatives. The opportunity for up to 18 months of transitional living is a necessary and critical bridge to independence for many clients. For victims who have no safety net, transitional housing is vital to their being able to break the cycle of violence.

The Partnership with HSA

"When Interface and HSA partner to serve families, they respond to client needs as a team. That means staff are working from the same case plan, objectives and goals. Interface staff can support the social worker's court reports with relevant treatment progress. The collaborative relationships between staff working with a family lead to greater efficiency and functionality of services as well as greater potential for families to stay intact."

The Rewards

"There are so many different rewarding aspects of this work. I love to hear the client and staff success stories told by the advocates and case managers. When a client has made strides in recovery, found gainful employment and children are stable, all that's left is finding permanent housing. When staff are able to secure a housing voucher, it is like icing on the cake. The families who move through the Safe Journey program find violence-free lives, learn to build stability for their families and develop healthy relationship skills with other women."

Looking Ahead

"As we continue to work together, the relationship between HSA and community-based organizations can only be more important in the effective and efficient delivery of services to families touched by family violence. Prevention, intervention, and treatment go hand in hand to create safe and thriving families."



Joelle Vessel
Domestic Violence
Program Coordinator

"As we continue to work together, the relationship between HSA and community-based organizations can only be more important in the effective and efficient delivery of services to families touched by family violence."

Inside HSA



Investing in Our Staff

In an ever-changing human services environment, HSA recognizes that a well-trained and motivated staff is the Agency's most valuable resource. Indeed, it is HSA staff members who turn state and federal mandates into meaningful interactions with clients by listening to clients' desires and challenges, helping them implement responsive work-life plans, and offering hope where options may at first appear limited.

Acknowledging the importance of continuous learning in a supportive work environment, HSA gave staff opportunities to make significant investments in their professional and personal growth during FY 2006-2007.

Training Investments

- All incoming HSA staff attended Foundations for Success, a one-week program that orients new staff to the Agency's various programs, explains administrative policies, and exposes staff to leadership concepts.
- Through HSA's Leadership Academy and other venues, HSA staff received thousands of hours of training on topics ranging from software application usage to conflict management to supervisory skills development.
- The Bridges Out of Poverty one-day workshop, attended by three-quarters of the Agency's staff, was one of the most thought-provoking sessions offered during the year, challenging participants to evaluate their perceptions of clients and consider ways to enhance client interactions.

Information Investments

- To keep staff at over 20 locations informed about upcoming events, important changes, and new directions, HSA published the *HSA Happenings* newsletter on a weekly basis.
- HSA implemented a new web-based system to give staff ready access to program policies and procedures that they need on a daily basis.
- In order to give staff the tools necessary to conduct outreach to clients and explain HSA services to partner agencies, HSA redesigned its Internet site and created a new line of program brochures.

Workplace Investments

- Many HSA staff participated in a flexible work schedule option that allows staff to select a work schedule that both meets their needs and ensures that HSA can offer quality services during hours convenient to clients.
- HSA made available to all staff a software program that helps prevent repetitive strain injuries due to computer use. HSA also revitalized injury- and illness-prevention programs at all work sites, and sponsored "Get Fit Challenges" to encourage staff to participate in healthy activities during their breaks.
- HSA received the 2007 Ventura County Breast-Feeding Friendly Workplace Award in recognition of the Agency's support of working mothers with young children.

HSA Data:

HSA Staff: 1,000

HSA Staff
Locations: 21

HSA Leadership Academy
Training Hours: 10,800

Financial Information

HSA Revenues and Expenditures

With an FY 2006-2007 budget of approximately \$179.1 million, mostly in federal and state funding, HSA provided \$69.4 million in direct assistance to clients; expended \$72.6 million for the salaries and benefits of the HSA staff who provide direct and administrative services; and expended \$37.1 million for services and supplies, including contracts with local organizations that provide specialized client services. HSA ensures that these dollars are well spent through use of The Balanced Scorecard, which is a strategic management, data analysis, and reporting system. This system helps HSA staff and contractors make steady strides toward achieving the Agency's vision by focusing efforts on key goals, measuring success, and making strategic cost-benefit decisions.

