County of Ventura Auditor-Controller's Office Internal Audit Division



AUDIT PLAN

FISCAL YEAR 2009-10

Christine L. Cohen Auditor-Controller County of Ventura Auditor-Controller's Office Internal Audit Division

Audit Plan Fiscal Year 2009-10

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INTRODUCTION

The Auditor-Controller is the chief audit executive for the County of Ventura (County) as established by California Government Code Section 26883 and designated by order of the County's Board of Supervisors on May 12, 1953, as amended on February 21, 1955. As an elected official, the Auditor-Controller is independent from the County's organizational structure, which prevents interference during audits and allows objective reporting of audit results.

The Internal Audit Division conducts audits as specified under California Government Code Section 1236. Specifically, audits are performed in accordance with the *International Standards for the Professional Practice of Internal Auditing* promulgated by the Institute of Internal Auditors and *Government Auditing Standards* issued by the Comptroller General of the United States, as applicable.

These auditing standards require the Auditor-Controller, as the County's chief audit executive, to establish a risk-based plan to determine the priorities of the Internal Audit Division. Our annual Audit Plan represents the culmination of various contributing factors, including the results of a Countywide risk assessment performed by the Internal Audit Division and input provided by pertinent parties.

The annual Audit Plan is developed at the beginning of the fiscal year, and various events may occur throughout the year requiring deviation from the established plan. Therefore, the Audit Plan may be modified to accommodate a change in resources or to address significant issues requiring the Internal Audit Division's attention.

MISSION STATEMENT

The Internal Audit Division, through cooperation with County management, accomplishes timely audits that foster positive change to reduce risk and enhance the economy, efficiency, and effectiveness of Ventura County departments/agencies.

The purpose, authority, and responsibility of the Internal Audit Division was established in an Internal Audit Charter as approved by the Board of Supervisors on August 23, 1994, and amended on September 9, 2008. In addition, the County Administrative Policy on *County Auditing* provides additional guidance on the nature of Internal Audit activities performed by the Auditor-Controller.

The Internal Audit Division assists all levels of management in achieving County objectives by bringing a systematic approach to evaluate and improve governance, risk management, and control processes in the following areas:

- Safeguarding of County assets from fraud, waste, or misuse;
- Achievement of operational objectives through effective and efficient use of resources;
- Compliance with applicable policies, procedures, laws, and regulations; and
- Reliability of internal and external financial information and reports.

STATUS OF PRIOR YEAR AUDIT PLAN

In our prior year Audit Plan for fiscal year (FY) 2008-09, we identified a total of 36 engagements that were either in progress or planned. Two additional engagements were added during the year from our budgeted hours reserve. Exhibit 1 below summarizes the status of each engagement presented in the prior year's Audit Plan.

During FY 2008-09, 14 (37%) of these prior year engagements were completed, which identified 82 findings or recommendations requiring corrective action by County management. Of the 16 engagements still in progress, we have completed field work on 3 of these engagements and are awaiting responses from management. Eight audits have been moved to the current year's Audit Plan.

		(Current Statu	S
	As Presented in Prior Year FY 2008-09 Audit Plan		In Progress	Moved to FY 2009-10 Audit Plan
<u>Au</u>	dits in Progress as of July 1, 2008:			
1.	Health Care Agency - Change in Director	J		
2.	Resource Management Agency - Accounts Receivable Follow-Up	J		
3.	Probation - Juvenile Accounts	J		
4.	Medical Examiner - Management of Decedent Property	J		
5.	Animal Regulation - Cash Controls Follow-Up	J		
6.	Public Works Agency - Hotline Verification 08-0008	J		
7.	Fire Protection District - Management of Sensitive Non-Fixed Assets		7	
8.	Board of Supervisors - Change in Supervisor		7	
9.	Health Care Agency - Public Health Clinics Cash Controls Follow-Up	J		
10.	General Services Agency - Lease Administration Follow-Up		7	
11.	Public Administrator-Public Guardian (PAPG) - Management of Client Assets Follow-Up	J		
12.	Information Technology Services - Change in Director		J	
13.	County Executive Office - Change in Department Head		J	
14.	Human Services Agency - Change in Director	J		
15.	Public Defender - Change in Department Head		J	
16.	Treasurer-Tax Collector - Control Self-Assessment Validation		Х	
17.	Health Care Agency - Control Self-Assessment Validation		Х	
18.	Human Services Agency/PAPG - Control Self-Assessment Validation		7	

