



# COUNTY of VENTURA

## Civil Grand Jury

800 South Victoria Avenue  
Ventura, CA 93009  
Tel (805) 477-1600  
Fax (805) 658-4523  
[grandjury.countyofventura.org](http://grandjury.countyofventura.org)

**Response to 2024-2025 Ventura County Grand Jury Report Form  
(Please See California Penal Code Section 933.05)**

## Report Title: Prioritizing Best Practice Street Maintenance

**Responding Entity: Oxnard City Council**

## FINDINGS

- I (we) agree with the Findings numbered: F-06
- I (we) disagree wholly or partially with the Findings numbered: F-01 (see attached)  
*(Attach a statement specifying any portions of the Findings that are disputed; include an explanation of the reasons.)*

## RECOMMENDATIONS

- Recommendations numbered \_\_\_\_\_ have been implemented.  
*(Attach a summary describing the implemented actions.)*
- Recommendations numbered \_\_\_\_\_ have not yet been implemented but will be implemented in the future.  
*(Attach a summary indicating the timeframe for implementation.)*
- Recommendations numbered \_\_\_\_\_ require further analysis.  
*(Attach an explanation to include: scope and parameters of the analysis or study and timeframe for the matter to be prepared for discussion with the agency or department head. The timeframe shall not exceed six months from the date of publication of the report.)*
- Recommendations numbered R-02 (see attached) \_\_\_\_\_ will not be implemented because they are not warranted or are not reasonable.  
*(Attach an explanation.)*

Date: \_\_\_\_\_

Signed:

**Title:** Mayor, City of Oxnard

ATTEST:

Number of pages attached: 6

Lourdes A. Lopez, City Clerk

8/4/2025  
Date

**Luis A. Mc Arthur**  
Mayor



**Office of the Mayor**

300 West Third Street  
Oxnard, CA 93030  
(805) 385-7430  
Fax (805) 385-7595  
[www.oxnard.org](http://www.oxnard.org)

Reid  
AUG 06 2025

July 30, 2025

County of Ventura  
Grand Jury  
800 S. Victoria Avenue  
Ventura, CA 93009

**Re: Response to the 2024-2025 Ventura County Grand Jury Report, *Prioritizing Best Practice Street Maintenance***

Dear Sir/Madam:

This letter serves as notification of transmittal of the City of Oxnard's response to the 2024-2025 Ventura County Grand Jury Report, *Prioritizing Best Practice Street Maintenance*. This letter further certifies that an exact copy of the response was submitted to the Honorable Matthew P. Guasco, Presiding Judge.

Should you have any questions or need further information, please contact Michael Wolfe, Director of Public Works at (805) 385-8055.

Sincerely,

A handwritten signature in blue ink, appearing to read "Luis A. Mc Arthur".

Luis A. Mc Arthur  
Mayor, City of Oxnard

Enclosures:

cc: Alexander Nguyen, Oxnard City Manager  
Stephen Fischer, City Attorney

Response to 2024-2025 Ventura County Grand Jury Report

## **Report Title: Prioritizing Best Practice Street Maintenance**

**Report Date:** July 15, 2025

**Report Entity:** City of Oxnard

**Response by:** Luis A. Mc Arthur  
Michael Wolfe, PE

Title: Mayor  
Title: Director of Public Works

## FINDINGS/CONCLUSIONS

- **Finding F-01.** *The Civil Grand Jury finds that Oxnard does not maintain its streets in a best practice condition resulting in costlier deferred maintenance on streets and a hidden cost on residents due to extra vehicle wear.*

**Response:** The City of Oxnard (“City”) **disagrees wholly** with this finding. The City agrees with the logic that preventative maintenance for roadways is less expensive than corrective maintenance, as noted in the 2024-2025 Ventura County Civil Grand Jury Prioritizing Best Practice Street Maintenance report (“Report”). However, the statement that only an overall Pavement Condition Index (PCI) above 80 represents an agency that has best management practices in place is not only a gross misinterpretation of what a PCI generally represents, it is also not based on sound engineering logic nor the specifics of any agency’s actual street data.

Reference 14 (Ref 14 - SaveCaliforniaStreets) is used in the Report and seems to be the key theme of the Report. In this reference, there is this excerpt:

*"To use taxpayer money wisely, it makes more sense to preserve and maintain roads in **good condition** [emphasis added] than to wait and repair or replace them when they deteriorate or fail. The estimated costs reported in this study are based on improving roadway pavement condition to meet best management practices (BMPs). At BMP conditions, preventative maintenance treatments (i.e. **slurry seals, chip seals, thin overlays**) [emphasis added] are most cost-effective."*

The City agrees with the logic behind this themed statement. In fact, it is consistent with the City's recent update of the Citywide Pavement Management Program Oxnard Public Works staff gave to the City Council on April 2, 2024. A copy of the relevant staff report is attached for reference. The staff report outlines the City's plan to achieve best practice pavement management; however, it is not just based upon a broad-brush PCI number, such as "above 80". Indeed, street PCIs over 70 are considered "good to excellent" per the SaveCaliforniaStreets website.

