



County of Santa Clara, California  
2007 ANNUAL REPORT

Making  
a  
*Difference*



## **Mission Statement**

The mission of the County of Santa Clara is to build and maintain a healthy and safe community for our residents

## **Core Values**

*The County of Santa Clara values...*

**Ethical conduct**

**Honesty and integrity**

**Respect for the individual**

**Fiscal responsibility**

**A good work ethic that demonstrates individual responsibility, accountability and productivity**

**Commitment to public service, diversity and cultural awareness**

*Santa Clara County*  
A BEAUTIFUL PLACE TO LIVE, WORK AND VISIT

# Awards

## **California Counties Challenge Award/ Most Replicable Program**

The Social Services Agency received the prestigious Challenge Award/ Most Replicable Program from the California State Association of Counties for its Emancipated Foster Youth Employment Program. The award was received for outstanding efforts to provide entry-level job opportunities to untrained, economically-disadvantaged youth transitioning out of the foster care system.

## **Reducing Health Care Disparities Award**

Valley Homeless Healthcare Program received the Reducing Health Care Disparities Award from National Association of Public Hospitals (NAPH). This award recognizes an organization that has reduced health care disparities by developing comprehensive and innovative approaches to improving access to care.

## **Top Performer Award**

Valley Medical Center's Rehabilitation Center received a Top Performer Award from the Uniform Data System for Medical Rehabilitation (UDSMR). The UDSMR is a national benchmarking service for rehabilitation facilities assessing patient clinical outcomes. The VMC Rehabilitation Program was recognized and commended for ranking in the top decile (10 percent) of all facilities.

## **Outstanding Community Partner Award**

The Public Health Department received the 2007 Outstanding Community Partner Award from the Stanford School of Medicine, Office of Community Health.

## **Patient Satisfaction Award**

The Valley Homeless Healthcare Program was a 2007 recipient of the Professional Research Consultant Patient Satisfaction Award, recognizing health care organizations that have enhanced their patients' perception of quality by focusing on Key Drivers of Excellence.

## **Award of Excellence**

The Public Health Department received YMCA's Activate American Award of Excellence for working toward changing the culture and behavior of children and adults to live healthier lives. The Santa Clara County Public Health Department, Nutrition and Wellness received a government sector award for outstanding efforts that range from educating individuals, training providers and implementing and promoting organizational and policy changes to support healthy eating and active living.

## **Improvements in Chronic Disease Management**

Valley Medical Center's Pediatrics Healthy Lifestyle Center was recognized by California Association of Public Hospital-Safety Net Institute as a Top Honors winner in the category of Improvements in Chronic Disease Management. The Center provides a multidisciplinary approach to address obesity that includes clinical, nutritional, physical activity, psychological and pharmaceutical interventions. These services emphasize an adoption of life-long healthy habits and disease prevention rather than weight loss.

## **California Counties Challenge Award/Honorable Mention**

The Department of Correction was honored with a Challenge Award for beneficial use of technology from the California State Association of Counties for its online inmate visiting registration system. Up to 7,500 inmate visits are scheduled through the online service each month. The system also received an Innovation Award for best business process re-engineering and automation from the California Counties Information Services Directors Association (CCISDA) in October of 2007.

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# Message from the Board of Supervisors



Don Gage  
District 1



Blanca Alvarado  
District 2



Pete McHugh  
District 3



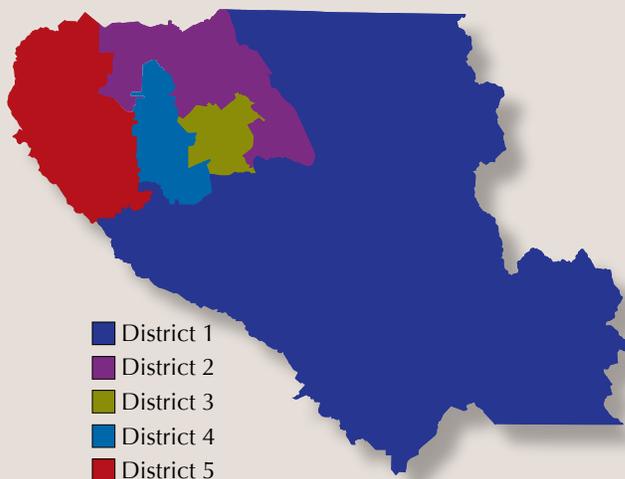
Ken Yeager  
District 4



Liz Kniss  
District 5

As elected representatives for the residents of Santa Clara County, we hold a position of public trust and are called upon to listen to the needs of the community and to identify ways to meet those needs. In a climate of diminishing resources, the Board often must make difficult choices while doing our best to preserve the vital lifeline to residents in need, many of whom are not able to advocate on their own behalf.

Each year, a major challenge that confronts the County of Santa Clara Board of Supervisors is adopting a balanced budget. The county budget represents policy decisions about the allocation of resources. These decisions chart the course and establish the funding levels of safety net services for county residents. For the past several years, we have experienced shrinking resources and financial uncertainty at the state and federal levels, and 2007 was no exception.



This annual report highlights ways the county is making a difference, including: working to eliminate hunger; breaking down barriers for the homeless; providing mobile mammography to low-income women; actively participating in “green” initiatives; involving youth in innovative behavioral modification programs; and sharing information about county programs and services through a wide network of community partnerships.

The needs far outstrip available resources, so it is gratifying to be reminded of the ways that the work of county staff is making a difference. At the county’s annual CalWORKs Awards program, the community has a chance to witness results of these efforts. Each year, we hear from individuals who have overcome extraordinary hardship to complete education and training, find employment and stabilize their families.

Governing Santa Clara County is not an easy task, nor is it done in a vacuum. The Board of Supervisors continues to draw on the collective wisdom of residents, community stakeholders, community based organizations, clients, experts, advisory commissioners and staff.

Everyone here is heartened by the commitment and dedication of the many people who contribute to making Santa Clara County a place we can all be proud to call home. Thank you for the opportunity to share the highlights of the County of Santa Clara’s public mission and the ways in which our programs and services are helping people in our community.

# Message from the County Executive



Peter Kutras, Jr.  
County Executive

I was recently given a book by a friend entitled *Building a Better San José: A Social Survey* which was written in August 1930, funded by the then Board of Supervisors and the Community Chest of Santa Clara County. At that time, the county's population was 145,000 and about 39 percent lived in San José.

Twenty-seven specific findings were reported. Some of the key findings could have been written today, including the fact that there was a large foreign-born population; that many in the community had difficulty getting access to proper medical care; juvenile delinquency was a problem; during the survey period, there were 513 people in jail, plus 180 who used the jail for temporary lodging; care for the aged was a significant challenge; homelessness, especially among men, was a problem; and the caseload for staff was so staggering that additional workers were needed to achieve the best results. The report cited "the opportunity to work" as one of the greatest needs.

Today, many of the issues are the same only now they have increased in magnitude and scope. Governments are increasingly under pressure and are being redefined by a confluence of factors in the outside environment: there is increasing cultural diversity of clients and employees; the balance in the national and world economies is shifting; radically new technologies have emerged; many evolving social issues are seemingly unsolvable; there are changing demands and skills needed of employees; failure of traditional markets; the collapse of key revenue sources; and constant pressure from many sources.

In the year ahead, our county will be struggling to find solutions to a projected deficit approaching \$175 million as we have had to do for the past several years. In addition, we will be affected by the way counties are funded, the state budget problems, and federal funding decisions. These state and federal budget issues could add \$40-\$80 million in additional deficits that we will have to confront.

Looking back, despite substantial challenges, 2007 was a year of many accomplishments some of which you will read about in this report. We remain committed to providing services that promote and protect the public's health, energy conservation, affordable housing, social services that serve as a safety net for those in need, safe roads and airports, state-of-the-art libraries, an efficient and effective law and justice system, and beautiful parks and recreational facilities for county residents.

County employees continue to exemplify the spirit of our mission. Employees pledged more than \$1 million to local charities through the 2007 Combined Giving Campaign, bringing the amount of their voluntary contributions to \$6.6 million over the last 12 years. I am proud of our employees and the leadership provided by the Board of Supervisors. We are all committed to making a difference in the lives of county residents to the best of our ability.

# County of Santa Clara Organization



# Board of Supervisors Policy Committees



# *Making a Difference*

**County Outlook**



## About Santa Clara County

Santa Clara County was named after Mission Santa Clara, which was established in 1777 in honor of Saint Clara of Assisi, Italy. Clara means “clear” or “bright,” an appropriate name for an area with magnificent natural amenities and one of the highest standards of living in the country. The largest member community of “Silicon Valley,” the county has long been considered one of the best areas in the United States to live and work.

Santa Clara County is located at the southern end of the San Francisco Bay. The fertile Santa Clara Valley runs the entire length of the county from north to south, ringed by the rolling hills of the Diablo Range on the east, and the Santa Cruz Mountains on the west.

Today, the county is a major employment center for the region, providing more than a quarter of all jobs in the Bay Area. It has one of the highest median family incomes in the nation, and a wide diversity of cultures, backgrounds and talents. Santa Clara County continues to attract people from all over the world.

The county’s population of approximately 1.8 million is the sixth largest in California, and the largest of the nine Bay Area counties. There are 15 cities in the county including Campbell, Cupertino, Gilroy, Los Altos, Los Altos Hills, Los Gatos, Milpitas, Monte Sereno, Morgan Hill, Mountain View, Palo Alto, San José, Santa Clara, Saratoga and Sunnyvale. Each of the cities has its distinctive character. San José is the largest city in the county, with a population of nearly 974,000, and is the administrative

site of county government. A significant portion of the county’s 1,315 square miles is unincorporated ranch and farmland. Ninety-five percent of the population lives in cities.

Santa Clara County has a culture rich in history, ethnic diversity - over 100 languages and dialects spoken - artistic endeavors, sports venues and academic institutions.

In sports and recreation, San José is home to teams for minor league baseball, professional lacrosse, arena football and the San José Sharks, the only professional ice hockey team in Northern California. Numerous public and private golf courses are located throughout the county.

For education, the county is home to three major universities - San José State University, Santa Clara University and Stanford University - as well as excellent community colleges.

## Economic Prospects

In 2007, Santa Clara County continued to experience the effects of the state budget deficit and funding policies at the federal level that have not kept pace with inflation. In addition, new economic pressures emerged near the end of the year as a result of the sub-prime mortgage crisis and the volatility in the financial markets. The economic outlook for 2008 shows mixed signals. Santa Clara County is the largest member community of Silicon Valley, and as such, good news or bad news for the valley is good or bad news for the county.

On a positive note, the *2008 Silicon Valley Index*<sup>1</sup> reports that Silicon Valley’s share of patents reached an all-time high in 2007 and venture capital investment rose 11 percent. If

## Santa Clara County At-A-Glance

- County of Santa Clara – established by Charter 1850
- 2008 Budget – Total \$4.2 billion, General Fund \$2.2 billion
- Full Time Equivalent Positions – 15,244.7

<b>Population*</b>	
Total in county	1,808,056
Living within 15 cities	1,710,137
Living in unincorporated areas	97,919
Largest city (San José)	973,672
Smallest city (Monte Sereno)	3,565

<b>Racial and Ethnic Background**</b>	
White (Non Hispanic nor Latino)	37.6%
Asian	29.7%
Hispanic or Latino of any race	25.7%
Black or African American	2.6%
American Indian/Alaska Native	0.5%
Native Hawaiian/ Other Pacific Islander	0.4%
Two or more races	3.5%

<b>Registered Voters***</b>	
As of February 2008	689,062

### Sources

\* California Department of Finance: City/County Population Estimates

\*\* U.S. Census Bureau: State and County Quickfacts

\*\*\* County Registrar of Voters

the current trend continues, Silicon Valley will command a remarkable 30 percent of the nation’s venture funding. According to the index, the valley also has staked out an early advantage in the emerging area of clean technology. The region claimed 62 percent of all clean-tech venture funding in California, 21 percent of the nation’s. The talent, technology, and capital create a comparative advantage, and one way this manifests is in real income gains. The region’s per

capita income is 57 percent higher than the national average and growing faster than the United States as a whole. In 2007, for the first time in five years, median household income rose in Silicon Valley. New jobs have been added and the county's population is growing.

Countywide taxable retail sales increased 4.9 percent to \$29.1 billion in fiscal year 2007, slightly higher than the statewide average growth rate of 3 percent. Public Safety sales tax revenue decreased by \$1.2 million due to a 0.1 percent decline in the county's share of the statewide sales tax collections.

A number of issues also present challenges. The nation is experiencing early signs of a recession and to stem this tide the Federal Reserve has lowered federal funds interest rate by more than 2 percent over a five-month period beginning September 2007. Turbulence in the global and local economies has meant progress for some and great difficulty for others -- this will be the region's challenge for some time. There is a

great deal of volatility in the Valley's mid-wage occupations. Jobs have declined in a number of fields, while increasing in others, due in large part to the impact of globalization on leading companies.

The state continues to be plagued by large budget deficits and legal challenges requiring reform of its corrections and healthcare systems. Both have the potential to result in cost-shifting to counties. Home sales in the county have slowed as a result of an increased volume of default in sub-prime loans. The housing inventory continues to grow. A look at the county's assessment roll, however, also reveals strong growth in the commercial and industrial real estate markets.

Baby boomer retirements are creating thousands of mid-wage jobs for the region, but it's not at all clear if those jobs will be filled by a local workforce: high school graduation rates are still a problem; the reading proficiency of the region's third graders is decreasing; and large achievement gaps persist by race and ethnicity.