EXHIBIT 1 Current Status of Prior Year Audit Plan

	(Current Statu	S
As Presented in Prior Year FY 2008-09 Audit Plan	Completed	In Progress	Moved to FY 2009-10 Audit Plan
New Mandated/Required Audits for FY 2008-09:			
19. Treasurer - FY 2007-08 Audit of the Statement of Money	J		
20. Treasurer - First Quarter FY 2008-09 Cash Count	J		
21. Treasurer - Second Quarter FY 2008-09 Cash Count	J		
22. Treasurer - Third Quarter FY 2008-09 Cash Count	J		
23. Auditor-Controller - FY 2007-08 Internal Quality Assurance Review	J		
New Discretionary Audits for FY 2008-09:			
24. Fire Protection District - Hotline Verification 08-0037		J	
25. Harbor - Lease Administration			J
26. Treasurer-Tax Collector - Operations Follow-Up			J
27. Public Works Agency - Change in Director		J	
28. Agricultural Commissioner - Change in Department Head		Х	
29. Library - Cash and Inventory Management			J
30. Administration of Business License Revenue			J
31. General Services Agency - Fleet Services Fuel Management			J
32. Fire Protection District - Cash Collection Process Follow-Up			J
33. Airports - Lease Administration Follow-Up		J	
34. Harbor - Use of Funds for Silver Strand Beach Restroom Construction			J
35. Sheriff - Management of City Contracts		J	
36. Countywide - Management of Sensitive Non-Fixed Assets			J
New Audits from FY 2008-09 Budgeted Hours Reserve:			
37. Resource Management Agency - Hotline Verification 09-0029		7	
38. District Attorney - Control Self-Assessment Validation		J	

EXHIBIT 1 (Continued) Current Status of Prior Year Audit Plan

= Completed audit field work and awaiting management's response to the draft audit report

Х

In addition to the audits listed above in Exhibit 1, Internal Audit staff compiled the Schedule of Expenditures of Federal Awards for the County's Single Audit and monitored the audits of special districts, joint powers authorities, and Federal award subrecipients. The Internal Audit Division also handled over 60 complaints through the Employee Fraud Hotline, from which over 100 individual concerns were identified.

SCHEDULE OF 5-YEAR PRIOR AUDIT COVERAGE

As shown in Exhibit 2 below, 24 (89%) out of 27 agencies/departments have been subject to an audit or other assurance-type engagement by the Internal Audit Division over the past 5 years. Eight of these agencies/departments were subject to multiple audits by the Internal Audit Division in the same fiscal year.

Agonov/Dopartmont	Fiscal Year				
Agency/Department	2004-05	2005-06	2006-07	2007-08	2008-09*
1. Agricultural Commissioner					Х
2. Animal Regulation		Х			Х
3. Area Agency on Aging					
4. Assessor	Х		Х		
5. Auditor-Controller	Х	Х	Х	Х	Х
6. Board of Supervisors					Х
7. Child Support	Х				
8. Civil Service Commission	Х				
9. County Clerk and Recorder		Х			
10. County Counsel					
11. County Executive Office					Х
12. Department of Airports				Х	Х
13. District Attorney					Х
14. Farm Advisor					
15. Fire Protection District		Х		Х	Х
16. General Services Agency	Х		Х	Х	Х
17. Harbor Department		Х			
18. Health Care Agency		Х	Х		Х
19. Human Services Agency	Х	Х		Х	Х
20. Information Technology Services	Х		Х		Х
21. Library				Х	
22. Probation Agency	Х	Х		Х	Х
23. Public Defender					Х
24. Public Works Agency		Х			Х
25. Resource Management Agency	Х	Х			Х
26. Sheriff		Х			Х
27. Treasurer-Tax Collector	Х	Х	Х	Х	Х