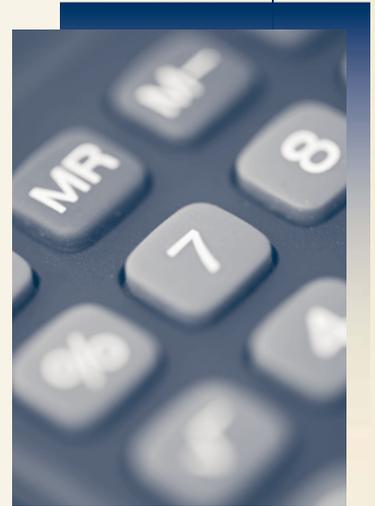
| | FY 2006-2007 | FY 2005-2006 | FY 2004-2005 |
|-------------------------------|--------------|--------------|--------------|
| Revenue Sources | | | |
| Federal and State Funds | \$165.9 m | \$165.8 m | \$152.1m |
| County Funds | \$13.2 m | \$9.2 m | \$10 m |
| Total Revenue | \$179.1 m | \$175 m | \$162.1 m |
| Expenditure Categories | | | |
| Staff Salaries and Benefits | \$72.6 m | \$68.4 m | \$63.6 m |
| Direct Client Assistance | \$69.4 m | \$67.4 m | \$64 m |
| Services and Supplies | \$37.1 m | \$39.2 m | \$34.5 m |
| Total Expenditures | \$179.1 m | \$175 m | \$162.1 m |

To support pilot programs and special projects that state and federal funding allocations typically do not cover, HSA seeks competitive grants. In FY 2006-2007, HSA's Fund Development Team helped secure over \$1.2 million in grants that enabled the Agency to offer even more services to clients.

Fiscal Year 2006-2007 Approximate Monthly Client Service Levels

HSA served an estimated 100,000 clients each month, many of whom received multiple services each month.

| Service | Average Number of Clients Served Monthly |
|----------------------------|--|
| Medi-Cal | 96,000 |
| Food Stamps | 30,000 |
| CaWORKs | 14,000 |
| In-Home Support Services | 3,070 |
| Adult Protective Services | 350 |
| Children & Family Services | 900 |
| Veterans Services | 230 |
| Homeless Services and RAIN | 280 |



In FY 2006-2007, HSA's Fund Development Team helped secure over \$1.2 million in grants that enabled the Agency to offer even more services to clients.