## Assessment Roll

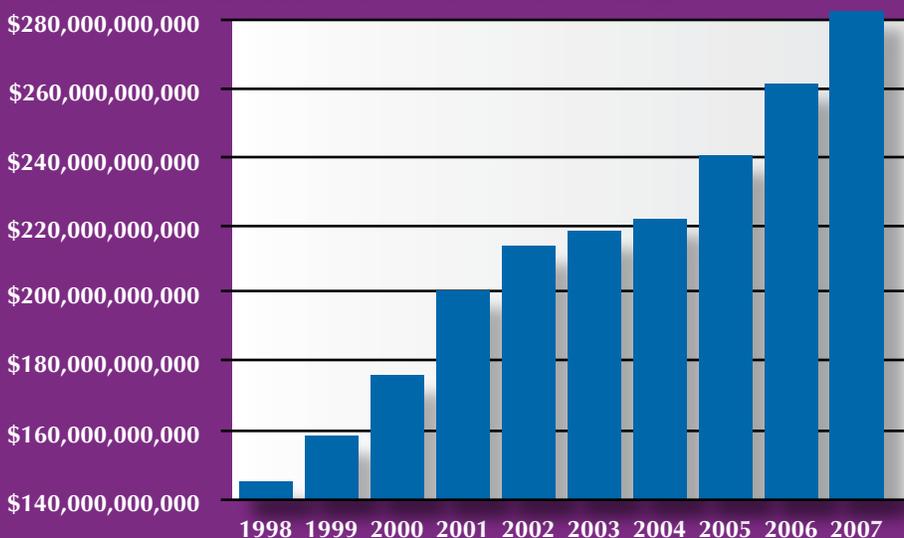
For the third consecutive year, the growth of the assessed value of all real property and business property remained relatively constant between eight and nine percent. The assessed value of property in Santa Clara County increased by \$21.6 billion. The total assessed value, including non-reimbursable institutional exemptions (e.g., qualifying church and welfare organizations), was \$283.51 billion, an increase of 8.25 percent over the previous year.

This year's growth is consistent with the prior two years and remains steady when compared to years such as 2004 when assessment roll growth was a meager 2.23 percent. However, it is substantially below the peak in 2001, at the apex of the "dot-com boom," when assessment roll growth exceeded 15 percent.

In addition to the maturing economy, there also has been substantial diversity and balance that over the long term is healthier than the "booms and busts" of the past. Just as major parts of the residential market cooled during the last 18 months, the commercial and industrial market has experienced a resurgence throughout the county. This is in stark contrast to the very hot residential real estate market that carried the Silicon Valley assessment roll in recent years.

The current recovery has been led by construction of selected retail "power centers" and the development of Class A office buildings from either the ground up or major renovations of older properties. Another indicator of the strength of commercial and industrial properties is the in-

### Ten-Year Assessment Roll Summary



crease in tenant improvements. Last year, the Assessor's Office recorded a 13 percent increase in the number of commercial and industrial building permits. This is a likely indicator that local companies have confidence in the direction of Silicon Valley's economy, and are choosing to expand or improve their facilities. It also demonstrates the continued realignment of the local economy from high-tech manufacturing to an Internet and software based economy. Companies like Adobe, Yahoo, Google, e-Bay and Apple are expanding, while other companies like Sun and HP are consolidating their facilities.

Another indicator is the red-hot investment market and the decision by pension funds to increase their asset allocation in real estate. For the first time in several years, a \$1 billion "spec" office complex is under construction in Sunnyvale.

In sharp contrast, the once "hot" residential market has cooled significantly. The number of deeds recorded declined 14 percent over the prior year. In addition, the number of residential properties in which market value declined below the purchase price, tripled last year. This trend is especially pronounced in the condominium sector and the lower end of the residential marketplace. Nine percent of all condominiums have assessed values below their purchase price. The only variation from this trend has been high-end, residential properties which not only retained their value, but are selling well.

The other major contributor to the assessment roll is business personal property and equipment which experienced a 5.02 percent increase. This is the third consecutive year of gradual increases in the assessed value of machinery, equipment, com-

puters and fixtures, and confirms the valley's economic recovery. In seven of the county's 15 cities, assessed values exceeded the overall county growth rate of 8.25 percent, with Morgan Hill and Gilroy leading at 10.99 percent and 10.81 percent respectively. The unincorporated areas of the county, composed primarily of residential and agricultural properties, registered the slowest growth at 4.11 percent.

Reflecting the improving commercial and industrial sectors, assessment roll growth in redevelopment agency areas (RDA) increased in six of the nine municipal jurisdictions, including Campbell, Los Gatos, Milpitas, Morgan Hill, San José and Santa Clara. San José recorded the greatest increase of any single RDA at 12.38 percent, nearly double last year's assessed values. In contrast, the relatively small Cupertino RDA declined by one percent.

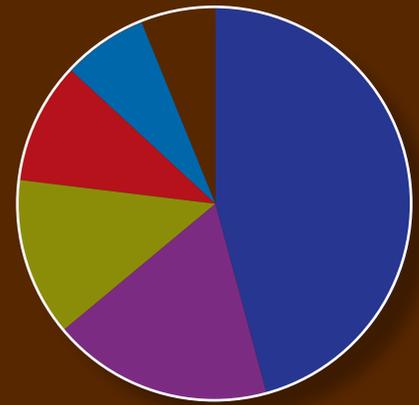
## County Revenues

The county's largest discretionary revenue source, secured property taxes, grew 10.0 percent in FY 2007. This tax source is projected to grow 8.0 percent in fiscal year 2008 and is projected to grow at a reduced rate in future years of approximately 7.5 percent. Other economic driven revenue accounts grew moderately.

## County Reserves

The county has set aside \$87.7 million in contingency reserves. The contingency reserve is a major unobligated reserve budgeted in the General Fund, and its use is limited by the Board's policy. The contingency reserve is funded with one-time funds, as is the reserve for

## How Your Property Tax Dollars are Spent



- K-12 Public Schools - 45%
- County - 18%
- Cities - 14%
- Redevelopment Agencies - 10%
- Community Colleges - 7%
- Special Districts - 6%

economic uncertainty. These reserves are re-examined each year.

## Credit Rating

For its outstanding revenue bonds and certificates of participation, the county has maintained an AA rating from the Standard & Poors (S&P), and an Aa3 rating from the Moody's Investors Service. S&P has also maintained the county's general obligation bond rating to AA+ and Moody's rating Aa2. This combination of S&P and Moody's ratings are the highest rating any large California county has ever achieved since Proposition 13 was passed in 1978. The county's TRANS ratings are SP-1+ from Standard & Poors and MIG 1 from Moody's. Each rating is the highest awarded for short-term notes.

# Making a Difference

## Children, Seniors and Families

### *National Hunger Champion: Eliminating Barriers for the Working Poor and Homeless*

The county developed a countywide Restaurant Program for the elderly, homeless and disabled as a food stamp benefit so participants can purchase prepared meals at Subway and Safeway, and other locations that become a part of the program. In recognition, the FDA's Food & Nutrition Services Food Stamp Outreach Coalition named Santa Clara County a 2007 National Hunger Champion.

In California, only 45 percent of eligible residents receive food stamp benefits. A new food stamp pilot project now streamlines the lengthy process for the chronically homeless and low-income families to apply for benefits, in some cases, reducing the four-to-six week process to three days for the homeless and three weeks for the working poor. Two key changes are the elimination of multiple office visits and face-to-face interviews.

Homeless applicants may receive food stamp benefits through county-trained outreach workers at designated nonprofit organizations that serve the chronically homeless population, including Second Harvest Food Bank, Opportunity Center-Palo Alto, New Direction, St. Joséph's in Gilroy, Sacred Heart Community Service, and Catholic Charities' Navigator Project; and the working poor applicants through Second Harvest Food Bank and Sunnyvale Community Center.

## Strengthening the Safety Net

In 2007, the Santa Clara County Social Services Agency implemented a number of innovative initiatives in partnership with local organizations to develop outreach and other sustainable strategies to strengthen the public safety net. In a challenging budget environment, the Social Services Agency continued to increase the services that assist individuals and families in crisis, improved employment placement opportunities, and expanded the services available to many residents.

### Preserving Families, Protecting Children

The Department of Family and Children's Services (DFCS) is dedicated to stabilizing families and preventing the unnecessary removal of children from their homes. Expanded Differential Response served more families in 2007 with community-based child abuse prevention, family preservation and aftercare services.

A collaboration between the department, Gardner Family Care, and First 5 Santa Clara County's Family Partner agencies offers voluntary services for families who have been reported to the Child Abuse Hotline. The community partners engage families in services tailored to the family's needs and culture, including services for at-risk families who have not mistreated their children but have stressors and circumstances that may result in maltreatment, and families who have been investigated for maltreatment by DFCS and wish to benefit from services provided. In the near future, First 5 Family Partner agencies will provide aftercare services to families exiting court-ordered DFCS services.

### Enhanced Joint Response a State Model

Children can find themselves caught up in a number of unfortunate circumstances as victims of abuse or neglect, or at the scene of a suspected crime with a parent. Witnessing a parent's arrest and or sitting for hours at a police station can have a traumatic effect on a child. Enhanced Joint Response (EJR), is an approach where social workers accompany law enforcement on calls involving children. Enhanced Joint Response became countywide in early 2007 with the addition of the Sheriff's Department and south county communities. As the first county in California to fully implement a joint social worker-peace officer response to law enforcement investigation scenes, Santa Clara County's Enhanced Joint Response program now serves as a state and national model for joint assessments by law enforcement and child welfare.

EJR has contributed to a reduction in the removal of children from their families. The collaborative approach increases placement of children with relatives when removal is necessary, and overall, reduces trauma to both children and their parents.

### Financial Literacy for Foster Youth

The California Connected by 25 Foster Youth Initiative (CC25) continues to build new partnerships to expand educational, employment preparation, job placement, life skills development, and housing opportunities for current and former foster youth.

The Department of Family and Children's Services has established a partnership with Evergreen Valley College to help foster youth to become Financial Literacy Trainers. The partnership with the business and educational communities will make



it possible for some of the young adults, who successfully complete the Financial Literacy curriculum, to develop skills as trainers. They will learn by working to help other emancipating foster youth understand how to manage their finances. The Financial Literacy Program is a part of the county's successful implementation of CC25, the statewide initiative for current and former foster youth in transition to emancipation.

Another component of CC25 is the county's Emancipated Foster Youth Employment (EFY) Program, which was expanded to many county departments to provide former foster youth with opportunities for entry level county jobs. The EFY program is a collaboration between the county's departments, the Employment Services Agency and DFCS.

### Help for the Youngest Victims

Substance abuse remains an extremely serious and dangerous issue for many families served by the

Department of Family and Children's Services. The county was selected by the Administration of Children and Families Children's Bureau as one of nine locations nationwide to be awarded a \$3.7 million grant, over a five-year period, to implement the "Zero to Three Dependency Drug Court Project," focusing on pregnant women and mothers of children ages 0-3 years who are abusing substances, and particularly methamphetamine. The Social Services Agency will lead a collaborative with the Judicial Courts, other county departments, and community partners to build a comprehensive system of care for children in out-of-home placement, or who are at-risk, and their families. The project expands and enhances the services offered by the existing Dependency Drug Court Treatment Program by focusing on early assessment and treatment, family planning, and services for drug-exposed infants and young children.

### **Elder Abuse Reports Up 25 Percent**

California is home to the largest senior population (3.7 million) in the United States; and the number of seniors over 60 years of age will double by 2020. As the population "grays," the number of reports of abuse continues to escalate. The Santa Clara County Department of Aging and Adult Services receives an average of 2,600 reports of elder abuse per year. Adult and seniors abuse cases have increased in Santa Clara County by 25 percent per year from 2003 – 2006. The county is making efforts to promote public awareness and involvement to reduce this type of crime, training mandated reporters, including clergy and financial institutions, to identify the signs of abuse and call Adult Protective Services for follow up.

One of the most devastating and common forms of mistreatment is financial abuse, which can leave thousands of victims destitute, dependent on family members, or other taxpayers.

The Financial Abuse Specialist Team (FAST) continues to combat financial abuse and recover assets for many of the county's elder and vulnerable population. One measure of success is that almost \$157 million in assets have been recovered or prevented from being misused.

### **Achieving Success through CalWORKs**

In December, 10 CalWORKs participants were honored for their outstanding achievements, during the 17th Annual CalWORKs Achievement Awards ceremony. The recognition showcased participants' educational and employment accomplishments, in spite of significant personal, social and economic barriers. Over 14,000 families currently receive public assistance and more

than 6,000 individuals are participating in the CalWORKs Employment Services Program which prepares public assistance clients for the type of jobs that lead to self-sufficiency. The program assists participants with education, training, career advancement, childcare, transportation, counseling and substance abuse treatment. From July 2006 through June 2007, 3,509 participants were employed, working an average of 28 hours per week, and earning an average of \$10.34 an hour.

## **Child Support Services**

The Department of Child Support Services collected more than \$100 million in child support payments for the second consecutive year. The department establishes and enforces court orders for the support of minor children and enforces support obligations. Approximately 50,000 children and their families receive services from the department.



The department is funded by a combination of federal and state dollars and operates with minimal impact to the county General Fund. Over the past five years, funding levels have been held relatively flat and, as a result, Child Support Services operates today with 25 percent fewer positions than it had in 2002. The department is an active participant in improving the financial wellbeing of children.