EXHIBIT 2 Schedule of 5-Year Prior Audit Coverage by Agency/Department

* Includes engagements both completed and in progress during the fiscal year

X X = Assurance engagement performed or commissioned by the Auditor-Controller

= Multiple Auditor-Controller assurance engagements in the same fiscal year

GOALS, OBJECTIVES, AND PERFORMANCE MEASUREMENTS

To evaluate the effectiveness of the Internal Audit Division's operations, the following goals, objectives, and associated performance measurements have been established for strategic areas during FY 2009-10:

Goals/Objectives	Performance Measurements				
Audits					
Perform audits and identify improvements that add value to County operations. Improve the timeliness of audits. Follow-up on corrective actions in a timely manner. Accommodate requests for special engagements.	 Issue 15 audit reports during the fiscal year. Identify \$500,000 in cost savings or revenue enhancement opportunities for the County. Provide support to agency/ department management in the development and ongoing evaluation of internal control systems. Follow-up on previously issued significant audit reports within 6 to 18 months of management's reported corrective action. Identify 20 potential audit subjects. Conduct special project engagements as needed/requested. Financial Audits 100% of financial audits: Are completed within the budgeted hours allocated. Are issued within 90 days of the original anticipated completion date per the audit calendar. 100% of corrective action: Has been initiated by management during the course of the audit. Is confirmed to have been implemented during follow-up audits. 	 Performance Audits 80% of performance audits: Are completed within the budgeted hours allocated. Are issued within 90 days of the original anticipated completion date per the audit calendar. Produce results that justify the audit hours expended. Result in additional revenue and/or cost savings to the County. Address management issues. 20% of performance audits: Address streamlining operations. Address performance measurements. Impact on countywide systems. Cross organizational lines or involve interagency coordination. Are requested by auditee management. Address previously submitted audit needs. 100% of corrective action: Has been initiated by management during the course of the audit. Is confirmed to have been implemented during follow-up audits. 			

EXHIBIT 3 Goals, Objectives, and Performance Measurements

EXHIBIT 3 (Continued) Goals, Objectives, and Performance Measurements

Goals/Objectives	Performance Measurements
Audits (Continued)	
Meet Auditor-Controller	• 100% of mandated audits have been completed or are in progress.
mandates.	Perform an annual quality assurance review.
Use staff time efficiently.	 Use Internal Audit Division staff as follows (not including vacation, sick, and holiday hours): 80% direct time (i.e., billable audit hours) 20% indirect time (i.e., training, administrative projects, staff meetings, etc.)
Control Self-Assessm	nent
Provide internal control	Issue five Control Self-Assessment validation reports during the fiscal year.
guidance to agencies/ departments and validate	Issue a Countywide report summarizing Control Self-Assessment issues.
Control Self-Assessments.	Re-initiate the Control Self-Assessment Program for 2010.
Employee Fraud Hotl	ine
Ensure satisfactory resolution of Employee Fraud Hotline complaints.	 100% of complaints received through the Employee Fraud Hotline have been resolved, redirected, or are under review.
Special Districts, Joir	nt Powers Authorities, and Subrecipients
Comply with mandates relating to audits of special	• 100% of audits of special districts and joint powers authorities are in compliance with audit requirements.
districts and joint powers authorities, and assist agencies/departments with reviews of Federal award subrecipients.	• 100% of Federal award subrecipients subject to a Single Audit have been reviewed for compliance with audit requirements.
Training and Develop	ment
Comply with Continuing	• 100% of auditors meet the 80-hour Continuing Professional Education requirements.
Professional Education requirements and encourage staff	 Conduct 8 hours of in-house training to increase staff knowledge of auditing techniques.
development.	 50% of Internal Audit Division staff possess relevant professional certifications (e.g., CPA, CIA, CFE, etc.).