Licensed professional civil engineers who have designed and constructed pavement projects know that preventive maintenance treatments, such as slurry seals, chip/cape

seals, and thin overlays can be used on street segments with PCIs less than 80, given the correct assessment of specific distresses in the asphalt pavement, evaluation of core samples, and years of engineering experience. In fact, if you look at the key statement above from the Report's Reference 14, the bolded text (bolded by the City for emphasis) includes examples of preventive maintenance treatments that are cost-effective. However, the Report incorrectly implies that those treatments are only available for streets with PCIs above 80. The actual default break points in the StreetSaver program have light maintenance work going down to a PCI level of 70. In StreetSaver, the defined light maintenance work includes: slurry seal, micro-surface, fog seal, and/or scrub seal. This all means that it is not accurate to assume light maintenance only applies to street segments above 80 PCI.

It is also incorrect to assume that asphalt streets can continue to receive preventative maintenance only and exist for the life of a City. The Report accurately provides an analysis showing the cost comparison of preventative maintenance versus corrective maintenance over a 30-year period. However, page 3 of the Report states, "*In other words, perform less costly preventative maintenance more often so that more costly maintenance or reconstruction is **not needed*** (emphasis added)." To assume that a street segment would never need corrective maintenance is incorrect. And, for a city like Oxnard, which is over 120 years old, this 30-year narrow view provides the narrative that the Report wants to give, but limits the actual understanding of how a City has to function for over a century.

Building on the above, the report makes reference (Figure 2 and its adjoining paragraph) to the concept of *perpetual pavements* that allow for a BMP state; at first glance this makes sense, but a closer look is in order here. Per FHWA (for example, publication FHWA-HIF-19-080): "[these pavements] are **designed with a bottom-up approach** (emphasis added), *focusing on fatigue resistance in the lower layers and rut resistance in the surface layers*." Similarly, from the National Asphalt Paving Association (NAPA): "*A Perpetual Asphalt Pavement, properly designed and constructed* (emphasis added), *lasts longer than 50 years without requiring major structural rehabilitation or reconstruction, and needs only periodic surface renewal in response to distresses confined to the top of the pavement (Newcomb, 2002)*". Therefore, it is important here to acknowledge the key concept that perpetual pavements are **designed** (emphasis added) from the outset to be managed as perpetual pavements; a pre-existing and/or new pavement not intentionally designed to be a perpetual pavement cannot be expected to perform as such. Generalizing and assuming that any pavement section can be managed as a perpetual pavement is false, in that it does not take into account pre-existing design, roadway base and subbase conditions, ground water levels, and cracking/degradation beyond roadway surface distresses. With this in mind, ideal perpetual pavement BMPs likely are not possible with, or applicable to, older, pre-existing roadways, or those not designed from

the bottom up to be built and managed as perpetual pavements. For Oxnard, due to pre-existing below-surface conditions, a BMP state likely is not achievable without the full reconstruction of streets and replacing them with specifically designed perpetual pavements. The vast cost for the complete reconstruction of all of Oxnard's streets is unrealistically prohibitive, as well as unnecessary per the pavement management reasoning explained earlier in this response.

The City objects to the use of the term "hidden tax" in the Report and the calculation to "hidden costs". Car ownership is a choice and to consider any costs associated with a choice a tax is a misleading statement. There are many examples of highly functioning residents in Oxnard, and Ventura County who do not own or use a car.

The information from TRIP that is being referenced in the Report (Ref 18) to produce the "hidden cost" is being misused. The statement is that driving on "deteriorated roads" costs motorists money. There is no quantification of what "deteriorated roads" mean and the Report incorrectly makes a giant leap in stating that a 2022 statewide PCI of 65 should be the basis for this calculation. At best, the TRIP "fact" (assuming it is a fact), says "poor or mediocre" roads. While PCI categories do have a "poor" designation, there is no "mediocre" designation. Assuming that would be the next level up from "poor", it would be the "fair" category in a traditional PCI scale. Only 47.9% of Oxnard's arterial, collector, and residential streets fall into these two (i.e. "Poor" and "Fair") categories or lower. The remaining residential, collector, and arterial streets in Oxnard are above those categories and should be excluded from the calculation. As such, if we did agree with the Report's hidden cost calculation, it would have to be reduced by 52.1%.

Additionally, the TRIP "fact" (assuming it is a fact) indicates a cost per driver. However, the table on page 9 of the Report assumes the entire population of Oxnard drives a car. This is obviously not correct.

- There are 3.5 persons per household in Oxnard and the average is 2 cars per household (Reference A: Oxnard data). Multiplying the number of dwelling units in Oxnard, which is 55,777 (Reference B: Oxnard data), by the average number of cars per household results in roughly 111,554 cars.
- From the City's most recent Vehicle Miles Traveled (VMT) analysis, the total VMT per service population in Oxnard is 20.4 miles in 2024. The Report's assumption that the average Californian drives 35 miles grossly over exaggerates that for Oxnard residents.
- The street classifications where the majority of the daily commute and weekend leisure travel occurs in the City is on the arterial, collector, and residential streets. The most recent finalized PCI for these three street categories in Oxnard is 69.6.

If the City actually agreed with the hidden cost ("tax") concept, which it does not, it should be around \$6.3 million using the accurate information presented above.

The City finds the Report to be very misleading by trying to make a comparison across different agencies in the County of Ventura without taking into account all of the different factors that impact the cost of pavement work, and the many factors that have a combined effect on an agency's PCI. The Report makes reference to "Differing Circumstances" on page 13, but does not provide sufficient detail to allow a reader to understand the importance of the circumstances. Some of the factors that impact the cost of paving work and an agency's PCI are: (1) the age of the city, (2) the makeup of the traffic in the city, (3) the population density of a city, and (4) engineering factors.