During the past few years the department has focused on delivery of core services and performance on federal measures. During the coming year, the department also will focus on the successful implementation of a new automated statewide collection system. Santa Clara County is scheduled to go live on this system in June 2008, joining other California counties moving toward a November 2008 completion. Federal certification of California's system will result in the avoidance of future federal penalties for the state.

**Key Accomplishments:**

- Marked improvement on federal performance measurements guidelines, reflecting a higher percentage of paternity establishment, order establishment, collections of current support, and collections on cases with past due support
- Continued participation in the county Emancipated Foster Youth Initiative, including placement of a number of individuals in permanent jobs
- Provided 320 children with backpacks and school supplies through the annual Backpack Giveaway and Resource Fair, an event sponsored by the DCSS Pride Team and supported by many county departments.



# Making a Difference

## Health and Hospital System

### *Accessible Mammography Services*

In Santa Clara County, 30 percent of all breast cancer diagnoses in underserved populations are detected as late-stage cancers, according to the California Cancer Registry.

For the first time, women in this population have access to mammography services in 18 health clinics around the community. Launched by the County of Santa Clara and Community Health Partnership, Community Mammography Access Project (CMAP) gives women in the underserved populations greater accessibility to mammograms and other health services.

This is accomplished by providing portable mammogram equipment on a rotating basis to community clinics, therefore, increasing access to screening for a population of women that primarily seek medical services at these clinics but who might not otherwise obtain a mammogram. On site mammography is especially effective as an ancillary service at community based clinics due to their ability to provide culturally and linguistically appropriate healthcare in a familiar environment close to home.

The project will serve more than 1,400 women with the mobile screening services each year.



## Supporting a Healthy Community

### Health Coverage for Uninsured

Santa Clara Valley Health and Hospital System provides 85 percent of the charity care in the county, and spent nearly \$131 million providing care to uninsured patients in 2007. Looking for solutions to the growing crisis, the County of Santa Clara launched the innovative new Valley Care Initiative in 2007 to supply health care coverage to approximately 12,500 low-income adults, age 18-64, who are uninsured U.S. citizens and residents of Santa Clara County.

The County of Santa Clara was one of 10 counties awarded a grant from the state's Medi-Cal Waiver Coverage Initiative (Senate Bill 1448). The county will receive \$20.7 million annually for Valley Care for three years, plus funds to administer the program. Approximately 3,100 residents have enrolled.

### Trauma Center Accredited

Santa Clara Valley Medical Center (VMC) received unconditional accreditation from the American College of Surgeons as a Level 1 Adult and Pediatric Trauma Center. It was also designated by Santa Clara County Emergency Medical Services as one of three adult trauma receiving facilities and one of two pediatric trauma hospitals in the county. VMC's Trauma Center is recognized for its specialty care, tertiary services, outreach, and educational initiatives aimed at prevention and reduction of traumatic injuries.

### Campaign to Prevent 100,000 Needless Deaths

Santa Clara Valley Medical Center continues to engage in national and regional initiatives to improve patient



safety and quality of care, including the campaign to prevent 100,000 needless deaths in hospitals and the campaign to avoid harm to five million patients. The initiatives strive to set standards for clinical practice and management of care.

Valley Medical Center has demonstrated the effectiveness of these standards and is emerging as a leader. Infections secondary to the placement of central intravenous lines have been eliminated in the intensive care units. Pneumonias acquired as a result of artificial ventilation, previously a frequently seen event in all facilities, are now an extremely rare occurrence. Use of the Rapid Response Team in the hospital has reduced the number of cardiac and respiratory arrests on non-intensive care units.

### HIV/AIDS Awareness

According to the most recent Public Health Behavioral Risk Factor Survey, for 61 percent of women infected with HIV, heterosexual contact was the predominant mode of exposure. In observance of National Women and Girls HIV/AIDS Awareness Day in March, the Office of Women's Policy, Public Health and partnering agencies joined together to raise awareness of the increasing impact of HIV/AIDS on

the lives of women and girls. They released information about new trends affecting women and girls in Santa Clara County and collaborative efforts to encourage testing and provide health and supportive services.

### Traumatic Brain Injuries Grant

Patients with traumatic brain injuries often report fatigue as a significant daily challenge during rehabilitation. Santa Clara Valley Medical Center was awarded a five-year, \$2.1 million Traumatic Brain Injury Model System grant to study and assess the effectiveness of increasing physical activity for these individuals. The grant, from the U.S. Department of Education's National Institute on Disability and Rehabilitation Research, also will provide the opportunity to continue nationwide collaborations on projects that will improve the rehabilitation care for patients with traumatic brain injuries, their family members and significant others. Since 1976, Valley Medical Center has provided categorical care in a traumatic brain injury program for inpatients and outpatients.

### Healthy Hospital

Santa Clara Valley Medical Center was officially certified as a "Healthy Hospital and Health System." The designation is a result of a partnership between the California Department of Health Services and the California Hospital Association to encourage hospitals and health systems to establish healthy work environments for patients and visitors by setting specific guidelines. VMC met the following four criteria: promoting and supporting physical activities; promoting consumption of healthy food and beverages; taking steps to provide a safe environment; and supporting breastfeeding mothers.



## Public Health Programs

### Medically Fragile Infants

In 2007, the public health nursing home visitation program for medically fragile infants, *Let's Go! Let's Grow!* had nearly 75 clients. This First 5 funded program that targets premature infants was given high marks by clients through a mail-in satisfaction survey. This program aims to improve developmental, emotional, and social outcomes for at-risk infants and their families, and coordinates service with VMC's High-Risk Infant Follow-up Program.

### Improving Traffic Safety

For more than 10 years, the county's Traffic Safe Communities Network has focused on traffic-related safety issues such as alcohol-impaired driving, bicycle and pedestrian safety, and roadway safety. This year, the network was awarded a \$1.1 million grant from the state Office of Traffic Safety to continue successful programs including the Driving Under the Influence (DUI) Courts in Schools, Stop on Red campaign, Safe Routes to School, and Juvenile Traffic Diversion. Traffic Safe Communities Network is a countywide coalition of public health and traffic safety professionals working together to prevent and control traffic-related injuries, fatalities, and associated health care costs.

### Behavioral Risk Factor Survey

In May 2007, the Public Health Department announced key findings from its report on the health of adults 18 years and older. The report, "Behavioral Risk Factor Survey: Santa Clara County 2005-2006 Chartbook," focuses primarily on the high-risk behaviors of individuals, which are the single greatest factors in determining their health outcomes. Results show that obesity, communicable diseases, and lack of health insurance are among the most serious threats to Santa Clara County's residents' overall health.

### Tobacco Prevention & Education

The Tobacco Prevention and Education Program reached over 11,500 youth through cessation classes and educational presentations/trainings. These activities have significantly contributed to Santa Clara County having one of the lowest smoking rates in the state.

### Electronic Vital Records

The Vital Records and Registration Program is the third in the state to launch the new Electronic Death Registration System (EDRS). The EDRS system makes it possible for coroners, funeral directors, doctors, and hospitals to submit electronic death certificates for registration 24 hours a day. The new system eliminates the need to track down medical certifiers for signatures, which provides faster registration of death certificates and electronic processing of amendments, and improves data quality. The Vital Records and Registration Program registers nearly 10,000 deaths annually.

### Detecting an Epidemic

Santa Clara County is one of only a handful of counties nationwide with a fully operational electronic detec-

tion system for community-based epidemics. ESSENCE (Enhanced Electronic Surveillance System for the Early Notification of Community-based Epidemics) electronically transmits real-time health information data from local hospitals and physicians to the Public Health Department for early detection and investigation of diseases and illnesses.

## Community Health Initiatives

### Medical Volunteers for Disaster Response

In 2007, the county launched the Medical Volunteers for Disaster Response project. The project pre-registers and pre-screens medical professionals to build a cadre of volunteers who will enhance the public health infrastructure and medical capacity during a declared disaster or public health emergency. These medical professionals may be called upon to assist in providing mass vaccinations, mass casualty care and other critical public health services. To date, over 300 medical professionals have registered with the program and have been sworn in as medical volunteers.

### Preparing for the Pandemic Flu

The Pandemic Influenza Preparedness and Response Plan is a coordinated emergency response plan for the county to limit the spread of the disease and number of deaths in the community, preserve continuity of essential government functions such as public health and hospital operations, minimize social disruption such as work and school closings, and minimize economic losses should the county be hit by a flu pandemic.

The *Home Care Guide for Pandemic Flu* mini-handbook was designed to help public employees be better prepared at home. It provides lists of emergency supplies, guidelines on how to limit the spread of disease at home, instructions on how to take care of sick family or household members safely and effectively, and basic information about pandemic flu, avian flu and other topics.

Because of a finite number of hospital beds and staffing, alternate medical care locations will be needed to provide intermediate care for very sick people during a pandemic. The county developed the Influenza Care Center Plan for establishing these alternate locations. Santa Clara Valley Medical Center and public health officials, working with area hospitals, public agencies and private organizations, have identified the equipment and supplies needed to set-up Influenza Care Center sites across the county.

### Chronic Care Initiatives

Ambulatory and Community Health Services is engaged in several initiatives to improve the quality and outcomes of care for children and adults with chronic diseases such as heart disease, cancer and diabetes, while reducing the costs associated with chronic diseases. Two such initiatives are the Pediatrics Healthy Lifestyle Center and the Primary Care Redesign Clinic.

The Pediatrics Healthy Lifestyle Center addresses obesity through clinical, nutritional, physical activity, psychological and pharmaceutical interventions. These services emphasize adoption of life-long healthy habits and disease prevention rather than weight loss.

The Primary Care Redesign Clinic offers a patient-centered team approach to chronic care and disease management. Education and prevention, active involvement of the patient and intergenerational/community support play integral roles and will reduce the need for more costly inpatient and emergency care.

## Emergency Medical Services

The county's goal is to provide the highest quality patient care on every emergency call. In 2007, the county's Emergency Medical Services (EMS) Agency developed a Continuous Quality Improvement system for all paramedics and agency providers of emergency medical services. This new system, which follows state regulations, provides feedback to all paramedic personnel about the quality of care they provide and suggests how to improve care based on data and patient outcomes.

The agency looked at all field trauma triage policies to assure that seriously

injured patients are assessed properly and subsequently transported to the closest appropriate trauma center. This effort was conducted in partnership with all trauma centers in the county, including Santa Clara Valley Medical Center, Regional Medical Center of San José, and Stanford University Medical Center. The Santa Clara County trauma system provides life saving services to not just the residents of and visitors to Santa Clara County, but also to patients from surrounding counties, including San Mateo, Monterey, San Benito, and Santa Cruz.

Emergency Medical Services conducted a full scale medical disaster exercise, called "Operation Garlic Powder," for all hospitals in the county. The exercise allowed the hospitals to test their disaster plans and practice with hazardous materials response and decontamination equipment in a realistic environment.

The agency also developed a number of important tools to assist emergency responders, including an electronic patient tracking system that



may be used to monitor patient status during a mass casualty or sheltering situation.

The Medical Services Field Guide, an easy reference handbook for field paramedic and EMT personnel, summarizes important patient treatment protocols and critical actions for routine and disaster response situations.

## Partnering to Transform Mental Health Care

The Santa Clara County Mental Health Department is partnering with local organizations to transform the current public mental health delivery system in Santa Clara County into a state-of-the-art, community-based, consumer and family driven, and recovery-oriented health care system for each resident in need of services. The organizations are currently engaged in implementing programs funded through the Mental Health Services Act, formerly Proposition 63.

Following two intensive years of planning with stakeholders, a comprehensive plan comprising 20 specific initiatives has been developed to address critical mental health needs of a number of key target populations. KidConnections, Full Service Partnerships, and Mental Health Urgent Care are examples.

### KidConnections

KidConnections is a partnership between FIRST 5 Santa Clara County, the Santa Clara County Mental Health Department, Valley Medical Center, school districts, the courts, community-based organizations, Santa Clara County Social Services, and other governmental agencies. The

organizations work collaboratively to identify high risk children and families and to link them to critical services needed to support healthy child development and school readiness. Assistance is provided to families in enrolling their young children in preschool and accessing needed health and social services. It operates on the premise that a well coordinated spectrum of services and parental support provides the best hope for engaging vulnerable families and improving the opportunity for young children to achieve their fullest potential.

### Full Service Partnerships

Full Service Partnership programs are the cornerstone of the Mental Health Services Act Community Services and Supports Plan. These programs offer enrollees comprehensive services that provide outreach and engagement, treatment, housing support, peer support, benefit and educational/vocational support. Eight community-based providers deliver Full Service Partnerships programs to approximately 300 clients from the following groups: Youth (0-15 years) and Transition Age Youth (16-25 years), Criminal Justice Involved Adults, Seriously Mentally Ill Adults, and Seriously Mentally Ill Older Adults (60+ years of age).

### Mental Health Urgent Care

Combining bold new strategies for delivering mental health services with an innovative, non-traditional partnership, Mental Health Urgent Care is one of the best examples of transformation of the mental health system in Santa Clara County. Urgent Care creates a better way to provide services to consumers in need of urgent, non-emergency, psychiatric care, and link those consumers to longer term care options.

Currently, there is one urgent care location with plans for three more including Downtown San José, North County and South County. Services provided normally include screenings, clinical assessments and psychiatric evaluations, crisis intervention, case management, and referrals to community resources. Referrals to urgent care come primarily from emergency psychiatric services and law enforcement. When fully staffed, these locations are expected to serve up to 20 individuals per day as well as provide telephone consultation and mobile response for law enforcement partners.