AUDIT PLANNING PROCESS

Audit Selection

The Auditor-Controller makes the final determination in selecting audits that will be performed. To achieve optimum utilization of audit resources, audits are selected using the following criteria:

- 1. Legal mandates
- 2. Audit requests (i.e., from Board of Supervisors, County management, Grand Jury, etc.)
- 3. Risk assessment results
- 4. Financial exposure
- 5. Potential risk of loss
- 6. Operating benefit opportunities
- 7. Changes in operations
- 8. Date and result of last audit
- 9. Capabilities of the Internal Audit staff
- 10. Sensitivity to:
 - Mismanagement
 - Unauthorized use of resources
 - Erroneous reports of data
 - Illegal or unethical acts
 - Adverse or unfavorable public opinion

Audit Survey

Once audit areas are selected, additional subject research (i.e., an audit survey) is performed to assure that the area warrants an audit. During the survey, objectives identifying areas that could benefit from detailed evaluation are developed through use of interviews, observations, and limited testing.

When originally included in the Audit Plan, audit areas have not been subjected to an audit survey; therefore, budgeted time in the Audit Plan is subjective. Once the audit scope has been determined and field work begins, the time requirements for the audit are established and may differ from the planned hours in the Audit Plan.

RISK ASSESSMENT

The Internal Audit Division performs an annual Countywide risk assessment for audit planning purposes. The risk assessment identifies, measures, and prioritizes scheduling of potential audits based on each agency/department's level of risk to the County.

Methodology

The risk assessment performed for the FY 2009-10 Audit Plan was based on objective, measurable criteria gathered by the Internal Audit Division. The following risk factors were developed and one weight point was assigned to each, for a total of 17 weight points:

- 1. Budgeted appropriations
- 2. Budgeted revenues
- 3. Full-time equivalent positions
- 4. Fixed assets equipment and vehicles only
- 5. Last audit date
- 6. Need for follow-up audit
- 7. Participation in the Control Self-Assessment Program
- 8. Number of Single Audit and management letter findings
- 9. Number of theft incidents
- 10. Number of substantiated Hotline issues
- 11. Number of deputized auditor-controllers
- 12. Number of outside bank accounts
- 13. Number of trust accounts
- 14. Number of transactions
- 15. Three-year appropriation/revenue trends
- 16. Budget versus actual expenditures two prior years
- 17. Budget versus actual revenues two prior years

Using the above criteria, each major budget unit within each agency/department was ranked on a scale of 0 to 17 (17 representing highest risk and 0 lowest risk). An overall risk score was then assigned to areas of high (6.0 - 17.0), moderate (3.0 - 5.9), and low (0 - 2.9) risk.

<u>Results</u>

The following table (Exhibit 4) shows each agency/department ranked from highest risk to lowest risk. Departments were placed in order of the related budget unit with the highest risk level. For departments with multiple budget units, the related budget unit with the highest risk level determined the department's rank in the table. For example, the Program Operations budget unit for the Human Services Agency was rated the highest risk at 9.5 on a 17-point scale, placing the Human Services Agency at the top of the risk assessment.

	Agenov/Department	Number of	Budget Units by	Risk Level	Total Number of
	Agency/Department	High	Moderate	Low	Budget Units
High	1. Human Services Agency	2	5		7
Risk	2. Sheriff	1	3		4
	3. Health Care Agency	3	10	1	14
	4. District Attorney	1			1
	5. Public Works Agency	2	24	11	37
	6. Fire Protection District	1			1
	7. Information Technology Services	2			2
	8. Child Support	1			1
	9. Probation Agency	1			1
	10. Library	1	1	1	3
	11. General Services Agency	1	10	3	14
	12. Harbor Department	1	3	1	5
	13. Auditor-Controller		1	1	2
	14. County Executive Office		15	11	26
	15. County Clerk and Recorder		2		2
	16. Assessor		1		1
	17. Treasurer-Tax Collector		1		1
	18. Department of Airports		3	2	5
	19. Resource Management Agency		5		5
	20. Public Defender		1		1
	21. County Counsel		1		1
	22. Animal Regulation		2		2
	23. Area Agency on Aging		1		1
	24. Farm Advisor		1		1
*	25. Civil Service Commission		1		1
Low	26. Agricultural Commissioner		1		1
Risk	27. Board of Supervisors			1	1
	Total	17	92	32	141

EXHIBIT 4 Agencies/Departments by Risk Level (Table)

Exhibit 5 below is a graphical representation of the risk assessment results presented in Exhibit 4 on the previous page. Again, although departments may have multiple budget units that were ranked individually, the budget unit with the highest risk level determined the department's ranking in the graph.