Looking Ahead

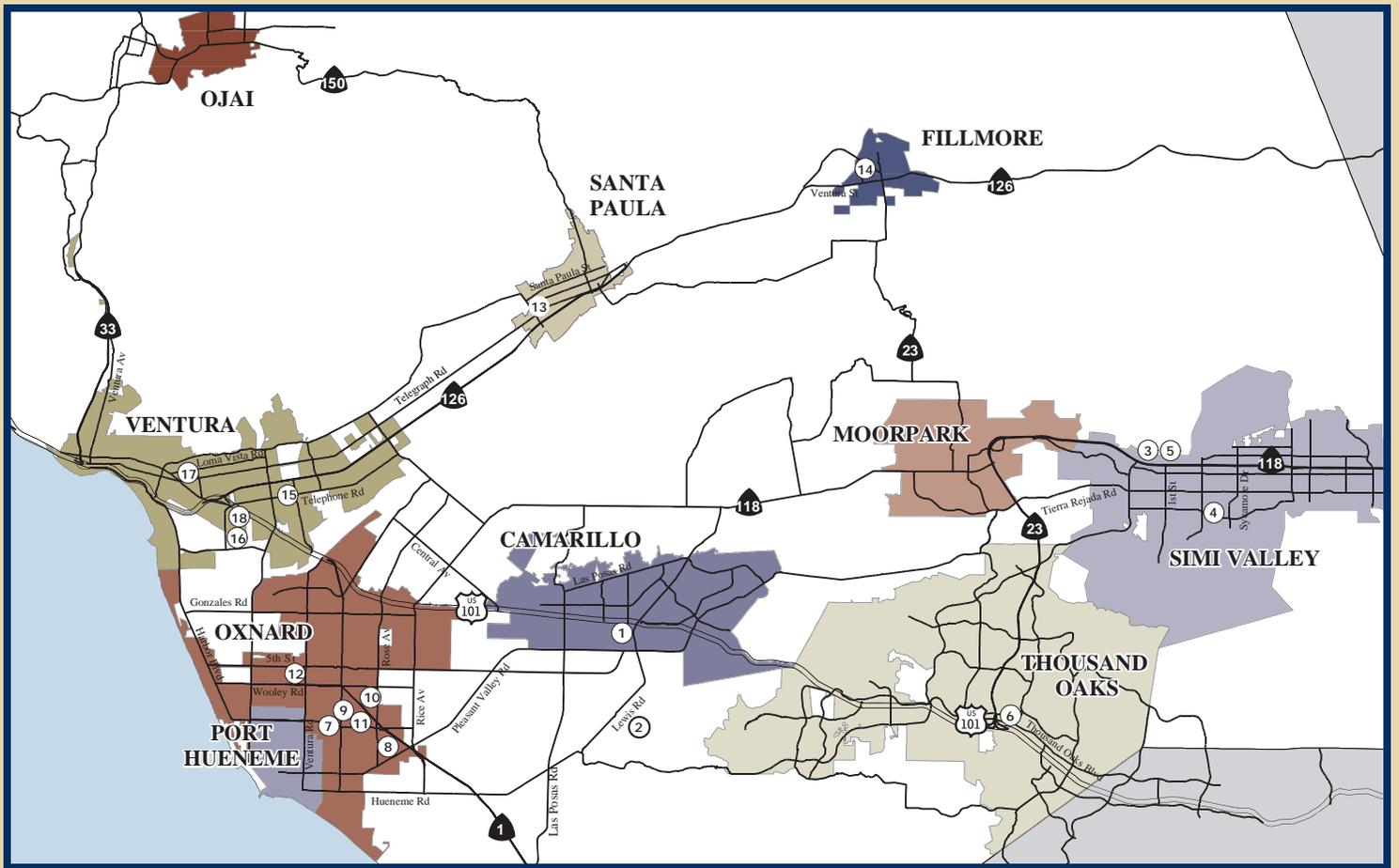


Vision 2013

Success by Strategy

In FY 2007-2008, HSA will engage in a five-year strategic planning process to determine Agency-wide goals through FY 2013. As part of that process, resources will be linked to agreed-upon strategies, and performance benchmarks will be established. HSA looks forward to developing, implementing, and measuring the success of a strategic plan that drives the Agency toward fulfillment of its mission by:

- Aligning resources to help clients achieve even better results
- Fully integrating delivery of all services
- Anticipating and effectively managing change
- Promoting a culture of continuous learning and teamwork
- Investing in true collaboration with community partners



Camarillo Region

1. Adult & Family Services
2220 Ventura Blvd., Camarillo (805) 384-2704
2. Casa Pacifica Children & Family Services Center Satellite
1722 S. Lewis Rd., Camarillo (805) 445-7800

11. Veterans Services Office
1701 Pacific Ave., Suite 110, Oxnard (805) 385-6366
12. West Oxnard Job & Career Center
1635 S. Ventura Rd., Oxnard (805) 382-6551

East County Region

3. East County Adult, Children & Family Services Center
970 Enchanted Way, Simi Valley (805) 955-2290
4. East County Intake & Eligibility Center / Health Care for Kids
2003 Royal Ave., Simi Valley (805) 584-4842
5. East County Job & Career Center
980 Enchanted Way, Simi Valley (805) 955-2282
6. East County Job & Career Center Satellite
1423 E. Thousand Oaks Blvd., Thousand Oaks (805) 374-9006

Santa Clara Valley Region

13. Santa Clara Valley Intake & Eligibility Center / Job & Career Center / Health Care for Kids
725 E. Main St., Santa Paula (805) 933-8300
14. Santa Clara Valley Satellite / Health Care for Kids
838 Ventura St., 2nd Floor, Fillmore (805) 933-8300

Oxnard Region

7. Oxnard Adult, Children & Family Services Center
300 W. 9th St., Oxnard (805) 240-2700
8. Oxnard College Job & Career Center
4000 S. Rose Ave., North Bldg., Oxnard (805) 986-7300
9. Oxnard Health Care for Kids, Centerpoint Mall
2653 Saviers Rd., Suite A, Oxnard (805) 385-3801
10. Oxnard Intake & Eligibility Center / Job & Career Center
1400 Vanguard Dr., Oxnard (805) 385-8654 (IEC)

Ventura Region

15. HSA Administrative Services Center
855 Partridge Dr., Ventura (805) 477-5100
16. Ventura Family Services Center
4245 Market St., Suite 204, Ventura (805) 654-3409
17. Ventura Health Care for Kids
3147 Loma Vista Rd., Ventura (805) 652-3325
18. Ventura Intake & Eligibility Center / Job & Career Center / Adult & Family Services
4651 Telephone Rd., Suites 100, 200 & 201, Ventura (805) 658-4100 (IEC)



Human Services Agency
855 Partridge Drive
Ventura, California 93003

Toll-Free: (866) 904-9362
www.vchsa.org



COUNTY OF VENTURA