The age of a city and how long ago streets were designed and constructed has a heavy influence on the amount and cost of pavement repairs, which eventually impacts a city's PCI. The Report ignores these factors. Older cities, which have to maintain roadways that were designed and constructed under decades-old outdated inferior engineering standards, are at a disadvantage to cities that have newer streets with better structural pavement sections. The City of Oxnard was incorporated in 1903, while the City of Camarillo was incorporated in 1964.

The make-up of traffic (e.g. volume of cars, semi-trucks, and buses) and the density of the population also have a significant impact on the amount and cost of pavement repairs, which eventually impacts a city's PCI. The Report ignores these factors. The goods that come through the Port of Hueneme utilize, to a large extent, portions of the City of Oxnard's designated truck routes. This factor, along with the high concentration of commercial and industrial businesses in Oxnard, mean a significantly higher amount of semi-truck traffic occurs in Oxnard than in "bedroom communities". Furthermore, information from Gold Coast Transit District indicates that there are 14 fixed routes in Oxnard compared to 2 fixed routes in Camarillo. The amount of bus traffic, which involves a very heavy vehicle traversing the City of Oxnard's streets multiple times a day, impacting its pavement to a higher degree than a much lighter personal vehicle, is significantly higher than "bedroom communities". Lastly, engineering factors such as soil type and groundwater table elevations also impact the cost of paving projects, which are not accounted for in the Report.

The City is unable to recreate the financial figures used in the Report for the City of Oxnard. Since Fiscal Year (FY) 2021/22 through FY 2025/26, the City has budgeted **\$96.6 million** on street paving capital improvement program (CIP) projects and has budgeted **\$27.5 million** for its Streets Maintenance operating budget.

- **Finding F-06.** *The Civil Grand Jury finds that Oxnard, with its dedicated and knowledgeable staff, would make effective use of the funds allocated for street maintenance.*

**Response:** The City agrees with this finding.

- **Recommendation R-02.** *The Civil Grand Jury recommends that Oxnard set a goal to achieve best practice pavement conditions within 10 years and create a plan to accomplish that goal by December 2025*

**Response:**

From the City's August 2018 Pavement Management Report to its most recent finalized report dated February 2024, the City's overall PCI has increased from 63 to 67. The goal of Oxnard's Pavement Management Program has already been established and was re-emphasized to the City Council on April 2, 2024. The goal, which has **been implemented**, is to reach the pavement condition category of "Good" (at least a PCI of 70 for **best management practice**) for all street segments in Oxnard, allowing for a future goal of a 75% preventative maintenance and 25% corrective maintenance ratio for all capital improvement projects related to street paving. Without a major downward shift in the economic trend of the City, the goal to reach an overall PCI category of "Good" is on track to be achieved within a 10-year period. The April 2024 staff report is attached for reference. Please note that the City's goal (i.e. to reach the pavement condition category of "Good") is the same as the Report's Ref 14 (Save California Streets), "*To use taxpayer money wisely, it makes more sense to preserve and maintain roads in **good condition** [emphasis added] than to wait and repair or replace them when they deteriorate or fail.*"

Aside from the fact that the City has already set such a goal and a corresponding plan to achieve it, it is by no means the City's only, or most urgent goal. The City Council has the responsibility to weigh and balance the vast needs and wants among the entire population, ranging from police services, fire protection, public works, parks, libraries, youth and senior programs, as well as responding to the statewide housing and homeless crisis, and to prioritize all of those alongside funding for street paving capital projects. The voters of Oxnard have elected seven members to represent them in making such decisions.

In conclusion, the City is appreciative of the opportunity to provide a response to the Report. However, the City would like to point out a large data gap in the Report due to the fact that the County of Ventura, which has over 542 centerline miles to maintain (compared to 453 centerline miles in the City of Oxnard), is projected to receive receive \$37.5 million in Gas Tax in FY 24/25 (3.4 times more than the City of Oxnard), and has a reported PCI of 75 in October 2024 is not included in this analysis. If it is the intent of the Grand Jury to provide an analysis across different

Response to 2024-2025 Ventura County Grand Jury Report

PAGE 6

agencies in the County with varying degrees of funding sources, volumes of centerline miles, and ranges of Pavement Condition Indexes, it seems odd to leave out the largest agency in the County. Perhaps the Grand Jury could provide an explanation for this glaring omission.



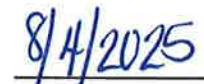
Luis A. Mc Arthur, Mayor

Michael Wolfe, P.E., Public Works Director

ATTEST:



Lourdes A. Lopez, City Clerk



8/4/2025

Date

**ATTACHMENT A**

800 South Victoria Avenue  
Ventura, CA 93009  
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Fax (805) 658-4523  
grandjury.countyofventura.org

**Response to 2024-2025 Ventura County Grand Jury Report Form  
(Please See California Penal Code Section 933.05)**

Report Title: Prioritizing Best Practice Street Maintenance

*Rec'd*

Responding Entity: Simi Valley City Council

**OCT 02 2025**

**FINDINGS**

- I (we) agree with the Findings numbered: F-08
- I (we) disagree wholly or partially with the Findings numbered: F-03  
*(Attach a statement specifying any portions of the Findings that are disputed; include an explanation of the reasons.)*

