

County of Ventura



At Work in Your Community



Annual Report 2012/2013

During the course of discussions with community groups, many people have expressed surprise at both the number of innovative practices employed by the County, and the wide scope of services the County provides on a daily basis. With that in mind, we thought it would be useful to share an overview and some examples of our programs and services.

This overview is grouped by the five focus areas which make up our County Strategic Plan. Throughout this report, you will see examples of our commitment to:

- Fiscal transparency
- Customer service
- Innovation
- Continuous improvement

Despite economic and budget challenges, our talented County employees strive every day to improve the efficiency and quality of our services.

Our hope is that increased awareness of our services will lead to more members of our community effectively accessing County services as well as the outstanding services of our public and private community-based partners. It will also afford you an opportunity to give us feedback about how we are doing. The bottom line is, we are in the service business and this is your County.

Peter C. Foy
Chair, Ventura County
Board of Supervisors

Michael Powers
Ventura County
County Executive Officer



County of Ventura Board of Supervisors



District 1

Supervisor Steve Bennett
800 S. Victoria Avenue, L#1900
Ventura, CA 93009
(805) 654-2703 Fax (805) 654-2226
E-mail: Steve.Bennett@ventura.org

Serving: San Buenaventura, Montalvo, Saticoy, Ojai Valley, City of Ojai, Upper Ojai Valley, Riverpark, Northwest Oxnard, and North Coast.



District 2

Supervisor Linda Parks
625 West Hillcrest Drive
Thousand Oaks, CA 91360
(805) 214-2510 Toll Free (800) 660-5474
E-mail: Linda.Parks@ventura.org

Serving: Thousand Oaks, Newbury Park, Westlake Village, Oak Park, Bell Canyon, Hidden Valley, Lake Sherwood, Somis, Las Posas Valley, CSUCI, Portions of the Oxnard Plain, Santa Rosa Valley, Naval Base Ventura County Point Mugu, California Air National Guard, and South Coast.



District 3

Supervisor Kathy Long
800 S. Victoria Avenue, L#1880
Ventura, CA 93009
(805) 654-2276 Fax (805) 654-2226
E-mail: Kathy.Long@ventura.org

Serving: Camarillo, Port Hueneme, Southeast Oxnard, East Oxnard Plain, Santa Paula, Fillmore, Piru, East Lockwood Valley, and the Eastern Portion of Naval Base Ventura County Port Hueneme.



District 4

Supervisor Peter Foy
980 Enchanted Way, #203
Simi Valley, CA 93065
(805) 955-2300 Fax (805) 658-4524
E-mail: Supervisor.Foy@ventura.org

Serving: Simi Valley, Moorpark, Santa Susana Knolls, Box Canyon, Chatsworth Peak, Home Acres, Sinaloa Lake, and Tierra Rejada Valley.



District 5

Supervisor John Zaragoza
800 S. Victoria Avenue, L#1860
Ventura, CA 93009
(805) 654-2613
E-mail: John.Zaragoza@ventura.org

Serving: Oxnard, Oxnard Shores, Mandalay Bay, Silver Strand, Hollywood Beach, Hollywood by the Sea, Channel Islands Harbor, El Rio, Nyeland Acres, Del Norte area, Oxnard College, Oxnard Plain, Strickland, and a Portion of Naval Base Ventura County Port Hueneme.

The County of Ventura Strategic Plan for 2011-2016

- Provides a foundation upon which agencies and departments can base their individual strategic, business, and operating plans.
- Serves as a guidepost for agencies and departments to use when formulating recommendations for the Board of Supervisors.
- Serves as a guidepost for the Board of Supervisors when considering agency and department recommendations and approving the annual County capital and operating budgets.
- Identifies which specific County programs and services contribute to the attainment of desired outcomes.
- Provides the Board of Supervisors with objectives and measures to gauge progress in attaining desired outcomes.

Strategic Plan Focus Area 1

Good Government, Financial Stability

We will pursue policies, practices, and procedures which provide the foundation for effective and efficient operations of Ventura County government.