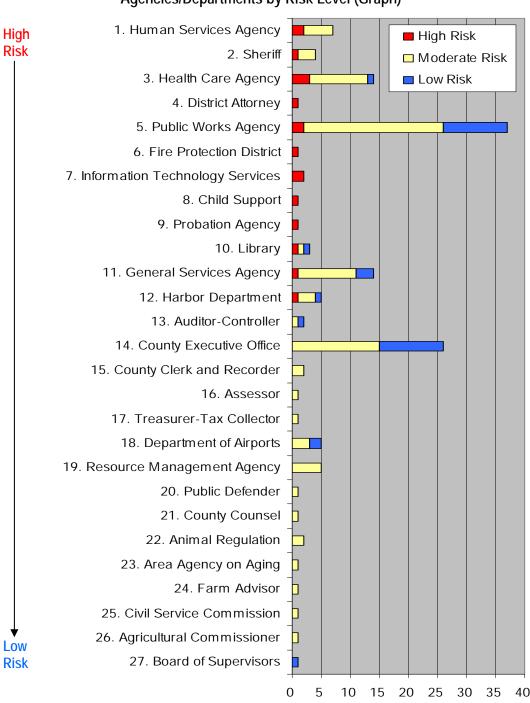


EXHIBIT 5 Agencies/Departments by Risk Level (Graph)

DIVISION ORGANIZATION CHART

The following organization chart represents current Internal Audit staff resources:

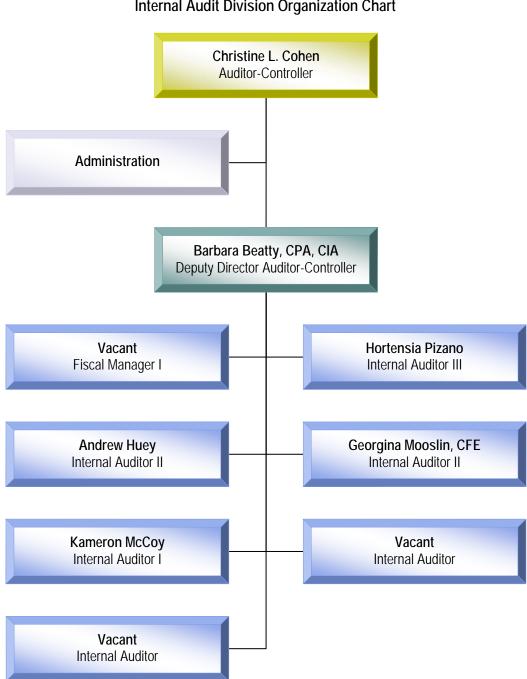


EXHIBIT 6 Internal Audit Division Organization Chart

AUDIT RESOURCES

Exhibit 7 below shows the number of budgeted positions for the Internal Audit Division for FY 2009-10.

Position	Authorized for FY 2009-10	Assigned as of July 2009
Deputy Director Auditor-Controller ¹	1	1
Fiscal Manager I/II	1	0
Internal Auditor IV	4	0
Internal Auditor III	2	1
Internal Auditor II	0	2
Internal Auditor I	<u>0</u>	<u>1</u>
TOTAL	<u>8</u>	<u>5</u>

EXHIBIT 7 Budgeted Positions

Exhibit 8 below shows the number of direct (i.e., "billable") hours anticipated for FY 2009-10.

Position	Number of Assigned <u>Auditors</u>		Hours Available per Auditor ²		Direct Time Goal per Auditor ³		Direct Hours <u>Budgeted</u>
Fiscal Manager I/II (vacant) ⁴	1	Х	1,350	х	0.80	=	1,080
Internal Auditor III	1	Х	1,800	Х	0.80	=	1,440
Internal Auditor II	2	Х	1,800	Х	0.80	=	2,880
Internal Auditor I	1	Х	1,800	х	0.80	=	1,440
Internal Auditor (vacant) ⁴	2	Х	1,350	Х	0.80	=	<u>2,160</u>
TOTAL							<u>9,000</u>

EXHIBIT 8 Budgeted Direct Hours

¹ Position does not charge direct time.