**RECOMMENDATIONS**

- Recommendations numbered R-04 have been implemented.  
*(Attach a summary describing the implemented actions.)*
- Recommendations numbered R-04 have not yet been implemented but will be implemented in the future.  
*(Attach a summary indicating the timeframe for implementation.)*
- Recommendations numbered R-04 require further analysis.  
*(Attach an explanation to include: scope and parameters of the analysis or study and timeframe for the matter to be prepared for discussion with the agency or department head. The timeframe shall not exceed six months from the date of publication of the report.)*
- Recommendations numbered R-04 will not be implemented because they are not warranted or are not reasonable.  
*(Attach an explanation.)*

Date: 9/20/2025

Signed: *Alex DeCaravaugh*

Title: Mayor of the City of Simi Valley, California

Number of pages attached:



The City of Simi Valley ('City') appreciates the opportunity to provide a response to the Report.

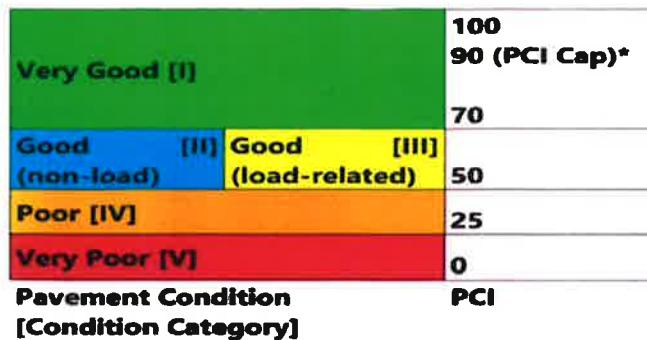
**F-03: The Civil Grand Jury finds that Simi Valley does not maintain its streets in a best practice condition resulting in costlier deferred maintenance on streets and a hidden cost on residents due to extra vehicle wear.**

Response: The City of Simi Valley respectfully *disagrees* with this finding.

The City is committed to maintaining and improving its roadway network using nationally recognized best practices in pavement management. Simi Valley employs a data-driven approach that includes condition assessments and targeted maintenance strategies to extend pavement life and optimize the use of available resources.

The assertion that best practices are only achieved with a citywide Pavement Condition Index (PCI) above 80 misinterprets how PCI is intended to be used. PCI is a standardized rating tool designed to quantify surface condition based on visual inspections. It is not a standalone indicator of an agency's adherence to best practices. Effective pavement management must consider many interrelated factors, including roadway classification, traffic volumes, traffic type, pavement age, structural needs, drainage, available funding, and long-term performance goals. Best practices are not defined by a fixed PCI target but by how effectively an agency maintains its network within its fiscal and operational context.

Additionally, the claim that only streets with a PCI above 80 are considered 'Good' is misleading. The City utilizes the widely adopted StreetSaver software and its default PCI breakpoints, which categorize pavement into four main categories: Very Good (100-70 PCI), Good (69-50 PCI), Poor (49-25 PCI), and Very Poor (24-0 PCI). These PCI ranges align with regional and national practices. The Save California Streets Report (Reference 14) uses slightly broader groupings: Good to Excellent (PCI 70-100), At Risk (PCI 50-69), Poor (PCI 25-49), and Failed (PCI 0-24), which still consider streets with a PCI at or above 70 as in 'Good' condition. As of the current reporting date using StreetSaver categories, 51% of the City's streets fall within the 'Very Good' category and 29% fall within the 'Good' category.



Since fiscal year 2021-2022, the City has allocated almost 49 million dollars to street rehabilitation programs and expanded its investment in preventive maintenance. Staff evaluates multiple factors when selecting streets for treatment, including condition, timing, and cost effectiveness. Street projects also incorporate broader infrastructure improvements such as path of travel upgrades to improve ADA accessibility, tree related repairs and root management, sidewalk and curb ramp replacements, drainage upgrades, and traffic safety enhancements. While deferred maintenance is a reality faced by public agencies, the City has made deliberate and proactive efforts to mitigate long-term costs and avoid expensive full reconstructions. However, assuming a street segment would never need more costly repair is incorrect, as even well-maintained roads will eventually require more intensive repairs to maintain performance, safety, and compliance with evolving standards.

The City remains committed to continuous improvement and to using the tools, resources, and professional judgment necessary to preserve the long-term safety, functionality, and value of its street system.

**F-08:** *The Civil Grand Jury finds that Simi Valley, with its dedicated and knowledgeable staff, would make effective use of the funds allocated for street maintenance.*

Response: The City appreciates the Grand Jury's recognition of its dedicated and knowledgeable staff and agrees with this finding.

**R-04:** *The Civil Grand Jury recommends that Simi Valley set a goal to reach best practice pavement conditions within 10 years and create a plan to accomplish that goal by December 2025.*

Response: The City of Simi Valley appreciates the Grand Jury's recommendation and supports the goal of improving overall pavement conditions. The City has a strong track record of applying best practices in pavement management and remains committed to the long-term sustainability of its roadway network.

Currently, the City's overall Pavement Condition Index (PCI) is 69, placing it just one point below the *Very Good* range according to industry standards. While a citywide PCI of 80 is an aspirational target, reaching that level within the next 10 years would require significant additional investment beyond current funding levels.