A longstanding problem faced by beat officers has been the lack of viable options for individuals in need of urgent psychiatric care who do not meet the criteria for an involuntary psychiatric hold. On a regular basis, in the performance of their duties, beat officers encounter people with serious mental illness, but until urgent care opened, officers had no place to take these individuals unless they were “gravely disabled” or “a danger to themselves or others.” Urgent Care has provided beat officers with a valuable new resource that benefits both consumers and public safety.

## Alcohol and Drug Services

### Adult System of Care

The Department of Alcohol and Drug Services (DADS) provided services to approximately 10,000 clients in 2007, of which 68 percent were referred by the criminal justice system. Approximately 58 percent of the clients successfully completed treatment while another 18 percent were making satisfactory progress at

the time of discharge. Overall, clients in the system showed a significant decline in substance use with 93 percent of clients reporting reduced or no use of drugs, 90 percent reporting reduced or no use of alcohol, and 88 percent of IV drug users indicating reduced or no use at discharge.

DADS has developed an integrated service system with the Mental Health Department to provide additional services to clients with both mental health and substance abuse disorders. DADS also has received approval from the state Department of Alcohol and Drug Programs to pilot a chronic care model of treatment. This model will allow the department to provide continuing services to clients who have successfully completed treatment in an effort to reduce recidivism.

#### **Perinatal Substance Abuse Program**

The Neonatal Intensive Care Unit (NICU) reported that Valley Medical Center saw 140 newborns that were prenatally exposed to drugs in 2007. Of these 140 babies, 30 were placed in the NICU for an average of 15 days at an average cost of \$2,100 a day. The DADS Perinatal Substance Abuse Program provided treatment to 122 patients in 2007, of which 50 percent were pregnant. After treatment, 92 percent of the clients were drug-free at the time of delivery and gave birth to drug-free babies with negative toxicology screens. This diverted babies who otherwise may have been admitted into the Neonatal Intensive Care Unit.

#### **Addiction Medicine and Therapy**

DADS offers medication assistance treatment (primarily methadone) for opioid addicts. The program offers both medically supervised withdrawal and maintenance treatment for persons who are opiate-dependent.

Of the 600 opioid addicted patients seen in 2007, 98 percent are intravenous drug users. Between 55 percent-62 percent of clients have greater than one year of continuous recovery (defined as abstinence from compulsive drug seeking and use, productive and crime free lifestyle, contributing to a stable and healthy home environment) and show improved social relationships and coping skills. The national outcomes average is 30 percent.

The program has integrated primary medical care on site. Opioid addicted patients without a primary medical provider are frequent users of expensive medical resources including emergency services and urgent care. When these patients have on-site primary medical care, their recovery improves and their use of the overall health care system becomes more efficient. Pre- and post-data show that for greater than 80 percent of opioid addicted patients with integrated primary medical care on site, overall there is a more efficient use of the healthcare system.

For example:

- . ER visits were reduced by 78%
- . Hospital admissions were reduced by 40%
- . Overall health visits were reduced by 30%
- . Visits/user ratio was down in all system areas.

#### **Prevention Services**

In 2007, two new community prevention coalitions were implemented to work towards reducing problems associated with substance use. A coalition is working with new immigrant populations who may have been subjected to torture or other trauma. The second coalition is based in Palo Alto and is using a "social norms" approach to change youth perceptions of under-aged drinking.

These two coalitions join eight others funded by the Department of Alcohol and Drug Services.

#### **Adolescent Treatment**

DADS is a partner with the Superior Court of Santa Clara County, which received a grant through the federal Substance Abuse and Mental Health Services Administration to enhance services to the county's Juvenile Drug Treatment Court, by focusing on the gender-specific needs of participants in the court. The project will integrate the most up-to-date gender research in expanded and enhanced court operations and treatment services. Studies demonstrate that young women and girls take different paths to substance abuse, suffer varying consequences, and respond differently to treatment than boys and young men. Gender-sensitive and gender-specific treatment strategies will be integrated into an expanded array of treatment services and the court operations. During the three-year grant period, the project is expected to increase the court's capacity by close to 50 percent with enhanced, added outpatient and residential treatment service, serving 96 young women and girls, 140 young men and 50 parents.



# Making a Difference

## Housing, Land Use, Environment and Transportation

### County Going "Green"

In an effort to mitigate the negative impacts to the environment, the county has established a comprehensive "green" program. From rubberized roadways to energy-efficient traffic lamps, from household hazardous waste collection to food composting education, from adopting non-toxic methods to control pests in parks, to setting an environmentally-friendly policy for new construction, the county is doing everything it can to conserve energy, and is going "green" in the process.

Since 2001, the county has completed over 500 energy conservation projects designed to reduce gross power consumption and peak power demand. Five new county buildings - four health centers and the Crime Lab - are being designed to exceed the state's building energy efficiency standards and meet the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) standards.

The designs will reduce the county's annual electrical use by over three million kilowatt hours, saving \$520,000 annually and qualify for a PG&E Savings By Design rebate of \$564,784. New county health centers are being designed and constructed to the same "green" standards, although currently, there is no LEED designation for medical buildings.



## More Green Business Practices

The county's green efforts are quite extensive. As a participant in the Cool Counties Initiative and the Plug-In-Partners National Campaign, the County of Santa Clara adopted resolutions of support for two vital programs to address greenhouse gas emissions. The county also will comply with State Assembly Bill AB32, which requires the state and local governments to create greenhouse gas (GHG) emission inventories, develop climate action plans and to reduce GHG emissions to 1990 levels by specific dates. These efforts outline specific objectives and actions that will make a difference. The Plug-In-Partners campaign signals to industry that real support exists for environmentally-friendly vehicles. Currently eight percent of the county fleet consists of alternative fuel vehicles.

### Green Business Program

The Green Business Program is taking the message to organizations in the community. Fifty-four new businesses have signed on and are being certified by the Green Business Program. Through a partnership with local cities, the Santa Clara Valley Water District, PG&E, and the Bay Area Air

Quality Management District, the Green Business Program certifies businesses that take steps to reduce their energy and water consumption, recycle more of their waste and prevent pollution. More than 100 businesses are currently enrolled in the program and are working towards green business certification.

## Homelessness and Affordable Housing

The county's goal is to find solutions to end homelessness in 10 years. To eliminate homelessness, it is necessary to understand the circumstances and contributing factors. In collaboration with 13 of the cities in the county, the 2007 countywide homeless census and survey was conducted, revealing changes from 2005 when the last survey was conducted.

The census provided a starting point for the work of area leaders and stakeholders who were convened to address the issue. The Blue Ribbon Commission on Ending Homelessness and Solving the Affordable Housing Crisis learned that only 15 percent of the county's residents can afford to buy a median priced home and for some, even rental housing is out of reach.

### Blue Ribbon Commission Makes Strategic Proposals

The commission's work was based on the findings of the countywide homeless census and survey and took into account the county's plan to end homelessness in 10 years. The Blue Ribbon Commission was charged with developing concrete, achievable proposals to address these issues.

#### Snapshot of County Homeless

- **7,202 homeless persons (0.4 percent of the county's total population) are homeless, a slight decrease from 7,491 in 2005**
- **The primary reason for homelessness cited by those surveyed was the loss of employment (29.3 percent)**
- **This is a significant change from 2005 when alcohol or drug use (20.5 percent) was cited as the primary cause**
- **As the largest city in the county, San José has the largest percentage (59.8 percent) of the county's homeless population**
- **The cities of Gilroy and Sunnyvale have the second (9.2 percent) and third (8.9 percent) highest numbers of homeless residents respectively.**

In December, the commission identified action items, target completion dates, and parties responsible for implementing nine solution strategies and initiatives. Two key proposals currently being evaluated are: A 17-bed medical respite care facility that would offer homeless patients a chance to continue recuperation in a safe, clean environment, while freeing up hospital beds for acute-care patients; and a one-stop multi-service center that would give the homeless a place to receive a full complement of services – including housing services – in one location. The one-stop

center will make it possible for public and private agencies to coordinate activities, avoid duplication, and streamline services for those in need of housing.

### **Short-term and Long-term Assistance**

The county and 13 local community-based organizations that are part of the Collaborative on Affordable Housing and Homelessness Issues continued their push to help the homeless in 2007, receiving \$9.3 million from the federal McKinney-Vento Homeless Assistance Grants to provide transitional housing and permanent supportive housing and services for the homeless. The grants funded 35 projects in Santa Clara County, including \$938,272 awarded to Catholic Charities Navigator Program to aid the chronically homeless.

### **Housing the Mentally Ill Homeless**

Mental illness is a major factor contributing to chronic homelessness. As a part of its strategy to end homelessness in Santa Clara County in 10 years, the county awarded \$2.45 million from the Housing Plus Fund to four projects that will provide 49 housing units for individuals who are mentally ill and chronically homeless. The County of Santa Clara is the first in California to match funds from the Mental Health Services Act (MHSA).

The county used its funds and the Mental Health Services Act funds to meet a critical need and maximize its efforts to establish permanent housing in Santa Clara County for the mentally ill homeless. The \$2.45 million comes from the \$4 million Housing Plus Fund established to create housing for the homeless mentally ill. The Fund contains \$2 million in one-time funds from the MHSA matched with \$2 million from the county's Affordable Housing Fund established in

2003. The four projects to receive the funds are First Community Housing, Fourth Street Apartments (San José); First Community Housing, Curtner Gardens (San José); Charities Housing, Paseo Senter Phase I (San José); and Charities Housing, Paseo Senter Phase II (San José).

The partnership between the Office of Affordable Housing and the Mental Health Department is an example of an innovative housing development strategy that could be emulated by other counties.

### **A Bright Spot for Hundreds – Affordable Corde Terra Village Opens**

Corde Terra Village, the first phase of the Fairgrounds Affordable Housing project, has welcomed 300 families since its completion in June. The county, together with the City of San José, ROEM Development Corporation, and the Housing Authority of the County of Santa Clara, celebrated the completion of the Corde Terra Village at a grand opening ceremony in September. The construction of Fairgrounds Affordable Housing Project started in 2005. The county committed 12 acres of county-owned land, valued at approximately \$18 million

for this development. The development includes three phases: Corde Terra Village, composed of 300 affordable family apartments; Villas at Corde Terra, composed of 43 single-family homes; and a 200 one-bedroom apartment senior housing project.

## **County Parks**

### **Festival in the Park**

Over 2,000 people attended Festival in the Park in June, a one-day event that brought together more than 100 government and community-based exhibitors sharing health, wellness, physical activity and recreation information with families.

Santa Clara County Parks has a role in promoting healthy, active living. The department partnered with Kaiser Permanente – San José and Santa Clara County Public Health to reach out to lower income, underserved and at-risk populations. The goal of the festival was to draw public attention to the growing need for families to secure and maintain regular health screenings, to educate themselves on resources and services available, and discover places they can go for fit-





## Environmental Health and Protection

### Fighting West Nile Virus

The county continued its fight against West Nile virus in 2007. Vector Control used aerial surveillance, flying over parts of Santa Clara County in search of neglected pools and other backyard sources that could be developing mosquitoes that carry West Nile virus. Traps containing West Nile virus (WNV) infected mosquitoes prompted the district to ground fog in several areas around the county. The goal of the ground fogging is to reduce mosquitoes that may be infected with the virus which will reduce the potential for West Nile virus transmission to residents.

Local children from Harker Middle School joined the fight against West Nile virus, educating fellow students and neighbors about West Nile virus through surveys and presentations. The students, known as the Cal Nilers, were working on a special school project called "eCybermission," sponsored by the U.S. Army. The project gives students an opportunity to come up with ideas to resolve issues of concern in their community. West Nile virus seemed like a natural topic to the Cal Nilers as mosquito populations and concentrations of WNV positive dead birds were very high in their area. The county honored the students for their efforts at an April ceremony.

ness activities. While the target population is individuals and families from the Latino, Vietnamese and African-American communities, everyone was invited to attend the event.

### Hellyer County Park Gap Trail

In 2007, hikers and nature lovers were able to enjoy a longer trail along the scenic Coyote Creek. The county completed the Hellyer County Park Gap Trail Project, a new half-mile, paved trail that connects two existing trails in the north end of Hellyer County Park. The Coyote Creek Trail is one of the longest paved urban trails in Santa Clara County. The Coyote Creek Trail route covers 60 miles along Coyote and Anderson Reservoirs, San José, Milpitas and finally ends at San Francisco Bay. The county operates 15 miles of the trail, from Hellyer County Park south to the vicinity of Anderson Lake County Park in Morgan Hill.

### Natural Resources Protection

Natural resources protection at Coyote Creek Parkway County Park is considered the driving force in the park's future development. In 2007, the county approved a plan to ensure that natural resources management strategies are included in the development and maintenance of recreation facilities at the Coyote Creek Parkway County Park.

The plan details methods for managing the Parkway, areas where public recreation may be developed; and ways to most effectively enhance the habitat resources over the next 20 years. The park, located in southern Santa Clara County between San José and Morgan Hill, contains 15 miles of some of the most beautiful stretches of the scenic Coyote Creek, regionally significant riparian habitat, and unique historical sites. Currently, the north portion of the park features a paved multi-use trail popular with bicyclists, rollerbladers and hikers. South of Metcalf Road, an equestrian trail parallels the paved trail.



### **Animal Care and Control**

The Animal Care and Control division implemented improvements to its free and low-cost spay and neuter

program, launching a voluntary free spay and neuter program for young pit bull type dogs in 2007 to address the growing number of pit bulls handled by the shelter. The Santa Clara County Animal Shelter in San Martin performs spay/neuter surgeries for all shelter animals. In 2007, 72 percent of shelter animals were adopted, placed in foster care or a rescue group, or returned to their owner/guardian.