Resource Management Agency – User Friendly



Our Resource Management Agency (RMA) has made a concerted effort to improve its business processes with an emphasis on customer service and “green” activities. Significant files are now in electronic format; web pages are state-of-the-art and provide all permit and contact information required to assist applicants and inform the public. The “One-Stop Permitting” feature of the

web page answers virtually any question one might have regarding the County’s permitting process. RMA has brought services closer to customers by conducting mobile permit outreach. Over 400 sewer connection permits were issued to El Rio residents within their neighborhoods. Additionally, Environmental Health inspection offices were expanded to the east county, resulting in 1,338 more annual inspections, and reducing annual miles traveled by 1,600.

Another example of RMA’s commitment to customer service is the effort to improve communications between planners and growers. The Agricultural Education Program provides an opportunity for growers and others involved in Ventura County’s agricultural industry to come in and share “their story” with County staff. The notion behind the program is that County staff who have a better understanding of, and appreciation for, what growers do on a day-to-day and season-to-season basis will do a better job regulating the agricultural industry.

Animal Services – Foster Baby Program



Animal Services in Camarillo has a thriving volunteer program that saves pets’ lives. The Foster Baby Program places orphaned kittens and puppies that need bottle feeding and special care into the homes and hands of foster parents who nurse these young ones until they are strong enough to be placed in an open adoption setting.

Since

the program’s inception, 700 baby animals have been saved. Volunteers have logged over 12,000 hours at the shelter and their efforts have helped to save 4,740 dogs, 880 cats, and 270 rabbits through adoption and return to owners.



Human Services Agency – Service at Every Turn

The Human Services Agency (HSA) partnered with the County’s Information Technology Services Department to implement the “paperless” Electronic Case Management System, replacing some 70,000 client files with more than 9 million electronic images at the outset, and adding nearly 500,000 images each month thereafter. Authorized HSA employees are able to view clients’ cases electronically from any location and address clients’ needs countywide, saving both time and travel costs. Further, by implementing new technologies such as online service options and automated telephone information lines, making cost-effective use of facilities, and cutting administrative costs, HSA is serving more of the county’s neediest, most vulnerable residents than ever before, and continuing to do so in a fiscally responsible manner.

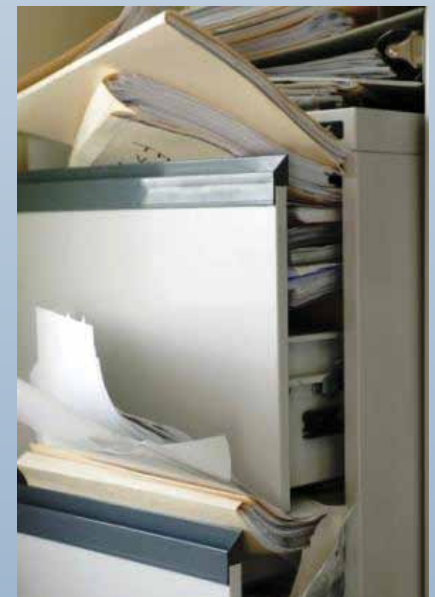
General Services Agency – Reuse to Save



A significant amount of taxpayer money is saved annually by reusing surplus items, such as office furniture, rather than purchasing new items. The General Services Agency (GSA) implemented a web-based system to make reuse easy and effective. A simple mouse click sends a surplus item on its way to the requesting department. Over 3,000 items per year are being reused.

Information Technology Services – Finding Cost Effective Improvements

The Information Technology Services Department (ITSD) partnered with multiple agencies and departments to convert over 21 million documents to electronic document management solution, resulting in a one-time savings of approximately \$350,000 and an annual savings of \$197,000. The department also successfully re-negotiated telecommunication contracts; eliminated redundant charges from telephone carrier billings; converged voice/data networks and associated support resources, resulting in a savings to the County of \$600,000.



Strategic Plan Focus Area 2

County Workforce

Continually improving the skills of the people who provide quality government services.

Department of Child Support Services – Dedicated Staff Making a Difference

The Department of Child Support Services' (DCSS) Call Center is staffed 95 percent with certified bilingual Customer Service Representatives who answer



approximately 12,000 calls per month for Ventura, Santa Barbara, and Humboldt County's child support agencies. Our customer service commitment is to answer calls in fewer than 60 seconds; we consistently operated below that average each month. Ventura County's DCSS is ranked 6th among the 51 local child support agencies in the state for



performance and ranked the top performing large county child support agency in the state of California.