Pavement maintenance is one of several infrastructure priorities the City must manage. Roadway improvement projects typically include multiple elements beyond pavement condition, such as curb and gutter upgrades, sidewalk and ADA ramp improvements (with a full compliance goal within 20 years), drainage enhancements, and traffic signal modernization. These components are essential to a functional, safe, and accessible transportation system and require steady funding.

City Council must also weigh street maintenance needs alongside broader community priorities, including public safety, public resources, emergency response, and youth and senior services. These competing demands make it necessary to allocate resources in a way that reflects the needs and values of Simi Valley residents. The City has taken proactive steps to address these infrastructure challenges, including dedicating surplus funds to the Streets and Roads Fund and pursuing state and federal grant opportunities to supplement local revenue.

It is also important to note that past community opposition to new tax measures limits the City's ability to establish a consistent and scalable funding source for streets. Without a significant increase in available funding, achieving a citywide PCI of 80 within the recommended timeframe is unlikely.

However, the City remains committed to continuous improvement. The 2025 update to the Pavement Management Program (PMP), currently in development, will reassess the PCI of all City-maintained streets using standardized inspections, outline strategies to preserve and rehabilitate pavement based on condition and priority, and identify funding levels required to meet different condition targets, including a PCI of 80. This plan will serve as a guiding document for decision-making, over the next 5 years, and will position the City to respond strategically as new funding opportunities arise.



# COUNTY of VENTURA

## Civil Grand Jury

800 South Victoria Avenue  
Ventura, CA 93009  
Tel (805) 477-1600  
Fax (805) 658-4523  
grandjury.countyofventura.org

### Response to 2024-2025 Ventura County Grand Jury Report Form (Please See California Penal Code Section 933.05)

Report Title: Prioritizing Best Practice Street Maintenance

Responding Entity: Camarillo City Council

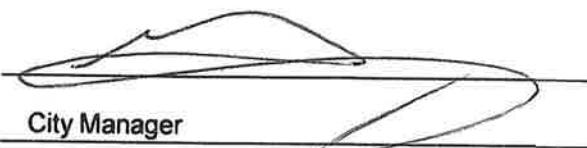
#### FINDINGS

- I (we) agree with the Findings numbered: \_\_\_\_\_
- I (we) disagree wholly or partially with the Findings numbered: \_\_\_\_\_ F-05  
*(Attach a statement specifying any portions of the Findings that are disputed; include an explanation of the reasons.)*

#### RECOMMENDATIONS

- Recommendations numbered \_\_\_\_\_ have been implemented.  
*(Attach a summary describing the implemented actions.)*
- Recommendations numbered \_\_\_\_\_ R-01 have not yet been implemented but will be implemented in the future.  
*(Attach a summary indicating the timeframe for implementation.)*
- Recommendations numbered \_\_\_\_\_ require further analysis.  
*(Attach an explanation to include: scope and parameters of the analysis or study and timeframe for the matter to be prepared for discussion with the agency or department head. The timeframe shall not exceed six months from the date of publication of the report.)*
- Recommendations numbered \_\_\_\_\_ will not be implemented because they are not warranted or are not reasonable.  
*(Attach an explanation.)*

Date: September 3, 2025

Signed: 

Title: City Manager

Number of pages attached: 2



# City of Camarillo

601 Carmen Drive | Camarillo CA 93010 | 805-388-5300

September 3, 2025

The Honorable Matthew P. Guasco  
Presiding Judge  
Superior Court of California  
County of Ventura  
800 S. Victoria Avenue  
Ventura, CA 93003

*Rec'd*  
SEP 09 2025

**SUBJECT:** Response to 2024-2025 Ventura County Grand Jury Report

Report Title: Prioritizing Best Practice Street Maintenance

Report Date: June 4, 2025

Response By: City of Camarillo

Honorable Members of the Grand Jury:

The City of Camarillo has completed the "Response to 2024-2025 Ventura County Grand Jury Report Form" titled Prioritizing Best Practice Street Maintenance. In addition, we have included a letter addressing the Grand Jury's findings and recommendations.

If there is further information needed, please contact me at (805) 388-5307.

Respectfully,

A handwritten signature in black ink, appearing to read "Greg Ramirez".

Greg Ramirez  
City Manager  
[gramirez@cityofcamarillo.org](mailto:gramirez@cityofcamarillo.org)

Attachment: Response to 2024-2025 Ventura County Grand Jury Report Form  
Letter

c: Ventura County Grand Jury, 800 S. Victoria Avenue, Ventura, CA 93009



# City of Camarillo

601 Carmen Drive | Camarillo CA 93010 | 805-388-5300

September 3, 2025

The Honorable Matthew P. Guasco  
Presiding Judge  
Superior Court of California  
County of Ventura  
800 S. Victoria Avenue  
Ventura, CA 93003

**SUBJECT:** Response to 2024-2025 Ventura County Grand Jury Report

Report Title: Prioritizing Best Practice Street Maintenance  
Report Date: June 4, 2025  
Response By: City of Camarillo

Honorable Members of the Grand Jury:

In response to the 2024-2025 Ventura County Grand Jury Report titled, "Prioritizing Best Practice Street Maintenance" dated June 4, 2025, and in compliance with California Penal Code section 933.05, the City of Camarillo provides the following responses.

## RESPONSE TO FINDINGS

The City disagrees partially with the finding numbered: F-05.