### **Curtailling Bird-fighting Activities**

In June, the county adopted a new ordinance to regulate the keeping of roosters in unincorporated areas of the county, sending a strong message to the public that bird-fighting is not allowed. The ordinance limits the number of roosters per property and requires residents keeping more than four roosters to obtain a "rooster coop permit" from the Animal Care and Control Department.



## County Expressways and Airports

### Improvements for County Roads and Bridges

Counties and cities own and operate 79 percent of the entire road system in California – some 310,000 lane miles. The Roads and Airports Department is responsible for operating and maintaining the county's nearly 700 miles of roads, including a 62-mile expressway system that is unique in the state.

In 2007, the department completed or started construction on a number of large projects to improve driving for the traveling public including Montague Expressway pavement repairs and resurfacing; Almaden Expressway widening; pedestrian improvements on portions of Lawrence Expressway, Central Expressway and Douglas Street in the Burbank area; seismic retrofit of the Aldercroft Heights bridge over Los Gatos Creek; and replacement of the Uvas Creek Bridge.

### Pedestrian Crossing Improves Safety

The community celebrated the completion of a Safe Routes to School Project. A new crosswalk connecting Lawrence Expressway and Mitty Way was constructed to make bicycling and walking to school safer for students attending Cupertino High School, Hyde Middle School, Sedgwick Elementary School, Mitty High School, and Queen of Apostles Elementary School. The crossing was funded by the state's Safe Routes to School Program grant and the County of Santa Clara. Approximately 48,850 vehicles drive through the Lawrence/Mitty crossing per day. With the creation of this new, safe and controlled pedestrian and bicycle connection, students and residents can safely cross the expressway to their destinations.

### Noise Reduction at Reid-Hillview Airport

The county operates three general aviation airports – Reid-Hillview Airport, Palo Alto Airport and South County Airport. These airports complement the region's commercial air carrier airports and serve a variety of aeronautical purposes. At county airports, safety and noise reduction are two major concerns. The county awarded a contract to install a Noise and Operations Monitoring System at Reid-Hillview Airport and received grant funding to acoustically treat a number of homes near the airport. A number of other projects are in progress to improve the appearance, energy efficiency and security of all three airports, including new roofing and heating and air conditioning units on several Reid-Hillview buildings, new fencing and entrance gates at all three airports, and Automated Weather Observation Systems at the South County and Palo Alto Airports.

Continued support of airport FAA improvement grants is also expected to require staff resources. Upon

receipt of the initial allocation of state infrastructure bond (Proposition 1B) funds, resources will be committed to bond-funded projects. The Noise and Operations Monitoring System also will be installed at Reid-Hillview Airport.

### Expressway Planning Study

A key activity in 2008 will be following through on the Expressway Planning Study update and VTP 2035 Expressway element expenditure plan. Activities will be driven by four major funding programs: Measure B, federal earmarks, airport improvement grants, and state infrastructure bonds.

The Measure B half-cent sales tax program is winding down but some significant wrap-up projects remain, including the development and placement on the county Web site of live expressway traffic congestion mapping. Measure B funds are also being used as local match for federally funded projects on Almaden, San Tomas, and Oregon-Page Mill expressways. The San Tomas project should commence construction in 2008.



# Making a Difference

## Public Safety and Justice

### *Muriel Wright Center Gateway to Hero Program*

Some juveniles in detention at the Muriel Wright Center are working with disabled and severely disabled children, and in the process becoming unlikely heroes. For two hours a week, under the supervision of Probation staff and Gateway School personnel, in a classroom setting the youth assist children with basic functions such as walking, eating, talking, hearing, moving and comprehending.

The program provides support for disabled students, while giving juveniles a chance to assist children living with serious physical and mental challenges. The *Gateway to Hero Program* has opened the eyes of participating youth. It provides them a positive experience helping others and helps to reinforce a sense of responsibility and self-esteem. Participating youth report that they enjoy knowing they are making a difference. They also are gaining a greater appreciation for so many "little things" they have taken for granted.

The *Gateway to Hero Program* is one of several initiatives in the new holistic juvenile rehabilitation model and the county and community's effort and commitment to improve outcomes for youth in the juvenile justice system.



## Juvenile Justice

The County's Juvenile Detention Facilities include Juvenile Hall, Muriel Wright Residential Center and James Ranch. Five years ago, the County of Santa Clara created a countywide planning committee and began the process of Juvenile Detention Reform to eliminate unnecessary and inappropriate detention of youth and the overrepresentation of children of color in the juvenile justice system. The multi-year initiative included assessing the detention system and identifying possible changes to court processes and detention procedures. A number of innovative programs designed to expand the capacity of youth, modify behavior and support successful return to the community have been initiated.

A major initiative under way is the Enhanced Ranch Program, where the counselor-to-youth staffing ratio at James Ranch and Muriel Wright Center has been reduced. In addition to the cognitive behavior management program, youth also receive mental health, social services and education with vocational training. The plan calls for a more homelike environment. The first group of counselors has been trained in the principles of effective interventions, behavioral strategies, treatment planning, understanding risk and need factors related to criminal conduct, and role playing and skills development.

The program's philosophy is: "Change the way youthful offenders think and this will positively affect the way they act."

Last year, the county opened the Evening Reporting Center, a facility



that provides selected youth on probation an alternative to incarceration. Diverted from incarceration, up to 24 youngsters at any given time are transported daily from school or home to the Evening Reporting Center, where they receive training and instruction between the hours of 3:00 p.m. and 9:00 p.m. They also have access to a transitional aftercare program once their 30-day programs have been completed. To date, 54 youth have completed the program successfully.

It is one of few such programs in the country and considered a model among juvenile justice best practices. The county's best strategy is to offer a balanced holistic approach for youngsters focused on accountability, rehabilitation, and responsibility. Indi-

vidual transition plans for each minor are developed with parental input.

### **Read to Achieve at Juvenile Hall**

Sixty-five percent of the minors incarcerated at Juvenile Hall are grades behind in their reading skills. A Read to Achieve Program seeks to change that. The county teams with Osborne School to implement Read to Achieve. Approximately 360 youth have participated, bringing up their reading skills and many working to fulfill their GED requirements. Both the San Francisco 49ers and the Golden State Warriors have endorsed Read to Achieve. Marques Douglas, defensive end for the 49ers was an inspirational speaker to RTA participants. The Warriors provided their "We Believe" gold T-shirts.

## Law Enforcement

### Marijuana Eradication

In 2007, the Sheriff's Marijuana Eradication Team (MET) located and destroyed 179,497 plants valued at more than \$538 million, seized 96 pounds of processed marijuana valued at \$288,000, and made eight arrests. The team eradicated the single largest garden in county history, 32,458 plants, and had the largest plant count in county history for a single day (two gardens, 15,967 and 23,633). The MET employs National Guard resources and volunteers to clean up the environmental damage on private lands, county parks, and special districts as a result of illegal marijuana cultivation.



### Sheriff's Helicopter

The Sheriff's STAR 1 is the only law enforcement helicopter in Northern California with night vision capabilities. STAR 1 has been instrumental in rescuing lost hikers in Grant Ranch and Almaden Quicksilver county parks with the aid of its thermal imaging equipment and night vision capabilities. This same equipment has enabled the aircrew to discover both wild land and structure fires and alert fire personnel quickly.

### Police Academy

Upholding the traditional "Community Project" aspect of basic police academies throughout the state, each Sheriff's academy class has participated in community service. Community projects have included trash/shrubbery clean up at Murphy Springs Park in Morgan Hill, a James Boys' Ranch team-building project, and the cleanup of a fellow recruit's family members' house which was destroyed by fire.

Recently, the academy has incorporated the use of wireless Internet laptops for POST testing purposes and report writing which has proven to benefit the productivity and efficiency. The academy has consistently ranked within the top 10 in the state academically out of a total of 40 academies.

### Methamphetamine Enforcement

Methamphetamine abuse is widely acknowledged to be a problem in California. Santa Clara County has a significant methamphetamine problem exacerbated by the fact that it is home to the western half of Highway 152. The highway is a major conduit for methamphetamine manufactured in the Central Valley, making Santa Clara County the hub of methamphetamine distribution for the entire region.

Sheriff's deputies assigned to the California Multi-Jurisdictional Methamphetamine Enforcement Team (Cal-MMET) made 30 arrests, dismantled three illegal labs, cleaned up two hazardous waste lab dumps, and handled two drug-endangered children cases. The team seized 21 pounds of methamphetamine, 11 guns, and \$39,965 cash. Other illegal drugs seized by Cal-MMET deputies include 1,000 ecstasy pills,

2.5 pounds of cocaine, 3.0 grams of LSD, and 38 grams of psilocybin.

The team is funded by the Cal-MMET grant from the State of California Office of Emergency Services.

### Child Support Warrants

During June, 28 Sheriff's deputies conducted a two-day warrant sweep for the Department of Child Support Services. These are warrants issued for subjects who have not paid child support. A total of 171 warrant service attempts were made for both days, which resulted in 25 arrests for failure to pay child support.

### Registering and Tracking Sex Offenders

The Sheriff's Office was awarded \$953,250 to monitor sex offender registrants in Northern California with the Sexual Assault Felony Enforcement (SAFE) Team Program. The Governor's Office of Emergency Services (OES) awarded the grant based on the concept that the Sheriff's Office would form a multi-agency, multi-regional coalition to better ensure the registration and tracking of sex offender registrants in Northern California.

With the OES funding, the Sheriff's Office SAFE team will train each of 11 Northern California county Sheriff's departments: Contra Costa, Humboldt, Marin, Monterey, San Benito, Santa Cruz, Del Norte, Lake, Mendocino, Napa, Solano, and the Santa Clara County District Attorney's Office.

Team members in all 12 counties will participate in tracking and monitoring sex offender registrants, registration compliance sweeps, high-risk offender surveillance, and community outreach and communication.

Conceptually, this represents one of the most creative efforts in the state to develop and implement a regional, cooperative approach to addressing the sex offender registration problem. Given that Santa Clara County has an existing and active SAFE Team, the expansion to a 12 county geographical region will aid in greatly enhancing enforcement and compliance activities. The SAFE team concept originated in Santa Clara County in 1994 and was the first of its type in California.

## Investigation and Prosecution

The Office of the District Attorney has received grants totaling over \$9 million to support specialized programs including \$2.9 million for insurance fraud, worker's compensation fraud and disability and healthcare fraud investigation and prosecution; \$2.5 million in the fight against high technology crime and identity theft; and \$2 million for victim-witness programs for victim compensation, the Parole Advocacy Program and the Restitution Program for Crime Victims.

In 2007, the District Attorney's Real Estate Fraud Unit investigated over 150 cases involving a combined loss of over \$40 million. The unit participated in a number of outreach projects, including training and presentations to the California District Attorney's Association, the Silicon Valley Association of Realtors, the Women's Council of Realtors and the National Association of Hispanic Real Estate Professionals.

### Crime Lab

The Santa Clara County District Attorney's Crime Laboratory, a nationally accredited forensic laboratory, provides scientific support to all crimi-



nal justice agencies in the county. During the past year, the laboratory analyzed more than 48,000 pieces of evidence. DNA analysis, one of the services provided by the crime laboratory, has assisted local law enforcement agencies in providing leads in cases. The laboratory utilizes the national DNA database "CODIS" to blend forensic science and computer technology into an effective tool for linking crimes. During 2007, the laboratory obtained DNA profiles from samples that resulted in 202 links to crimes. Additionally, DNA analysis resulted in the elimination of approximately 30 percent of suspected offenders. The new 90,072-square-foot facility under construction will be the first government-owned laboratory with a DNA analysis system in the Bay Area.

## Public Defender Partnerships

The Public Defender Office (PDO) partners with a private law firm in economic crime cases through its Volunteer Attorney Program. The firm co-counsels these complex cases with a lead attorney from the PDO.

Together they examine witnesses, select juries, and perform other trial functions not readily available in today's world of civil litigation. Clients receive the benefit of the document management systems of the law firm, first rate legal research and writing, and the expertise of veteran civil litigators. To date, Cooley Godward LLP has contributed pro bono services in excess of \$500,000 to Santa Clara County in aid of the indigent accused.

The Public Defender also has established a clinic with Santa Clara Law School. Under attorney supervisors, Bar-certified law students represent Public Defender clients charged with misdemeanors. The students receive weekly training from Public Defender attorney staff, appear in court daily, write and argue motions, negotiate settlements on behalf of clients, and occasionally try cases to juries under the guidance of experienced Public Defender litigators.

These solutions have enhanced the services provided by the County to the indigent accused, and are examples of effective partnerships that can be forged between government, private industry, and academic institutions.

## Detention and Rehabilitation

The Department of Correction's average inmate population was 4,640 during 2007, ranking as the state's fifth largest jail system and the 14th largest in the United States.

Managing a growing inmate population while expanding educational, rehabilitation and vocational programs, presents the greatest challenge to the department. In 2006, the department introduced education about Fetal Alcohol Spectrum Disorders into female inmate substance abuse classes.

Nearly 700 female inmates received education regarding the dangers of consuming alcohol while pregnant. The department also has been active in groundbreaking programs for the mentally ill. In 2007, the department received a \$1.5 million grant through the state Mentally Ill Offender Crime Reduction program. Working in partnership with county Mental Health, the grant provides follow-up services for persons with mental health issues leaving jail custody. The goal of the program is to increase access to community-based services and support, facilitate successful transitions from incarceration to the community, and reduce recidivism among adults with mental illnesses who are involved with the criminal justice system.