Human Resources – Improved Recruitment Times and Elevated Learning

Human Resources in the County Executive Office has achieved a 55 percent reduction in average recruitment times while recognizing that ongoing employee development and training are crucial to the quality of our workforce. Human Resources has developed two new training series to target continued professional development. The Human Resources Academy provides an overview of Personnel Services, with classes designed to strengthen knowledge within areas such as laws, rules, regulations, ordinances, policies, and procedures that form the basis of Civil Service. The Foundations of Strategic Leadership Academy is a five-day series offered for upper management and is intended to give participants a strong foundation of leadership skills and tools.



Strategic Plan Focus Area 3

Environment, Land Use & Infrastructure

Encourage private and public uses of land that are consistent with the General Plan; utilize facilities and services efficiently; protect our agricultural and natural resources; preserve private property rights; and protect the common good.

General Services Agency – Environmentally Friendly Foot Bridge



The Parks Department of the General Services Agency operates 25 properties, including parks, trails, campgrounds, day use areas, community centers, and golf courses throughout the county for the enjoyment of the public. A much needed project was completed recently to the delight of bike riders, hikers, and equestrians. A pedestrian bridge was built on the Ojai

Valley Bicycle and Equestrian Trail where it crosses the San Antonio Creek and converges with the Ventura River. The 120-foot bridge will completely eliminate the annual

flooding of the trail during the rainy season, and restore the natural fish migration patterns that were previously blocked by debris.

Ventura County Agricultural Commissioner – Protecting Crops & the Environment

The Pesticide Use Enforcement Program monitors the use and sale of pesticides and issues permits to growers who allow the use of these chemicals in a very closely regulated environment. California has the most stringent pesticide



enforcement in the world due to the fact that it is the leading producer of specialty crops in the country as well as a leader in environmental protection. Ventura County has more miles of Ag/Urban Interface than most areas of the state. The Ventura County Agricultural Commissioner has the particularly challenging job of balancing the needs of industry with the protection of the public and the environment. The Pesticide Use Enforcement Program is funded through an assessment on the chemicals that growers purchase in California, called the "mil tax."

Public Works – El Rio Sewer Collection System



The \$35 million award-winning El Rio Sewer Collection System was completed during 2012. The project converted over 1,400 properties within the unincorporated El Rio community from septic systems to a conventional sewer collection system, with the construction of over 17 miles of new pipelines. The sewer

conversion project was the result of a 1999 ordinance issued by the Los Angeles Regional Water Quality Control Board (LARWQCB) that prohibited discharge from septic

systems, which was contaminating the groundwater in the Oxnard Forebay. Abandonment of the septic tank system improves water quality in the Forebay and helps to increase the property values for land owners in El Rio. Approximately 98 percent of El Rio properties have abandoned their septic tanks and are connected to the new sewer collection system.

Funding for the project came from grants (75%) and a very low-interest rate State loan (25%). No General Fund revenue was used. The grants helped keep sewer rates lower, thereby reducing the financial impact to property owners within the El Rio community. The LARWQCB grant manager stated that the El Rio project was the best managed project he had ever experienced, and that all 11 phases of the project were within budget and ahead of schedule.



Strategic Plan Focus Area 4

Community Well-Being

Provide quality healthcare and social services supporting healthy communities.

Fire Protection District – Electronic Patient Care Record



The Fire Protection District launched a pilot program designed to dramatically improve patient care by electronically capturing important medical information while at the patient's side at the scene of an emergency. The Electronic Patient Care Record (ePCR)

allows field responders to document patient information and then transmit it electronically to the ambulance and hospital within one report. The ePCR is designed to improve patient care by delivering a report to the hospital before the patient arrives. This early information will help the hospital staff to understand the patient's needs and to begin focused treatment immediately upon the patient's arrival.

Area Agency on Aging – Feeding our Seniors Right!