**F-05.** **The Civil Grand Jury finds that Camarillo, with its dedicated and knowledgeable staff, effectively utilizes the funds spent on street maintenance, however, has not set a goal to maintain its streets in a best practice condition.**

City Response:

The City respectfully considers that a goal has been set to maintain its streets in a best practice condition through the City Council's actions over many years. While not expressly stated as a written goal, street maintenance has consistently been treated as a top priority. This is evidenced by the City's pavement condition index (PCI), which has remained above 80 for many years, reflecting a well-maintained street system. This effort is prioritized by the regular completion of the Pavement

Management Plan. For Fiscal Year 2025/26, the Pavement Management was prioritized by the City Council in the Streets and Infrastructure category, with a score of 95% (out of 100%). The City has invested approximately \$3.7 million (on average) per year over the past decade—totaling more than \$37 million—in pavement maintenance projects, underscoring its sustained financial commitment to this core municipal responsibility.

Further, City Council consistently adopts the following each year:

1. **5-Year Capital Improvement Program (Ref.-03)** including annual pavement maintenance projects that have historically been completed every year. These projects continue to successfully implement the City's pavement management program and maintain a PCI above 80.
2. **Fiscal Year Budget (Ref.-02)** including \$4.2 million for each annual pavement maintenance project.

The combination of consistent PCI performance, significant financial investment, and a structured council-approved pavement management plan clearly establishes that the City Council has prioritized street maintenance for more than three decades.

## **RESPONSE TO RECOMMENDATIONS**

The City has carefully reviewed the Recommendations in the Grand Jury Report and has the following response to the Recommendations. The Grand Jury Report statement of the Recommendation is presented first, followed by the City's response.

**R-01. The Civil Grand Jury recommends that Camarillo set a goal to maintain best practice pavement conditions by December 2025. (F-05)**

**City Response:** The City will respectfully include the Grand Jury's recommendation into the upcoming Goals and Objectives to formalize continued efforts to maintain its streets in a best practice condition through the City Council's actions over many years.

## **SUMMARY**

The City of Camarillo wishes to thank the Grand Jury for its comprehensive evaluation of existing protocols and procedures pertaining to Prioritizing Best Practice Street Maintenance in Ventura County. The City appreciates the Grand Jury's commendation of Camarillo for maintaining its streets in a best practice condition, which lowers future maintenance costs and the hidden cost from vehicle wear.

If there is further information needed, please contact me at (805) 388-5307.

Respectfully,



Greg Ramirez  
City Manager  
gramirez@cityofcamarillo.org

Attachments:

1. Pavement Management Plan
2. Capital Improvement Plan Pavement Management Details

c: Ventura County Grand Jury, 800 S. Victoria Avenue, Ventura, CA 93009



# COUNTY of VENTURA

## Civil Grand Jury

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### Response to 2024-2025 Ventura County Grand Jury Report Form (Please See California Penal Code Section 933.05)

Report Title: Prioritizing Best Practice Street Maintenance

Responding Entity: Santa Paula City Council

MP

RECEIVED  
VENTURA COUNTY SUPERIOR COURT

SEP 04 2025

OFFICE OF THE  
PRESIDING JUDGE

#### FINDINGS

- I (we) agree with the Findings numbered: F-Φ2, F-Φ7
- I (we) disagree wholly or partially with the Findings numbered: \_\_\_\_\_  
*(Attach a statement specifying any portions of the Findings that are disputed; include an explanation of the reasons.)*

#### RECOMMENDATIONS

- Recommendations numbered \_\_\_\_\_ have been implemented.  
*(Attach a summary describing the implemented actions.)*
- Recommendations numbered R-Φ3 have not yet been implemented but will be implemented in the future.  
*(Attach a summary indicating the timeframe for implementation.)*
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*(Attach an explanation to include: scope and parameters of the analysis or study and timeframe for the matter to be prepared for discussion with the agency or department head. The timeframe shall not exceed six months from the date of publication of the report.)*
- Recommendations numbered \_\_\_\_\_ will not be implemented because they are not warranted or are not reasonable.  
*(Attach an explanation.)*

Date: 8-6-2025

Signed: 

Title: MAYOR

Number of pages attached: 2

**CITY OF SANTA PAULA  
MEMORANDUM**

To: Honorable Mayor and Members of the City Council

From: Dale Goodman, Public Works Director

Subject: RESPONSE TO GRAND JURY REPORT ENTITLED PRIORITIZING BEST PRACTICE STREET MAINTENANCE

Date: August 6, 2025

Agenda Item: 11.E

*Rec'd*  
**SEP 05 2025**

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**RECOMMENDATION:**

Approve the form response letter to the Ventura County Grand Jury and authorize the Mayor to sign the letter.

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Presented by: Dale Goodman, Public Works Director

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**BACKGROUND:**

In the State of California, civil grand juries are authorized to "investigate and report upon the operations, accounts, and records of the officers, department, functions, and the method or system of performing the duties of any such city or joint powers agency and make such recommendations as it may deem proper and fit." (Cal. Penal Code 925(a)).

On December 5, 2024, the Ventura County Grand Jury met with, and interviewed Dale Goodman, the City's Director of Public Works, regarding the City's pavement management practices and funding. After the interview, they drove some of the City's streets to get an overall impression of the current conditions of Santa Paula's roads.