The task of diverting qualified individuals into alternative sentencing programs was successfully transitioned to the Department of Correction. The establishment of the Inmate Screening Unit allows the department to effectively manage inmate population while providing a workforce to the community through the Public Service Program.



In 2008, the Department of Correction, in partnership with Milpitas Adult Education, will initiate vocational classes for female inmates that include training with various business software programs, basic computer skills and key workplace interaction skills.

The Department of Correction remains committed to using technology as a tool to better serve the public. Up to 7,500 inmate visits are scheduled through the online inmate visiting registration system each month.

### **DNA Database Aids**

California voters approved the DNA Fingerprint, Unsolved Crime and Innocence Protection Act (Proposition 69) in 2004. Since July 2005, the county Department of Correction has collected thousands of DNA samples from county jail inmates, which are analyzed in the Crime Lab.

## Fire Prevention and Response

### Celebrates 60 Years

The Santa Clara County Fire Department celebrated 60 years of service to the residents of Santa Clara County in 2007. Formed in 1947 with the consolidation of several volunteer departments, the department continues to encourage regional fire protection. The department is proud to serve the communities of Campbell, Cupertino, Los Altos, Los Altos Hills, Los Gatos, Monte Sereno, Morgan Hill, Saratoga and surrounding areas.

### International Accreditation

Of fewer than 150 fire departments accredited internationally by the Commission on Fire Accreditation International (CFAI), the Santa Clara County Fire Department is one of four located in California, and the only accredited fire department in the Bay Area.

County Fire completed its 2007 annual compliance report for the accreditation. Commission accreditation recognizes a department's high-caliber performance and identifies improvements to be addressed and reported upon within each of the five annual reports.

County Fire monitors operations using an annual performance measurement procedure, the results of which are presented for customer review in a report card format. Department performance measures include 14 key functions of the fire department that are related to overall community service. The department continues to maintain a high level of resident satisfaction, with an overall rating of 95 percent or above for the past 10 years.

### Expanding Emergency Training

Individual and community disaster preparedness is essential. The community is expected to mobilize and be self-sufficient for at least 72 hours following any disaster. To ensure that County Fire is doing everything possible to promote preparedness, the department has expanded free Personal Emergency Preparedness (P.E.P.) and Community Emergency Response Team (C.E.R.T.) training in Cupertino, Los Altos Hills, Saratoga, Los Gatos, and Monte Sereno. Open to all residents of Santa Clara County, the 3-hour P.E.P. class prepares families for earthquakes and fires, and the 24-hour C.E.R.T. course coordinates response teams to assist their communities and first responders with a variety of preparedness, response, and recovery activities. Activities include ham radio communications, team organization, light search and rescue, first aid, utility control, situation status, disaster psychology, and public information.

### Fire Prevention Week

Now more than ever, incidents nationwide have underscored the importance of evacuation readiness in schools for fires as well as other natural or man-made incidents. During Fire Prevention Week Oct. 7-13, 2007, and throughout the month of October, the Santa Clara County Fire Department visited local schools to teach children and teens about both fire safety and how to prevent many common injuries. Since the late 1980s, County Fire has been dedicated to intervention and prevention in the areas of fire safety and childhood injuries.

Making sure that children know how to safely evacuate from classrooms during a fire or other emergency was the focus of public education activities. Local firefighters from 16 county fire stations and fire safety education staff visited 50 elementary, middle and high schools to educate children and teens in face-to-face activities about fire safety and injury prevention.



# Making a Difference

## Finance and Government Operations

### *2-1-1 Connects Residents to Vital Services*

The County of Santa Clara partnered with the United Way of Silicon Valley in 2007 to improve resident access to vital health, human and referral services. 2-1-1 Santa Clara County, a regional toll-free resource and referral phone line, operates 24 hours a day, seven days a week and is a vital resource for Santa Clara County residents during times of personal crisis or a disaster. Callers are able to access information, support and services in more than 140 languages including English, Spanish, Vietnamese, Mandarin and Tagalog.

2-1-1 Santa Clara County offers streamlined access to critical health and human services, including food and shelter, drug and alcohol intervention, job training, child and elder care, health care, youth programs, counseling, and other services. Additionally, this local hotline serves as a link for residents ready to volunteer, provide resources, or help during a major emergency in Santa Clara County. It will serve as a vehicle for disaster officials to update and provide guidance to residents, based on their individual needs.

Modeled after 9-1-1 and 4-1-1 phone systems, Santa Clara County is the second county in the Bay Area to offer a 2-1-1 information referral line for all social and human services.



## County Employees Donate \$1.1 Million to Local Charities

County of Santa Clara employees pledged nearly \$1.1 million to local charities through the 2007 Combined Giving Campaign, the county's annual charities fundraising event. Over the last 12 years, county employees have contributed \$6.6 million to hundreds of charities in the areas of health and human services, environmental programs and the arts. The amount has increased five-fold since 1996.

Since the county began tracking its participation in the Combined Giving Campaign (CGC) in 1996, employees have contributed millions of dollars to hundreds of charities. This year the target was \$1 million. Under the campaign leadership of the Parks and Recreation Department and Santa Clara County Library Administration, county employees exceeded the goal and pledged nearly \$1.1 million to 437 local charities.

This year's campaign theme, 'Reaching Out, Raising Hope,' inspired more than 60 percent of our workforce to donate to worthy local and global causes. Employees can give to the 530 nonprofit organizations through the six federations: Community Health Charities of California, Arts Council of Silicon Valley, Earth Share of California, Local Independent Charities, Global Impact, and the United Way of Silicon Valley and to more than 25 independent, non-affiliated agencies.

## County Workforce Challenges

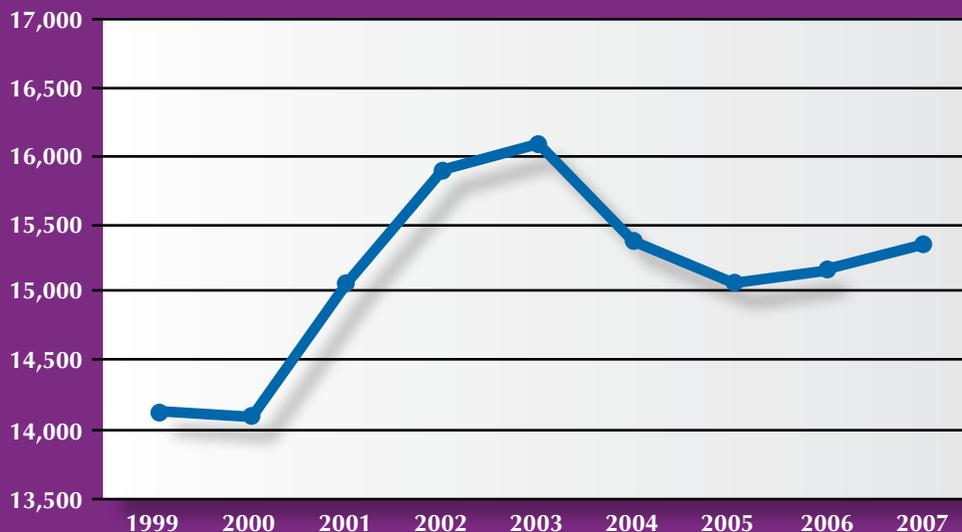
The county workforce will continue to face both challenges and new opportunities in the coming year. The county provides innovative and responsive services to a diverse community. County employees provide services in over 30 languages and are sensitive to the cultural diversity of clients. This necessitates significant outreach efforts in order to hire qualified staff to provide these services.

To meet fiscal challenges of the projected 2007 budget deficit, the county implemented a reduction in workforce in 2007, deleting many positions. Existing employees have absorbed the work of deleted positions which often requires new skills. The stresses of obtaining new skill sets, as well as taking on additional work assignments, has produced a workforce that while committed to providing excellent service faces many challenging demands. The Employee Services Agency continues to provide many training and educational resources to assist employees in handling these challenges.

### Succession Planning

During the next five years, between 6,300 and 7,100 county workers (nearly half of the workforce) will be eligible to retire, taking with them a substantial level of institutional knowledge. The organization is taking on the challenge of strategic workforce planning, analyzing the most critical areas of need and developing strategies to mitigate the exodus of long-term employees. This includes both short-term and

## Full-time County Employees



long-term strategies. A short-term strategy has been instituted that will allow retiring long-term management employees to pass on their extensive departmental knowledge to the employees assuming their positions. However, to ensure a qualified pool of public service employees, younger generations have to be persuaded to consider careers in the public sector. The county in partnership with other public employers is working with DeAnza College to develop a Public Sector Academy. To compete with more lucrative private sector opportunities, marketing careers in public service also must be initiated at the high school and junior high school levels.

#### **Preparing for Disasters**

County employees become Disaster Service Workers during catastrophic events. The County of Santa Clara is actively working to better prepare the organization and employees to respond to disasters such as an earthquake, bioterrorist attack or flu pandemic.

#### **Electronic Information**

The Employee Services Agency has maximized technology to deliver services. Most employment applications are now submitted online. The agency's Web site is one of the most utilized sites on the county's portal. The goal is to move toward an entirely electronic human resources information system with implementation of the electronic personnel file.

#### **Healthcare Worker Shortages**

As has been the case for medical institutions across the country, the county competes with private and public health facilities to attract and retain skilled personnel. The county has responded by implementing longevity pay for nursing and laboratory classifications and continues to work with the local educational institutions.



While longevity pay may delay the workforce shortage temporarily, long-range planning must continue in order to "grow" the pool of such personnel for future healthcare needs. The creation of the new classification of Medical Technologist is one such example of a strategy that will mitigate the lack of new laboratory scientists.

#### **Foster Youth Employment**

The county's Emancipated Foster Youth Employment Program received the California State Association of Counties' Replication Award. This program was honored both for its innovation and potential to be replicated by other California counties. This program provides entry-level job opportunities to untrained economically disadvantaged emancipated foster youth who are transitioning out of the system. This program includes interviewing skills training and assistance in completing employment applications, followed immediately by interviews for initial job assignments. Additionally, legislation has been introduced that would create a similar program at the state level.

## **Cold Weather**

#### **State of Emergency Declared**

Concerned about how the homeless would handle the coldest temperatures on record during the past 10

years, the county declared a local state of emergency in January. The county, working in partnership with a number of local agencies, including the American Red Cross, Valley Transportation Authority (VTA), the Silicon Valley Volunteer Center, National Guard Armories, Boccardo Center, and InnVision, declared the State of Emergency to expand capacity of warming centers and harness the additional resources needed to minimize the effect of the extreme 20 degree Fahrenheit weather.

## **Wedding Chapel Services Expanded**

The county expanded its wedding chapel services this year to be more flexible for the community, allowing the public to rent the chapel while providing their own officiators. In the past, civil marriage ceremonies were performed in the county's chapel and only officiated by deputy marriage commissioners. On a typical day, the office performs about 15-16 marriages. Last year 2,590 couples were married in the wedding chapel.



## History Preserved

A county photographers' collection that provides a substantial visual record of Santa Clara County history was opened to the public at the County of Santa Clara Archives. The images and text materials show the dramatic changes the county experienced during the last 50 years. Over 57,000 black and white and color photographs, approximately 50,000 negatives, 2,500 slides, and 4,500 prints are part of the collection. The images taken by county photographers chronicle the county activities and development between 1950 and 1993, with many images taken from 1960 to 1980.

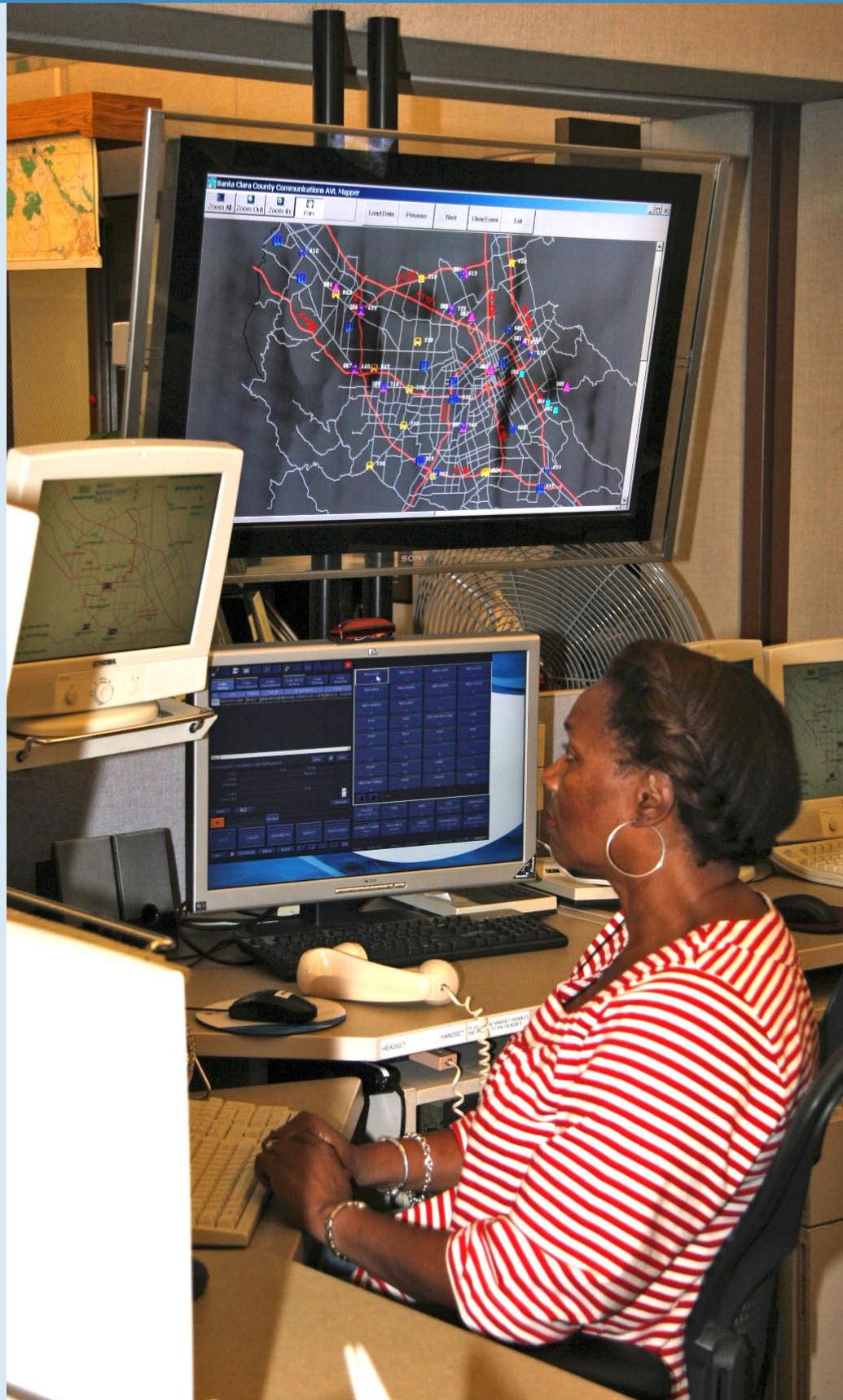
The county launched a two-year project to transfer 1,500 cubic feet of historical records such as legal and financial records, maps and court records, to the county's archive facility. The project is funded with a \$200,000 grant from the U.S. National Archives and Records Administration.