The senior citizens of our community are a vulnerable, at-risk population, in need of programs and services to guide them through the complicated systems of today's world. The Ventura County Area Agency on Aging (VCAAA) administers many programs that help thousands of seniors and their caregivers navigate the challenges that confront many citizens age 60 and over. One of the major problems facing seniors is getting an adequate amount of food and proper nutrition. VCAAA administers the Senior Nutrition Program (SNP), dedicated to serving well-balanced, nutritious meals at senior centers throughout the county and through home delivery. Fifty percent of participants in the SNP are considered to be at moderate-to-high risk of malnutrition. On average, VCAAA funds 1,000 meals per day through the Senior Nutrition Program, keeping many seniors on the right path to health and well-being.

Human Services Agency – Expanding Outreach, Increasing Access

During the recent period of the economic downturn, the Human Services Agency (HSA) has continued to meet the community's growing needs, providing timely service to 84 percent more CalFresh (formerly Food Stamps) clients, 12 percent more Medi-Cal clients, and 3 percent more CalWORKs clients. Although caseloads have grown at record rates, HSA recognizes that there are still unmet needs among community members who do not know how to access government services, or who are hesitant to participate in government programs without assistance from a trusted community partner. HSA has formed an innovative partnership with FOOD Share, our county's leading food bank, to expand grassroots outreach efforts; together they enroll eligible county residents in the CalFresh program, which helps people who have little or no income to buy nutritious groceries. Over the course of the partnership, some 2,800 additional families have enrolled in CalFresh, bringing nearly 5.9 million more federal dollars into the County in the form of CalFresh benefits.

Health Care Agency – Expanding Access to Services



The Ventura County Health Care Agency celebrated Ventura County Medical Center's (VCMC) achievement of receiving verifications from the Committee

on Trauma of the American College of Surgeons. Verified trauma centers must meet essential criteria ensuring trauma care capability – a process that can take up to three years to achieve. VCMC, the county's West Level II Trauma Center, received notification in just over one year that it had met the criteria ensuring trauma care capability and institutional performance.

More celebration ensued when VCMC opened the county's first Pediatric Intensive Care Unit (PICU). Both achievements demonstrate the dedication of hospital staff, at all levels, to the provision of outstanding care.

Harbor Department – Promoting a Healthy Community Through Recreation and Education

A healthy community is one that gets outside to play and to enjoy the natural resources that are available. The Harbor Department operates Channel Islands Harbor, the "Gateway to the Channel Islands," as a recreational and business facility. After much hard work, innovative planning, and collaboration, the Harbor Department recently completed construction on the Channel Islands Boating Center. This facility is owned by the County, operated by CSU Channel Islands and funded by a combination of federal, state, and private contributions. The Boating Center will provide educational and recreational opportunities for college students, youth, school groups, and the general public. It is a perfect place to play, explore, and learn.



Strategic Plan Focus Area 5 Public Safety

Remain one of the safest counties in the nation through coordinated, efficient, and effective public safety services.

Fire Protection District – New Fire Stations & Apparatus



The Fire District steadily demonstrates its commitment to its firefighters and the communities it serves by continuing to upgrade equipment and facilities.

Careful fiscal planning has allowed the District to recently build two new fire stations, to purchase 13 new American LaFrance fire engines and one new ladder truck. Dedication ceremonies were held



for two new Simi Valley stations: Station 47 on Erringer Road and Station 43 on East Los Angeles Avenue. The engines were distributed among all five District battalions according to need. All of the new vehicles are equipped with the latest safety features and firefighting technology. The addition of the engines and the construction of the new stations demonstrates forward thinking to make sure the fire protection needs of the people are always met.

Ventura County Sheriff – Beat Coordinator, Brown Bag, & Open House

The Sheriff's Department is a firm believer in community policing, and evidence of community partnerships is found throughout Ventura County. The West County Patrol station provides the entire west county with a Beat Coordinator. The Beat Coordinator is a Senior Deputy who is assigned to a specific beat, not only to patrol and serve that beat, but also to coordinate all of the Sheriff's efforts in addressing crime and quality-of-life issues within its neighborhoods.

In the spirit of the community policing philosophy, the Beat Coordinator works with community leaders, residents, businesses, other areas of government, schools, and community groups to bring the appropriate resources in support of addressing crime and those engaged in criminal activity.

To the east, in Fillmore, deputies take their lunches to middle and elementary schools and interact with the children in a positive manner as part of the Brown Bag program. To the north, in Ojai, deputies held the first Open House in nearly ten years and have made a significant effort to reach out to the community, including holding a citizens' academy.