On June 5, 2025, the Ventura County Grand Jury issued its report titled "Prioritizing Best Practice Street Maintenance" (the "Report"). In the Report, the Grand Jury had two "Findings", one "Recommendation", and one "Commendation" related to Santa Paula.

**Finding 1 (F-02)** The Civil Grand Jury finds that Santa Paula does not maintain its streets in a best practice condition resulting in costlier deferred maintenance on streets and a hidden cost on residents due to extra vehicle wear.

**Finding 2 (F-07)** The Civil Grand Jury finds that Santa Paula, with its dedicated and knowledgeable staff, would make effective use of the funds allocated for street maintenance.

**Recommendation 1 (R-03)** The Civil Grand Jury recommends that Santa Paula set a goal to reach best practice pavement conditions within 10 years, and create a plan to accomplish that goal by December 2025.

**Commendation** The Civil Grand Jury commends Santa Paula for its positive action in improving conditions by passing two sales tax measures that prioritize street maintenance.

**ANALYSIS:**

Within 90 days after a Grand Jury's issuance of the report, the City Council must comment to the Presiding Judge of the Superior Court on the findings and recommendations contained in the report. The attached proposed response to the Report, prepared by the Public Works Director and other key City staff, addresses the Grand Jury's findings and recommendations. The City is in agreement with the Findings and will meet or exceed the one Recommendation, as denoted in the attached response.

**STRATEGIC PLAN:**

The approval of this agenda item does not directly address the strategic goals within the City's adopted Strategic Plan.

**FISCAL IMPACTS:**

There are no fiscal impacts associated with this item outside of staff's time to respond to the report.

**OPTIONS:**

In addition to the recommended action, the Council can:

1. Propose alternative language and direct that the response be revised.

**ATTACHMENTS:**

[Santa Paula Response to VOGJ Report.pdf](#)

## FINDINGS

- F-01.** The Civil Grand Jury finds that Oxnard does not maintain its streets in a best practice condition resulting in costlier deferred maintenance on streets and a hidden cost on residents due to extra vehicle wear.
- F-02.** The Civil Grand Jury finds that Santa Paula does not maintain its streets in a best practice condition resulting in costlier deferred maintenance on streets and a hidden cost on residents due to extra vehicle wear.
- F-03.** The Civil Grand Jury finds that Simi Valley does not maintain its streets in a best practice condition resulting in costlier deferred maintenance on streets and a hidden cost on residents due to extra vehicle wear.
- F-04.** The Civil Grand Jury finds that Ventura does not maintain its streets in a best practice condition resulting in costlier deferred maintenance on streets and a hidden cost on residents due to extra vehicle wear.
- F-05.** The Civil Grand Jury finds that Camarillo, with its dedicated and knowledgeable staff, effectively utilizes the funds spent on street maintenance, however, has not set a goal to maintain its streets in a best practice condition.
- F-06.** The Civil Grand Jury finds that Oxnard, with its dedicated and knowledgeable staff, would make effective use of the funds allocated for street maintenance.
- F-07.** The Civil Grand Jury finds that Santa Paula, with its dedicated and knowledgeable staff, would make effective use of the funds allocated for street maintenance.
- F-08.** The Civil Grand Jury finds that Simi Valley, with its dedicated and knowledgeable staff, would make effective use of the funds allocated for street maintenance.
- F-09.** The Civil Grand Jury finds that Ventura, with its dedicated and knowledgeable staff, would make effective use of the funds allocated for street maintenance.

## RECOMMENDATIONS

- R-01.** The Civil Grand Jury recommends that Camarillo set a goal to maintain best practice pavement conditions by December 2025. (F-05)
- R-02.** The Civil Grand Jury recommends that Oxnard set a goal to achieve best practice pavement conditions within 10 years and create a plan to accomplish that goal by December 2025. (F-01, F-06)
- R-03.** The Civil Grand Jury recommends that Santa Paula set a goal to reach best practice pavement conditions within 10 years and create a plan to accomplish that goal by December 2025. (F-02, F-07)
- R-04.** The Civil Grand Jury recommends that Simi Valley set a goal to reach best practice pavement conditions within 10 years and create a plan to accomplish that goal by December 2025. (F-03, F-08)
- R-05.** The Civil Grand Jury recommends that Ventura set a goal to reach best practice pavement conditions within 10 years and create a plan to accomplish that goal by December 2025. (F-04, F-09)

## RESPONSES

Responses required from the following governing bodies within 90 days:

Camarillo City Council (F-05, R-01)

Oxnard City Council (F-01, F-06, R-02)

**Santa Paula City Council (F-02, F-07, R-03)**

Simi Valley City Council (F-03, F-08, R-04)

Ventura City Council (F-04, F-09, R-05)

## COMMENDATIONS

The Civil Grand Jury commends Camarillo for maintaining its streets in a best practice condition, which lowers future maintenance costs and the hidden cost from vehicle wear.

The Civil Grand Jury commends Santa Paula for its positive actions in improving street conditions by passing two sales tax measures that prioritize street maintenance.