## Emergency Communications

### 9-1-1 Systems Improved

Recent tragedies in the nation have brought a renewed urgency to ensuring that emergency communications systems are adequate and enable local law enforcement agencies to communicate with each other and coordinate responses to disasters. The likelihood of fires, floods and earthquakes in California makes those concerns even more critical.

During the year, County Communications made significant upgrades to its 9-1-1 services including implementation of a state-of-the-art replacement 9-1-1 telephone system capable of



handling wireless 9-1-1 calls, visually displaying caller location on a map, and integrating other system enhancements. The Emergency Medical Dispatch (EMD) System was upgraded to an automated system used to guide specially trained dispatchers in providing medical instruction by telephone to 9-1-1 callers while paramedics are enroute to the scene of a medical emergency.

In 2008, County Communications will complete reconfiguration of the county's 800 MHz radio systems. The project involves re-tuning and a coordinated migration of an estimated 800 radios used for emergency medical and ambulance transport services to operate on new radio frequencies, to alleviate interference and comply with a Federal Communications Commission (FCC) mandate. In the near future, County Communications expects an increase in call volume by 20-40 percent, as it meets state requirements governing the routing of 9-1-1 calls from wireless phones directly to its emergency call center. Currently, all Santa Clara County service area 9-1-1 calls from wireless telephones are initially routed through the California Highway Patrol (CHP).



## Voting Changes

### Vote by Mail

The Registrar of Voters launched its Vote by Mail campaign in 2007 to increase the number of permanent Vote by Mail voters. The number has increased to 57 percent of the county's 678,000 registered voters. Vote by Mail allows residents to vote in the convenience of their own home and at their leisure without worrying about waiting in lines or finding parking. A ballot is mailed to these voters 3-4 weeks prior to each election. Ballots can be mailed back in advance, or delivered to the Registrar's office or to any polling place within the county on Election Day. Voting by mail is safe and secure.

### Voting Systems

On August 3, 2007, the Secretary of State decertified electronic voting in California. Santa Clara County's voting system was decertified and recertified with 37 conditions. The conditions were related to voting system security, auditing, and documentation of events. The Registrar of Voters (ROV) met all of the conditions to continue conducting safe and accurate elections. For the February 5, 2008, Presidential Primary Election, paper optical scan ballots were the primary method of voting at each voting precinct with only one touch screen voting machine allowed to meet the federal accessibility requirements.

## E-government Services

Expanding electronic government services continues to be a high priority for the County of Santa Clara. These e-government efforts are de-

signed to improve county services to residents and businesses, as well as streamline internal operations.

### Boards and Commissions Online

The county is making resident participation easier. The launch of 29 Web sites for information on county boards and commissions provides interested candidates with access to an electronic form through which residents can apply to serve on a board or commission. The sites provide a central point of access to boards' and commissions' missions, ordinances, meeting schedules, agendas, meeting minutes and special events.

### Online Inmate Information and Jail Visit Registration

Online Visit Registration (OVR) has consistently been one of the top three applications accessed on the county's Web site [www.sccgov.org](http://www.sccgov.org). On average, approximately 10,000 inmate visits take place each month, over 55 percent of which are now self-scheduled by members of the public using the online system. More than 65 percent of those who have never visited an inmate before self-register using the application. Benefits to the Department of Correction include a doubling of capacity to process visitor applications (up from 50 to 100 daily) and a reduction in the application processing cycle time by 50 percent, from four to two days. Additionally, the department has been able to expand the capacity of monthly visit appointments from 11,000 to 16,000, more than doubling the number of possible visits at the Elmwood facility.

### Crime Victim Restitution

The implementation of a Victim Restitution Application in March 2007 provides a centralized location for multiple agencies to access victim contact and restitution data. This new

application ensures that every possible benefit, service, and courtesy is made available to crime victims, such as counseling, follow-up care, assistance in court, and recovery of loss. It also assists the District Attorney to prosecute the criminal cases; the Probation Department to recommend sentencing and restitution orders to judges in certain cases and monitors defendants' compliance with such orders; and the Department of Revenue to collect and disburse restitution, fees and fines collected in criminal cases. The system's existence assures that crime victims' constitutional right to receive restitution from the convicted offender is carried out efficiently.

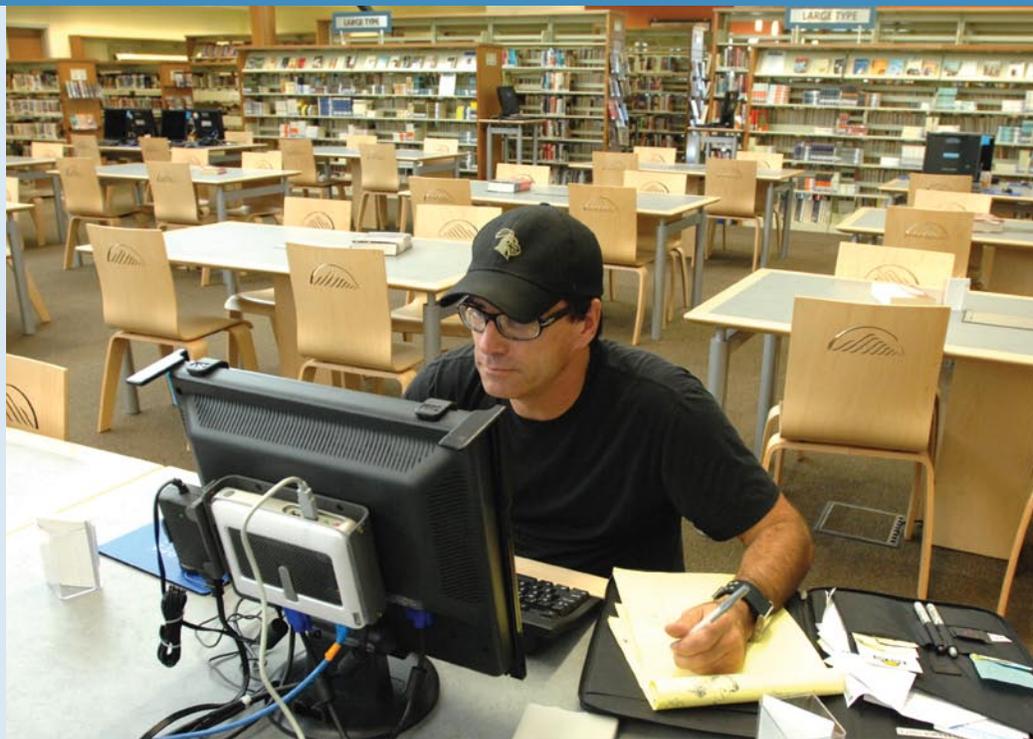
## Santa Clara County Library

### Setting the Standard: Best in U.S.!

For the fifth year, Santa Clara County Library is the top-ranked library system in the U.S. among comparably sized libraries, according to Hennen's American Public Library Ratings. The rating is based on 25 measures such as circulation, visits and customer service. In 2007, 9.8 million items were checked out, an increase of 4 percent, and 10,786 children, teens and adults participated in the 2007 Summer Reading Program.

### Community Partnerships

Silicon Valley Reads, a program that invites residents to read the same book, at the same time, and discuss it, completed its fifth year. Thousands of library patrons read *Tortilla Curtain* by T.C. Boyle and attended free public events. Santa Clara County Library co-sponsors Silicon Valley Reads with the San José Public Library Foundation and the Santa Clara County Office of Education.



Collaboration with The Health Trust and The Tech Museum of Innovation brought a real body specimen from the Body Worlds exhibition into the libraries and attracted standing room only crowds at each presentation. The program included talks by healthcare professionals on human anatomy and how to live a healthier life.

### Morgan Hill Library

The new 28,000-square-foot Morgan Hill Library, double the size of the old library, opened in June, funded by the City of Morgan Hill Redevelopment Agency. Approximately 4,500 visitors visited the library on opening day, and record numbers continue to visit. The spacious new building offers twice the number of computers, a family reading area, a large magazine reading area, and other features. A new library building is also under construction in Milpitas, scheduled for opening in 2008.

### Expanding Service through Technology

All Santa Clara County Library locations now offer free wireless Internet access so that visitors can bring their own laptop computers for Web research. An automated processing system for materials returned to the library is reducing the time it takes to get books back on the shelf.

Interactive touch-screen kiosks that help residents search for jobs advertised in Bay Area newspapers were installed at the Campbell, Cupertino, Gilroy and Saratoga libraries. Job information is updated daily.

Santa Clara County Library was awarded a grant from the state library to offer free online homework help for grades 3-12. Trained tutors specializing in subject matter and grade levels work with students one-on-one through an Internet connection at either a library computer or the student's computer at home.



## Office of Emergency Services

### Emergency Response and Disaster Preparedness

The lessons of Hurricane Katrina demonstrated the importance of a well-planned, highly organized disaster preparedness, emergency response, and disaster recovery capability. Counties have the lead role in disaster response and a major role in ensuring public health and safety during disasters. This year, the County of Santa Clara embarked upon a thorough organizational analysis and planning effort to ensure that adequate plans, contingency resources, and communications tools are in place in the event of a natural or man-made disaster. Such initiatives included upgrades to technology and training enhancements for the county Emergency Operations Center, which is activated to coordinate information flow and resources during a major emergency or disaster. Many new systems were installed or improved to provide emergency personnel with better information and more effective tools for their assigned roles in the center.

### Homeland Security

The Office of Emergency Services continues to administer the state Homeland Security and Super Urban Area Security Initiative (SUASI) grants of about \$7 million for Santa Clara County. This funding supports preparedness projects, with a focus on terrorism and disaster response and recovery.

## Statewide Disaster Exercise

The county co-hosted a statewide bioterrorism disaster exercise with the Governor's Office of Homeland Security and the City of San José. In the scenario, 16,000 concert goers were quarantined after pneumonic plague was released inside the HP Pavilion. The county activated its Emergency Operations Center, established a Medication Center for treatment, and working with local organizations, coordinated a county-wide public information and media response through a Joint Information Center. The disaster exercise included more than 800 participants locally, and tested the response of the county,

local cities, law enforcement, and the Public Health Department. The disaster scenario was developed by Homeland Security, County of Santa Clara, City of San José and other participating organizations to prepare for potential real life threats of terrorism.

## Assessor's Office

As provided for by Proposition 8, last year the Assessor's Office reduced the values on 17,758 properties for a total reduction of \$4.94 billion in assessed value to reflect changes in market conditions in Santa Clara County; 95 percent of these properties were residential.

In addition, the Assessor's Office:

- Processed 91,818 title documents
- Processed 34,903 supplemental assessments in 2006 with a total net increase in assessed value of \$12.5 billion extended into supplemental tax bills by the Tax Collector
- Enrolled 73,533 Business Personal Property (BPP) Appraisals
- Facilitated Board of Equalization training classes for a total of 5,742 training hours.



### Major System Changes

The Assessor's Office is in the 6th phase of 12-phase project to entirely replace the department's nearly 30-year-old, antiquated legacy system. As part of that project, the department electronically imaged more than 20 million paper, microfiche and microfilm documents previously stored on hard copy files. Thousands of documents, including property records, are now saved in electronic format, avoiding the wasteful step of printing tens of thousands of pages annually.

The results of these initial changes are dramatic. Now it takes an average of 30 days to mail a homeowner's exemption claim, down from 120 days; and title documents are processed as quickly as they are received, down from 60 days three years ago. To date, the project has remained on schedule and under budget by more than \$500,000.

The number of small businesses that e-file their business property statements online exceeded 8,000 and more than 90 percent of all "paper" property statements are imaged upon receipt with subsequent paperless processing, resulting in a reduction of both filing and retrieval time.

### Future Challenges

The Assessor's Office continues to focus on developing and implementing creative and innovative solutions to improve efficiency and productivity while reducing costs. Like many county departments, the office has reduced staffing in response to the ongoing fiscal challenges. For the first time in nearly 12 years, the Assessor's Office anticipates a backlog of unprocessed assessments by the close of the assessment roll on July 1, 2008.



