

A Review Of Real Property Held by Ventura County

Background

The purpose of this effort was to determine the scope of the facilities (land, buildings and improvements) owned or leased by the County and to understand the process by which these facilities were managed. The 2001-2002 Ventura County Grand Jury visited many of the County's facility assets and reviewed data from various departments with respect to owned and leased facilities.

Methodology

The Grand Jury discussed the following issues with the following organizations:

1. **CEO and CEO's Office** – Subject: Five Year Capital Improvement Plan
2. **General Services Agency (GSA)** – Subject: Maintained/Owned and Leased Properties
3. **Resource Management Agency (RMA)** - Subject: Responsibilities and Operations
4. **Sheriff's Department** - Subjects: Ventura County Jail Population Projections, East County Jail Booking Statistics, Ojai Woman's Facility
5. **Office of the District Attorney** - Subject: Grant for East Valley District Attorney and Planned Space Allocation
6. **Probation Department** - Subject: Work Furlough Plans for Relocation to the New Juvenile Center and Changes at the Existing Camarillo Complex

The Grand Jury also reviewed the following:

1. **East County Court House in Simi Valley**- Existing first and second floor assigned areas
2. **City of Simi Valley Center Planned Expansion and Remodel** dated August 20, 2001
3. **The County of Ventura Five Year Capital Improvements Plan** 2001-2002 through 2005-2006
4. **A Strategy for E-Government in Ventura County** dated May 22, 2001
5. **Channel Islands Harbor maps and lease data** dated November 17, 1998 and March 19, 2002.
6. **Board of Corrections Rated Capacity and Average Daily Population** dated March 2002
7. **County of Ventura Technology Infrastructure Strategic Plan** dated September 13, 2000

Findings:

- F-1. The Five Year Capital Improvement Plan contains sections for New Space Requests (\$118M), Remodel Requests (\$1.2M), General Activity Requests(\$0.49M) and Equipment Requests (\$52.7M). The bulk (\$52M) of the equipment requested in the capital improvement plan is Information Technology (IT) related.
- F-2. The IT element of the Five Year Capital Improvement Plan is supported by a process composed of an IT committee representing each of the major County departments, chaired by a senior official, with a strategy approved by the Board of Supervisors articulated in the E-Government strategy and Technology Infrastructure Strategic Plan.
- F-3. The GSA is responsible for maintaining approximately two million six hundred seven thousand (2,607,000) square feet in one hundred fifty-four (154) buildings (one hundred thirty-six (136) of which are County-owned and eighteen (18) are leased), in addition to leased space in approximately seventy (70) other buildings. GSA also leases some properties to other than County agencies.
- F-4. In 2001 a Sheriff's forecast was made of Ventura County's detention needs for years 2005, 2010, and 2015. The highest projected use in 2015 is one thousand eight hundred sixty-five (1,865). These forecasts are illustrated in Table 1. These projections assume:
- Crime trends and judicial practices will generally follow the same pattern as the last decade. Changes in these trends and practices will alter the accuracy of the estimate.
 - Civilian population in the County will generally follow the same patterns as the last decade.
 - Proposition 36 will be implemented and will impact the number of offenses leading to confinement in jail, but the true impact on Ventura County is unknown.
- F-5. Current jail capacity is one thousand nine hundred seventy-one (1,971) beds with an average daily population of one thousand three hundred eighty-three (1,383). Details are illustrated in Table 2.
- F-6. The Ojai Woman's Facility consists of one hundred forty-one (141) acres that include one hundred two thousand eight hundred fifty-one (102,851) square feet of buildings. It serves a female prison population averaging one hundred fifty-six (156) prisoners. Only a small portion of the acreage is necessary to support this inmate population.
- F-7. Probation Department Work Furlough Facilities are located at the Camarillo Airport and portions of this facility's workload will be transferred to the new Juvenile Justice Center.
- F-8. Todd Road Jail contains one hundred fifty-seven (157) acres with two hundred two thousand nine hundred twenty-three (202,923) square feet of jail facilities with a development occupying twenty (20) acres. It was designed

in a modular manner to allow expansion without the added cost of kitchen, laundry and heating systems. The remaining one hundred thirty-seven (137) acres is County-owned farmland which is currently leased and is available for future detention needs.