# COUNTY of VENTURA

## Civil Grand Jury

800 South Victoria Avenue  
Ventura, CA 93009  
Tel (805) 477-1600  
Fax (805) 658-4523  
[grandjury.countyofventura.org](http://grandjury.countyofventura.org)

**Response to 2024-2025 Ventura County Grand Jury Report Form  
(Please See California Penal Code Section 933.05)**

## Report Title: Prioritizing Best Practice Street Maintenance

Responding Entity: Ventura City Council

RECEIVED  
VENTURA COUNTY SUPERIOR COURT

OCT 03 2025

## FINDINGS

OFFICE OF THE  
PRESIDING JUDGE

• I (we) agree with the Findings numbered: F-09

• I (we) disagree wholly or partially with the Findings numbered: F-04  
*(Attach a statement specifying any portions of the Findings that are disputed; include an explanation of the reasons.)*

## RECOMMENDATIONS

- Recommendations numbered \_\_\_\_\_ have been implemented.  
*(Attach a summary describing the implemented actions.)*
- Recommendations numbered \_\_\_\_\_ have not yet been implemented but will be implemented in the future.  
*(Attach a summary indicating the timeframe for implementation.)*
- Recommendations numbered R-05 require further analysis.  
*(Attach an explanation to include: scope and parameters of the analysis or study and timeframe for the matter to be prepared for discussion with the agency or department head. The timeframe shall not exceed six months from the date of publication of the report.)*
- Recommendations numbered \_\_\_\_\_ will not be implemented because they are not warranted or are not reasonable.  
*(Attach an explanation.)*

Date: 8/26/2025

Signed:  Jeanette Schaefer, Esq. (11-16-2023) (432-24-711)

**Title:** Mayor

Number of pages attached: 4

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The reported PCI is the result of a recently performed system-wide pavement condition update. Knowing that pavements are a priority for the City of Ventura and in an effort to better understand the City's pavements, the City has contracted with Pavement Engineering Inc. (PEI), a civil engineering firm that specializes in pavements to assess the City's entire pavement network. PEI's draft study shows that the City's arterial street system, which carries the heavier traffic volume and weight, has a weighted average PCI of 67. The collector street system, which carries a medium vehicle traffic volume and weight, has an average weighted PCI of 63. The residential street system, which has lower traffic volume and lighter vehicle weights, has a weighted average PCI of 62. The City's alley network has a weighted average PCI of 64. We recognize that these values are averages and that there are streets throughout the system that have PCI's much less than the average that contribute to higher deferred maintenance costs and increased hidden costs, however, because these are averages, there are also streets throughout the system that are in better condition, which results in smaller deferred maintenance and hidden costs.

The Grand Jury report indicates that best practices call for a PCI in the 80's. The principle is that a pavement in poor condition, (PCI <70), will require a more expensive treatment to rehabilitate it and increase the pavement's PCI. Whereas a pavement in good condition (PCI >70) only needs simple, less costly, maintenance treatment to maintain the pavement in good condition. No doubt a pavement management system with an average PCI over 80 will result in less deferred maintenance and hidden costs because the roads are smoother and the treatment costs are less expensive. However, it should be noted that while having a pavement system with an average PCI of 80 is desirable, the cost savings start to be noticed when pavements are about 70. At 70 PCI or above, the system as a whole is transitioning from pavements that need to be rehabilitated to pavements that only need to be maintained because they are in better condition. Therefore, the City's current overall pavement condition with a weighted average of 63 PCI, including arterial streets at 67 PCI, collector streets at 63 PCI, residential streets at 62 PCI, and alleys at 64 PCI, shows that while the streets are on average "at-risk" (PCI ratings ranging from 60 to 70) and remembering that this is a 100 point scale, the City's pavement system is not far from achieving the turning point of 70 PCI, with some streets being closer than others.

**F-09.** *The Grand Jury finds that Ventura, with its dedicated and knowledgeable staff, would make effective use of the funds allocated for street maintenance.*

**City Response:** The City agrees with the Grand Jury on this finding. As the Grand Jury addresses in their report, the real contributing problem to poorer pavement conditions is there are more pavement needs than there is available funds.

The City of Ventura, with its limited resources, uses three main delivery systems to address and improve its pavement system: capital improvement projects, maintenance projects, and on-

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The City of Ventura is not alone in having a funding gap between their available paving budgets and their paving needs. The question is asked, "what do other agencies do"? There are a variety of options that have been used to generate additional revenue for paving projects. These options include increasing tax revenue using sales taxes or property taxes; bonding against existing revenue sources; imposing franchise fees on services that take a toll on the pavement, such as refuse collections; utilizing value engineering approaches to make sure that the constraints are understood, so that pavement costs can be minimized while not sacrificing service life; add material testing to the ongoing inspection for paving projects (studies show that a 1% increase in compaction will add 2 to 3 years of service life to the overlay's performance); and invest in using City crews to self-perform more of the work. Each of these options needs to be evaluated to determine the feasibility of the approach.

The City of Ventura is committed to improving their City's overall pavement condition. Efforts are already underway to understanding what the City's current pavement conditions are. From there, the City will develop a phased approach to achieve improved pavement conditions by first setting a goal of reaching a citywide average PCI of 70, and then working toward a goal of achieving a citywide average of 80.

As part of the improvement process, the City of Ventura will continue to look for additional funding and revenue sources, utilize value engineering approaches during design to get more service life from the available dollars, and explore emerging technologies that will cost-effectively address pavement needs.

Respectfully,



Jeannette Sánchez-Palacios (Sep 30, 2025 14:32:34 PDT)

Mayor Dr. Jeannette Sánchez-Palacios