² Based on 2,080 full-time hours, subtracting standard accruals of 280 hours for vacation, sick, and holiday hours.

³ Direct time goal is 80% of productive hours (reference Exhibit 3).

⁴ Fiscal Manager vacancy and two Internal Auditor vacancies are anticipated to be filled by October 1, 2009 ("Hours Available per Auditor" have been adjusted accordingly).

PLANNED AUDITS

The following audits are planned to be initiated and/or completed during FY 2009-10. The total planned hours equal the direct hours budgeted in Exhibit 8 on the previous page.

<u>Auc</u>	lits in Progress - Prior Fiscal Year	FY 2009-10 Planned Hours
1.	Fire Protection District - Management of Sensitive Non-Fixed Assets	40
2.	Board of Supervisors - Change in Supervisor	30
3.	General Services Agency - Lease Administration Follow-Up	60
4.	Information Technology Services - Change in Director	60
5.	County Executive Office - Change in Department Head	120
6.	Public Defender - Change in Department Head	60
7.	Treasurer-Tax Collector - Control Self-Assessment Validation	30
8.	Health Care Agency - Control Self-Assessment Validation	40
9.	Human Services Agency/PAPG - Control Self-Assessment Validation	80
10.	Fire Protection District - Hotline Verification 08-0037	40
11.	Public Works Agency - Change in Director	60
12.	Agricultural Commissioner - Change in Department Head	10
13.	Airports - Lease Administration Follow-Up	180
14.	Sheriff - Management of City Contracts	300
15.	Resource Management Agency - Hotline Verification 09-0029	40
16.	District Attorney - Control Self-Assessment Validation	<u>110</u>
		1,260

Mandated/Required Audits/Projects

1.	Treasurer - Quarterly Cash Counts and Annual Audit	600
2.	Probation - Juvenile Accounts	170
3.	Sheriff and District Attorney - Forfeiture Trust Funds ⁵	0
4.	FY 2008-09 Internal Quality Assurance Review	120
5.	Control Self-Assessment	700
6.	Fraud Hotline	750
7.	Monitoring Special Districts, Joint Powers Agreements, and Subrecipients	150
8.	Compilation of Schedule of Expenditures of Federal Awards	<u>150</u>
		2,640

New/Priority Audits

FY 2009-10 Planned Hours

1.	Harbor - Lease Administration	300
2.	Treasurer-Tax Collector - Operations Follow-Up	300
3.	Library - Cash and Inventory Management	300
4.	Administration of Business License Revenue	300
5.	General Services Agency - Fleet Services Fuel Management	300
6.	Fire Protection District - Cash Collection Process Follow-Up	180
7.	Harbor - Use of Funds for Silver Strand Beach Restroom Construction	180
8.	Countywide - Management of Sensitive Non-Fixed Assets	600
9.	County Clerk and Recorder - Change in Department Head	160
10.	Animal Regulation - Change in Director	160
11.	Board of Supervisors - Change in District 5 Supervisor	120
12.	Countywide - Grant and Subvention Management - Area Agency on Aging	700
13.	Countywide - Management of Gift Cards for Clients - Behavioral Health - Human Services Agency	600
14.	PAPG - Compliance Second Follow-Up ⁵	0
15.	Reserve for Requested Audits ⁶	<u>900</u> 5,100

TOTAL FY 2009-10 PLANNED HOURS <u>9,000</u>

⁵ Planned to be contracted to an external firm.

⁶ Reserve is budgeted at 10% of productive audit hours.

FUTURE POTENTIAL AUDIT SUBJECTS

The following have been identified as potential audit subjects to be pursued in future years as Internal Audit Division staff resources allow.