- F-9. The East County Olsen Road Sheriff's facility in Thousand Oaks is located on eighty (80) acres. The facility itself has a twelve-acre development. This facility is used as a collection point for people arrested by State, County and City law enforcement in the East County prior to their transfer to the Main Jail. Three thousand seventeen (3,017) people were presented for bookings during January through December of 2001. The number of bookings refused because of psychiatric conditions, medical conditions or unique situations (and therefore requiring direct transportation to the Main Jail or hospital facilities in Ventura) was one hundred eighty-four (184).
- F-10. East County Court House - The existing court facilities cannot be used to try criminal cases due to the lack of a nearby pre-trial detention facility.
- F-11. As a result of a recently received 2002 Federal Grant, the District Attorney's Office will be able to enhance prosecutorial services to support police agencies in the East County. Space will be provided for a Deputy District Attorney within the Simi Valley Police Department facility and at the Sheriff's East Olsen Road location.
- F-12. The old Sheriff's station on East Olsen Road, Thousand Oaks, has been unoccupied and for sale for over a decade.
- F-13. The land owned by the County is extensive. There are approximately nine hundred separately owned parcels belonging to the County which comprise over eleven thousand acres of land with an estimated value in excess of one billion dollars. The scope of most of this real estate is illustrated in Table 3.
- F-14. The Southern California Association of Governments projects greater population increases for the Central and East portions of the County. The largest increases are forecast to be in the cities of Oxnard and Simi Valley. (Table 4).
- F-15. Out of one hundred thirty-six (136) County-owned buildings, there are eighty-seven (87) major buildings with over two million square feet of floor space. The major owned buildings are illustrated in Table 5.
- F-16. The County leases four hundred eighty-thousand (480,000) square feet of space at a cost of five hundred thousand dollars (\$500,000) per month. The major leased buildings are illustrated in Table 6.
- F-17. The Sheriff's Department has installed video teleconferencing in the jails in order to reduce the need for added transportation of suspects and thereby reduce facility costs.
- F-18. The driving time from East County population centers to the County Government Center ranges from thirty-five to fifty-four minutes. The East County is projected to represent thirty-five percent of the County population in the year 2020. (Table 4)

Conclusions

- C-1. Ventura County Government is relatively immortal. It existed a hundred years ago and it will exist a hundred years from now. Acquisitions, dispositions and development of land and facilities have long-term effects. While there is an adequate midterm review process at the department level, there does not exist at the executive level a strategic planning process to address the major long-term infrastructure investments or a mechanism to resolve interdepartmental space needs. (F-1)
- C-2. The County IT investment process provides a model that could be utilized to address other major investments in the County. (F-2)
- C-3. The demands on the County infrastructure and space are dynamic. They are driven by demographic changes, changes in the nature of County services and changes in law. County departments have responded by developing a prepared need (wish list) for renovations and midterm capital improvements. These needs are documented in the County Five Year Capital Improvement Plan. (F-1)
- C-4. Some of the County-owned properties are irreplaceable and necessary for cultural, recreation, safety, health and education reasons. Some are not irreplaceable or have portions of their acreage which are not of significant value to the County. (F-6, F-8, F-12)
- C-5. The County, as a result of demanding financial needs, can no longer have the luxury of properties remaining without specific economic use or long-term need. Some of the properties may not be generating a positive or a useful cash flow and require a business case analysis for their management while others could be sold, leased or improved in other ways. (F-6, F-8, F-12, F-15, F-16)
- C-6. There are a variety of population projections to be drawn upon for planning the future of Ventura County. Population projections for the County need to factor numerous issues in order to be useful for facility planning. Key issues like Proposition 36, the Save Open Space and Agricultural Resources (SOAR) initiative, and the relative high cost of housing must be considered by the County and factored in to such projections. (F-4, F-14)
- C-7. Due to the driving time from the East County, additional measures need to be taken to ensure that citizens of the East County have better access to County services. Individual County agencies have responded to this issue. (F-10, F-17, F-18)
- C-8. Communications and IT could be utilized to reduce the cost of operating facilities. (F-17)
- C-9. The Sheriff's Olsen Road Facility is adequately serving the needs of the East County and there is land available for expansion if necessary. (F-9)
- C-10. Some County departments are responding individually to the relative remoteness of the East County population from the County Government Center. (F-9, F-11)
- C-11. There will be excess jail capacity (numbers of cells) in the foreseeable future. (F-4, F-5)