District Attorney – THRIVE & Gang Suppression



The District Attorney's Office has implemented an extremely successful program in the fight against truancy. The Truancy Habits Reduced Increases

Vital Education (THRIVE) program is on track to serve more than 2,300 students annually. THRIVE puts prosecutors to work with students, parents, and educators; they encourage school attendance, while holding both students and their parents accountable for excessive truancy. Gang suppression efforts also continue to benefit the community; more than 70 convictions for gang injunction violations are anticipated yearly.

Information Technology Services, Fire Protection District, Ventura County Sheriff – Enhanced Public Safety Radio

These three County agencies partnered to implement the Public Safety Radio infrastructure upgrade in support of public safety services to the community. Radio coverage was increased from six to 18 mountain top repeater sites and coverage was extended to over 90 percent of the locations identified by Public Safety as needing coverage.

Public Safety – Realignment



Realignment (AB109) is the single biggest change in California criminal law since the implementation of "Three Strikes." It shifts the responsibility for

housing and monitoring lower level offenders from state to

local jurisdictions. Realignment gives local law enforcement the responsibility to manage offenders in smarter, cost-effective ways. Under the legislatively mandated Community Corrections Partnership, collaboration among the County of Ventura's Justice Partners - Sheriff, Probation, Public Defender, District Attorney, and our local city police departments and state Courts, is well underway. Also included in this partnership are the County's Behavioral Health Department and Human Services Agency; along with many of our local community service providers and partners whose programs and services are essential to the reduction of inmate recidivism. We are in the process of developing a new methodology, derived from evidence-based practices, in an effort to help ease the inmate overcrowding that is draining our state's resources.



Ventura County Probation Agency – Recovery Classroom



The Ventura County Probation Agency has a long-standing reputation for the development, implementation and oversight of effective collaborative juvenile justice programs. The Recovery Classroom (RC)

is an example of such a program. RC is a self-contained classroom for court-referred, chemically dependent youthful offenders. This program is a collaborative effort between the Probation Agency, Juvenile Delinquency Court, District Attorney's Office, Public Defender's Office, Behavioral Health, Ventura County Office of Education, Ventura Unified School District, and community-based organizations. RC's objectives include: promote sobriety and recovery, strengthen family functioning, enhance public safety, reduce recidivism, foster healthy relationships, promote positive youth development and increase potential for success in the educational environment. RC is specifically designed to enable youthful offenders, under structured supervision, to make educational progress while receiving substance abuse counseling and treatment, and by participating in Aggression Replacement Training therapy groups.