<u>Cou</u>	ntywide Audits P	Future lanned Hours
1.	Contract Administration and Compliance	
	A. Social Services Contracts	600
	B. Foster/Group Home Contracts	800
	 C. Subrecipient Contract Monitoring Area Agency on Aging County Executive Office Human Services Agency 	800
2.	Credit Card Purchases and Travel Expenditures	800
3.	Cash Controls	
	 General Services Agency Health Care Agency (centralized) 	
4.	Administration of Trust Funds	300
	- County Clerk and Recorder (including Help America Vote Act Trust Fund) ⁷	
5.	Revolving Loan Program Administration - County Executive Office - Human Services Agency	300
6.	Capital Projects Administration	500
7.	Internal Service Fund Charges	500
8.	Year-End Spending	300
9.	Accounts Receivable	500
10.	Private Vehicle Mileage Reimbursement	300
11.	Efficiency and Cost Effectiveness of Personnel Practices	
	 A. Decentralizing Hiring and Departmental Personnel Representatives' Responsibilitie Sheriff Ventura County Medical Center 	es 500
	 B. Use of Information Technology Services Versus Departmental In-House Staff County Clerk and Recorder⁷ 	300
12.	Fixed Asset Accountability	800
13.	Inventory Procurement and Accountability - Health Care Agency - Sheriff Food Services - General Services Agency Central Services	800

<u>Cor</u>	Intywide Audits (Continued)	Future Inned Hours		
14.	Appropriate Use of Sole Source Vendors	<u>300</u> 9,200		
Information Technology Audits				
1.	Business Continuity Planning and Disaster Recovery Plans	. 600		
2.	Systems Development and Procurement	500		
3.	Personal Computer Standards Compliance	500		
4.	Information Technology Asset Disposal	500		
5.	Fair and Accurate Credit Transactions (FACT) Act Compliance	500		
6.	Definition of Authorization Roles and Administrator Access	300		
7.	Change Control Management	<u>300</u>		
		3,200		
Per	formance and Compliance Audits			
1.	Sheriff - Property/Evidence Room Accountability ⁷	. 200		
2.	Franchise Fees			
3.	Treasurer-Tax Collector - Property Auction Procedures			
4.	Management of Public Safety Overtime			
5.	Probation Agency - Work Furlough/Work Release - Flow of Funds			
6.	Public Defender - Client Charges			
7.	Public Works Agency - Uniform Construction Cost Accounting			
8.	Resources Management Agency - Environmental Health Operations			
9.	Viability of Workers' Compensation and 4850 Employee Benefits	300		
10.	Fire Protection District - Staffing	200		
11.	Integrated Waste Management - Administration of Recycling Programs	200		
12.	Human Services Agency - Administration of In-Home Supportive Services	300		
13.	Application of Special Assessments	200		
14.	General Services Agency - Fleet Services Performance and Charges to Departments	300		
15.	County Counsel - Direct Billing	160		
16.	Board of Supervisors - Meals and Travel Reimbursements	160		
17.	County Executive Office - Effectiveness of Labor Relations and Risk Management	200		
18.	Elections - Volunteer and Polling Place Training and Procedures ⁷	200		
19.	Indigent Legal Services	200		
20.	Health Care Agency - Ventura County Medical Center Satellite Clinics	200		
21.	County Ethics Program	200		

Performance and Compliance Audits (Continued)		Future <u>Planned Hours</u>
22.	Grand Jury - Investigation Procedures and Results	200
23.	General Services Agency - Surplus Procedures	200
24.	County Executive Office - Auditable Savings from Lean Six Sigma	200
25.	County Executive Office - Enterprise Risk Management	300
26.	Health Care Agency - Premium Costs for Ventura County Health Care Plan Members	300
27.	County Executive Office - Effectiveness and Efficiency of SIRE Agenda System	300
28.	Sheriff and District Attorney - Payments to Retiree Medical Reimbursement Trust7	200
29.	Elections - Ballot Counting Process and Results Certification Process ⁷	300
30.	County Clerk and Recorder - Land Information Records Management System Service	s ⁷ <u>200</u>
		6,600

TOTAL FUTURE PLANNED HOURS19,000

⁷ Requested by department.