Recommendations

- R-1. The County real property assets need to be monitored at the highest level possible with a centralized review consolidating department recommendations in order that short-term and long-term plans will be based on strategic considerations. (C-1)
- R-2. The County of Ventura should implement a strategic infrastructure development process which will have cognizance over the non-IT aspects of the Five Year Capital Improvement Plan as well as be responsive to near-term interdepartmental space needs. This should consist of a committee of County department senior managers chaired by the Chief Executive Officer. Support staff responsibilities could include (1) coordination and investment analysis and population projections from the CEO's office, (2) analysis of contracts and legal restrictions from County Counsel, (3) analysis of zoning and covenants from RMA and (4) detailed facility analysis from GSA. It would have the following responsibilities:
- a. Rationalize County facility planning with the vision of the County General Plan.
 - b. Coordinate and adjudicate space and facility issues across County departments.
 - c. Develop a biannual infrastructure strategy for internal County use by consolidating demographic and public need projections currently being performed by individual County departments and soliciting forecasts for the demands for County services from the Board of Supervisors, the ten cities within the County, LAFCO and major employers such as Amgen and the Department of Defense.
 - d. Assess the consolidation of facilities for improved services, particularly in the East County.
 - e. Assess the use of existing land assets such as the unused land at the Ojai Woman's Facility and the Todd Road Jail for disposition or development.
 - f. Develop consolidated projections of the demand for County services.
 - g. Sponsor the evaluation of the use of technology as an alternate to facility investment, i.e., video conferencing (Probation Department, Sheriff's Department and Human Services Agency); remote sensing and monitoring technology (Probation Department and Sheriff's Department).
 - h. Review the benefits of land leased by the County to commercial activities as well as facilities leased by the County from commercial entities. Based on the long-term strategy terminate or renegotiate leases.
 - i. Task the RMA and County Counsel to review the constraints on selected County assets. Some County properties may have restrictions, constraints or covenants that should be changed in order to facilitate better use of existing assets. (C-2 through C-10)

R-3. The CEO and Sheriff evaluate the economic benefit to the County of renting excess jail bed space to other counties. (C-11)

Responses

Board Of Supervisors (R-1, R-2, R-3)
 Chief Executive Officer (R-1, R-2, R-3)
 Ventura County Sheriff (R-3)

Table 1. Forecast of Detention Needs for County of Ventura

YEAR	LOWER ESTIMATE	UPPER ESTIMATE
2005	1,153	1,605
2010y	1,683	1,735
2015	1,813	1,865

Table 2. Current Jail Capacity

FACILITY	BOC RATED CAPACITY	ACTUAL BED CAPACITY	AVERAGE DAILY POPULATION
Pre-Trial Detention Facility	412	896	648
Ojai Women's Facility	248	259	156
Todd Road Jail	782	784	567
East Valley-Olsen Rd	31	32	12
Total	1,473	1,971	1,383

Table 3. Major Ventura County Land Holdings

LAND LOCATION	ACREAGE
Camarillo Airport	637
Camarillo Court House	1
Camarillo Regional Park	327
Channel Islands Harbor	294
College Park	75
East Valley Court House	80
Government Center-Ventura	80
Happy Camp Park	3,700
Koeingstein Rd.	146
Matilija Reservoir	443
Oak Park	80
Ojai Debris Basin	33
Ojai Woman's Facility	141
Old Sheriff's Station -TO	5
Oxnard Airport	207
River Ridge	73
Saticoy Regional Golf	158
Soule Park	390
Steckel Park	142
Tapo Canyon Park	204
Todd Road Jail	157
Toland Park	213
VCFCD Storage Yard	10
Ventura City Hall	12
Ventura County Hospital	33
Vineyard Road	15

Table 4. Population Projections

CITY	2010	2020	DRIVING TIME TO COUNTY GOVERNMENT CENTER (ONE WAY) IN MINUTES
WEST COUNTY			
San Buenaventura	114,636	123,830	17
Santa Paula	33,296	37,963	20
Fillmore	16,502	20,929	37
Ojai	8,640	9,213	38
Total	173,074	191,935	
EAST COUNTY			
Thousand Oaks	128,649	131,358	37
Moorpark	35,829	40,395	40
Simi Valley	125,926	138,800	55
Total	290,404	310,553	
CENTRAL COUNTY			
Oxnard	171,831	186,539	11
Camarillo	68,076	76,092	22
Port Hueneme	23,260	23,369	29
Total	263,167	286,000	
UNINCORPORATED	106,294	116,668	
TOTAL COUNTY	832,939	905,156	

Sources: SCAG Population Projections & DeLorme Street Atlas V9.0

Table 5. Major County Owned Buildings

USE/AGENCY	NUMBER OF BUILDINGS	SIZE (SQUARE FEET)
Government Center Complex	4	1,094,640
Todd Road Jail	1	277,633
Ojai Women's Facility	2	106,597
Multi Use Buildings	9	461,694
Fire Stations	27	127,190
Fire Hq, Comm.and Sheriff Air	2	34,751
Human Services Agency	3	78,011
Probation Agency	7	109,546
Animal Regulation	2	36,820
Sheriff's Academy & Patrol	5	63,072
Health Care Agency	5	18,878
Libraries	13	N/A
Miscellaneous	7	N/A
Total	87	2,408,832 (estimate)

Table 6. Major County Leased Buildings

USE	NUMBER OF BUILDINGS	SIZE (SQUARE FEET)
Human Services Agency	11	156,974
Health Care Agency	1	24,150
Sheriff Firing Range	1	10,000
District Attorney	1	4,080
Courts	1	3,300
Libraries	2	N/A
Total	17	198,504 (estimate)