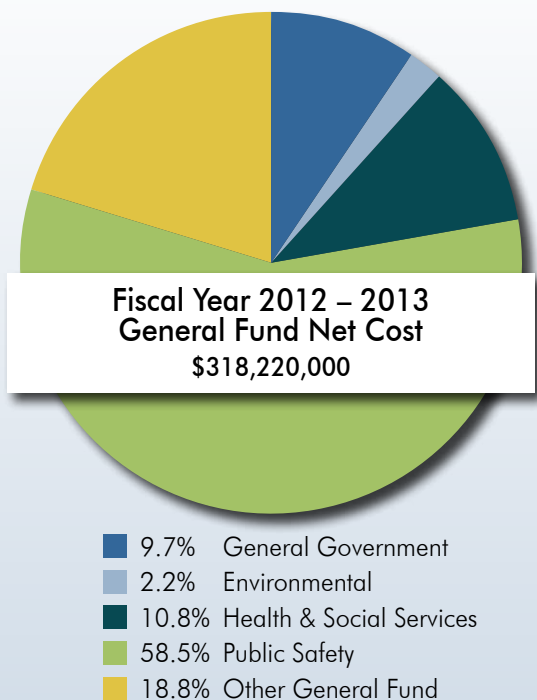
County of Ventura Budget in Brief

Overall Financial Health

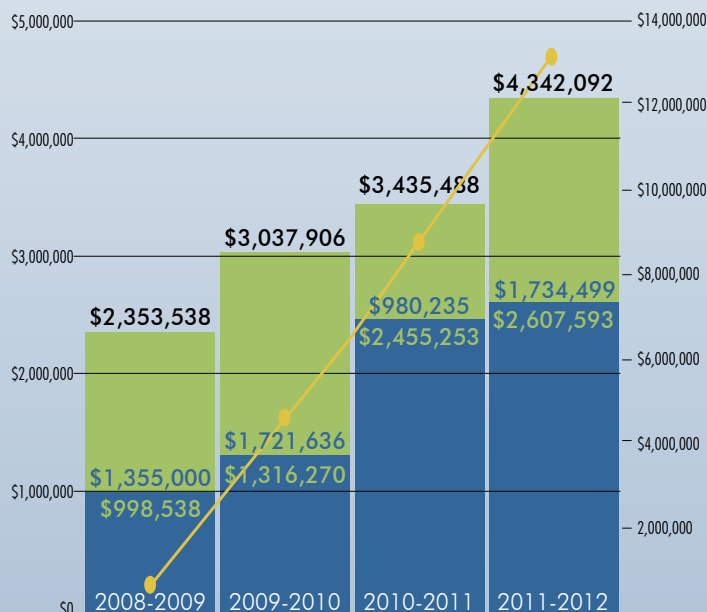
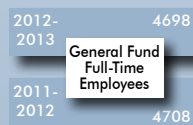
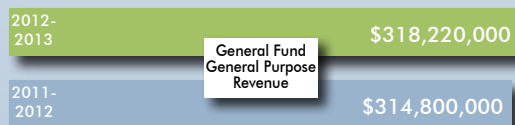
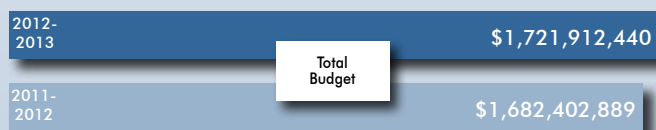
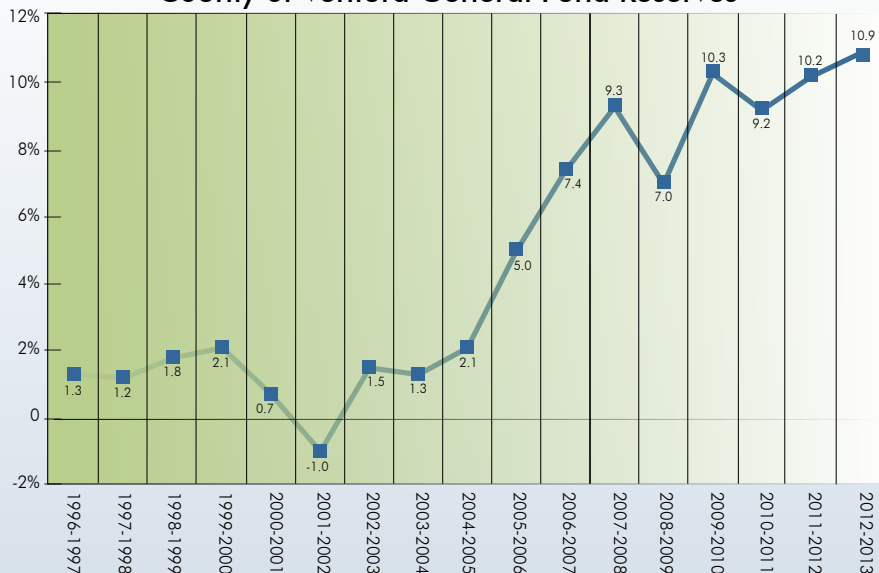
Despite the state's financial struggles, the County of Ventura continues to maintain and increase total reserves to more than ten percent of expenditures (\$88m). The County has the highest possible bond rating according to two different rating services: Moody's Municipal Investment Grade (MIG) 1 and Standard & Poor's SP1+. Both designations denote superior credit quality.

Fiscal Year 2012-2013 Budget Overview

This year's budget is structurally balanced and maintains county services at the current level. Despite the general economic downturn, the County's managers and workforce are improving efficiencies and innovations in strategic workforce management.



County of Ventura General Fund Reserves



Lean Six Sigma Projects Dollar Value

Hard \$ Soft \$