## Human Relations

In the past year the Office of Human Relations has redoubled its efforts to create a community free of bias and full of hope. In the Dispute Resolution Program alone 645 cases were resolved with 99 percent of the participants satisfied, saving the county \$2,543,235 in diverted court costs. Conflict Resolution Essentials for School Transformation (CREST) conducted 19 trainings on 13 school sites with whole school training.

Immigrant Relations and Integration Services held its 17th Citizenship Day in 15 languages; more than 100,000 low-income legal immigrants have been helped with the process. Its Web site [www.immigrantinfo.org](http://www.immigrantinfo.org) surpassed one million hits as the Santa Clara Model of Immigrant Integration received national recognition.

The Network for a Hate Free Community addressed rising hate violence in the county through victim and education campaigns and successfully launched South County Speak Out.

The Youth Task Force, advisory to the Human Relations Commission (HRC), received over 12,000 calls and emails and funded youth-led programs and youth leadership development. The HRC itself restructured its ordinance and bylaws, organized seven cultural proficiency trainings, advised the Board of Supervisors on human rights issues, and conducted eight community dialogues, Building Opportunities for Lasting Dialogue (BOLD).

## Veterans' Services

The Office of Veterans' Services participated in the first South Bay Stand Down to aid 200 homeless veterans in the community. The event, held at Boulder Creek Scout Reservation in the Santa Cruz Mountains in September, provided three days of safety and security to homeless veterans where they received food, shelter, and clothing. They were provided with Veterans Affairs sponsored health care, Social Security benefits, information and counseling regarding housing, employment and substance abuse.

The term “Stand Down” is a military term referring to an opportunity during wartime for front line troops to retreat to a place of relative safety for rest and needed assistance before returning to combat. For veterans in peacetime, Stand Down refers to events that provide three days of shelter, food and access to health services.

## Women’s Equality and Advocacy

During 2007, the Office of Women’s Policy and Commission on the Status of Women joined the Cardea Center for Women to host the “Women Making History” reception honoring six Bay Area women mayors, including five from Santa Clara County.

The event highlighted the release of the commission’s “Cardea Report: Women’s Voices Front and Center” which focused on the struggles of low-income and immigrant women to raise families in Silicon Valley. This influential report has been cited and used to expand economic opportunities for these populations, including leveraging more micro-enterprise training for women in Santa Clara County.

Women’s Policy and the commission co-chaired the Convention on the Elimination of All Forms of Discrimination Against Women Task Force (CEDAW) and brought together local experts for updates on current discrimination faced by women and girls in Santa Clara County. A summary report was shared during the first Northern California CEDAW Summit which convened over 60 organizations and individuals committed to the local implementation of the principles of CEDAW and advocating for women’s human rights.



In conjunction with the Stanford Center on Ethics and Bay Area Women’s Sports Initiative (BAWSI) conference, “Title IX Today, Title IX Tomorrow”, the Office of Women’s Policy co-hosted a reception with legendary sports figure Billie Jean King and helped launch the initiative’s HERitage Circle. This network of former and current women athletes convened quarterly to examine and advance the status of Title IX and expand opportunities for women and girls.

Women’s Policy, and members of the Domestic Violence Council, Commission on the Status of Women, Human Relations Commission and other community stakeholders, worked with the Department of Correction to finalize activities and review preliminary data from a gender analysis of programs and services for women at the Elmwood Correctional Facility for women. In response to women inmates’ limited access to reading materials, the county organized a highly successful countywide book drive which yielded almost 8,000 books on women’s health, parenting, fiction and self-help, and sparked local media interest and coverage of female inmates and the impact of their incarceration on children.

## Capital Improvements Program Includes \$537 Million Capital Bond Projects

Several building construction projects are under way to keep pace with the needs of county residents, including major public safety and health facility projects. Projects are in various





stages of completion, from preliminary design to completed construction.

When construction is complete on all of the projects, nearly one million square feet of space will have been added. Additionally, county offices are relocating from leased space to county-owned facilities. The goal is to generate long-term savings by relocating county offices from leased space, and using lease savings for direct service delivery. Further savings are anticipated as Fleet operations will consolidate from four to two service yards including a new facility.

#### Previously Completed Projects

- Vector Control Complex at Berger
- Valley Health Center at Tully
- Juvenile Hall Phase II
- Probation Administration- 2314 Charcot\*
- Muriel Wright Probation Program Building
- James and Holden Ranch Program Buildings

#### Projects Completing in 2008

- Valley Specialty Center\*
- Valley Health Center at Gilroy\*
- Valley Health Center at Sunnyvale\*
- Morgan Hill Courthouse\*
- Morgan Hill Justice Agencies Building\*

- New Crime Laboratory\*
- County Administration Building- 2310 Charcot\*
- Berger Building 1 Renovation/Seismic Upgrade
- Palo Alto Courthouse Seismic Upgrade\*
- Santa Clara Courthouse Seismic Upgrade\*
- Los Gatos Courthouse Seismic Upgrade\*
- Hall of Justice (West) Seismic Upgrade\*

#### Projects Under Construction in 2009

- Consolidated Fleet Facility\*
- Valley Health Center at Milpitas\*.

*\*Denotes bond funded projects*

# Countywide Financials • Fiscal Year 2007

In this section, the presentation of the financial information is retrospective and provides a different view than the one normally offered as a part of the annual budget process. It is important to note that all data presented in the section are actual expenditures and actual revenues collected. Since this is a report

reviewing activities completed in fiscal year (FY) 2007, it is an appropriate presentation. For that reason, budgeted figures are not included but can be accessed for future reference at [www.sccgov.org/budget](http://www.sccgov.org/budget).

financial activity of the County of Santa Clara for the fiscal year that ended June 30, 2007. A full report of the county's financial activity is available in the Comprehensive Annual Financial Report (CAFR) online at [www.sccgov.org/cafr](http://www.sccgov.org/cafr).

This report presents the highlights of the significant economic and

## Statement of Net Assets

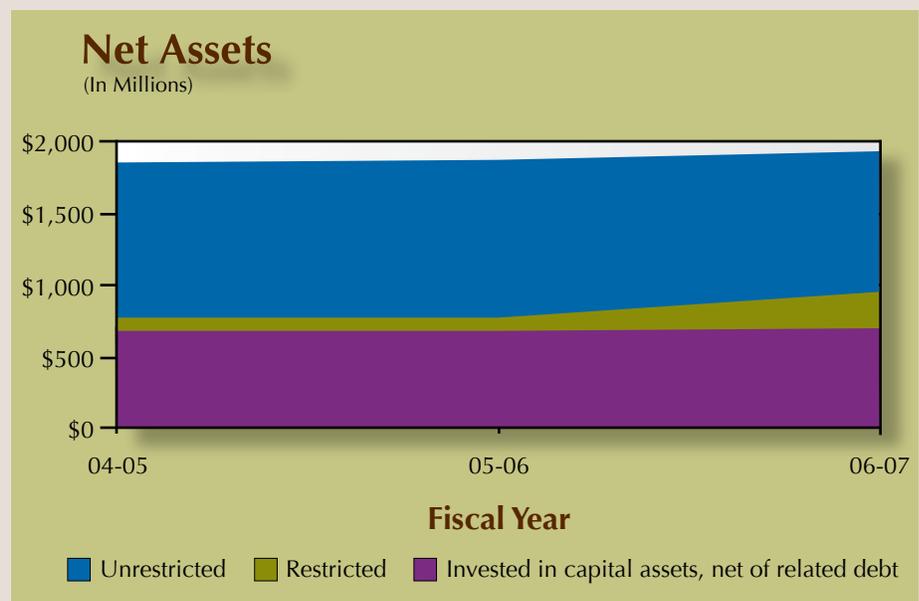
The Statement of Net Assets presents information on all of the county's assets and liabilities, with the difference between the two reported as net assets. Over time, increases or decreases in net assets may serve as a useful indicator of whether the county's financial position is improving or deteriorating.

The county's assets exceeded its liabilities by \$1.9 billion (net assets) for the year.

There are three components of net assets:

- \$670.4 million or 35.4 percent of net assets are investment in capital assets, less related debt. Capital assets (land, buildings, infrastructure and equipment) are used to provide services to residents; consequently, these assets are not available for future spending.
- \$222.1 million or 11.7 percent are restricted net assets. These resources are subject to external restrictions on how they are used.
- \$1 billion or 52.9 percent are unrestricted net assets. These resources may be used to meet the county's ongoing obligations to residents and creditors.

Net Assets (In Thousands)	Fiscal Year 2006 <sup>(1)</sup>	Fiscal Year 2007	Dollar Change	Percent Change
Current & Other Assets	2,193,473	2,166,044	(27,429)	(1.3%)
Capital Assets	1,113,243	1,273,397	160,154	14.4%
<b>Total Assets</b>	<b>\$3,306,716</b>	<b>\$3,439,441</b>	<b>\$132,725</b>	<b>4.0%</b>
Current & Other Liabilities	262,192	295,480	33,288	12.7%
Long-term Liabilities	1,218,802	1,248,824	30,022	2.5%
<b>Total Liabilities</b>	<b>\$1,480,994</b>	<b>\$1,544,304</b>	<b>\$63,310</b>	<b>4.3%</b>
<b>Net Assets:</b>				
Invested in Capital Assets, Net of Related Debt	619,672	670,408	50,736	8.2%
Restricted Net Assets	137,957	222,103	84,146	61.0%
Unrestricted Net Assets	1,068,093	1,002,626	(65,467)	(6.1%)
<b>Total Net Assets</b>	<b>\$1,825,722</b>	<b>\$1,895,137</b>	<b>\$69,415</b>	<b>3.8%</b>



<sup>(1)</sup> When applicable, prior year numbers have been reclassified to make them comparable to the current year.

The county prepares two sets of financial statements that measure its finances differently. The entity-wide financial statements provide readers with a broad overview of the county's finances, in a manner similar to a private-sector business. It provides a long-term perspective

of the county's assets, liabilities, and net assets, as well as its operations. The fund financial statements provide a short-term perspective of the individual funds' assets, liabilities, and fund balance, as well as the resources flowing in and out during the fiscal year.

The County of Santa Clara financial activities are governed by a number of significant financial policies in the areas of Use of Fund Balance, Contingency Reserves, Capital Project Financing, Debt Management, and Cash Management. These policies are outlined in the CAFR available online at [www.sccgov.org/cafr](http://www.sccgov.org/cafr).

### Statement of Activities

The Statement of Activities provides information on how the county's net assets changed during the fiscal year, regardless of the timing of related cash flows. Thus, the statement reports revenues and expenses for some items that will only result in cash flows in a future fiscal period (e.g., uncollected taxes).

The county's total revenues increased by \$151.3 million or 5.4 percent, to \$2.9 billion, while its total expenses increased by \$108.7 million or 3.9 percent, to \$2.9 billion. The county's total net assets increased by \$42.5 million for the year. This increase in net assets provided resources for county assets (e.g. capital items) and resources to decrease the county's liabilities (e.g., debt obligations).

## Change in Net Assets

(In Thousands)

### REVENUES:

#### Program Revenues:

	Fiscal Year 2006 <sup>(1)</sup>	Fiscal Year 2007	Dollar Change	Percent Change
Charges for Services	766,540	898,960	132,420	17.3%
Operating Grants & Contributions	1,041,471	1,037,343	(4,128)	(0.4%)
Capital Grants & Contributions	22,046	19,433	(2,613)	(11.9%)

#### General Revenues:

Property Taxes	639,557	702,776	63,219	9.9%
Sales & Use Taxes	133,287	17,493	(115,794)	(86.9%)
Other Taxes	60,263	60,652	389	0.6%
Unrestricted Grants & Contributions	22,055	39,490	17,435	79.1%
Unrestricted Investment Income	55,876	115,126	59,250	106.1%
Gain on Sale of Capital Assets	4,300	217	(4,083)	(95.0%)
Other Revenue	51,173	56,353	5,180	10.1%

#### Total Revenues

<b>\$2,796,568</b>	<b>\$2,947,843</b>	<b>\$151,275</b>	<b>5.4%</b>
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### PROGRAM EXPENSES:

General Government	192,708	198,510	5,802	3.0%
Public Protection	664,477	697,782	33,305	5.0%
Public Ways & Facilities	110,554	83,687	(26,867)	(24.3%)
Health & Sanitation	369,511	396,838	27,327	7.4%
Public Assistance	606,717	601,222	(5,495)	(0.9%)
Education	26,157	27,932	1,775	6.8%
Recreation & Culture	25,105	26,681	1,576	6.3%
Interest on Long-term Liabilities	12,032	16,084	4,052	33.7%
SCVMC	756,638	823,409	66,771	8.8%
Airport	3,534	3,451	(83)	(2.3%)
Sanitation District	1,928	2,514	586	30.4%

#### Total Expenses

<b>\$2,769,361</b>	<b>\$2,878,110</b>	<b>\$108,749</b>	<b>3.9%</b>
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#### Increase/(Decrease) in Net Assets

<b>\$27,207</b>	<b>\$69,733</b>	<b>\$42,526</b>	
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<sup>(1)</sup> When applicable, prior year numbers have been reclassified to make them comparable to the current year.

### Capital Asset Activity

The county's net capital assets increased by \$160.2 million or 14.4 percent to \$1.3 billion.

During the year, governmental activities added the following construction in progress activities in the amount of \$184.7 million:

- \$159.5 million for construction projects undertaken by the county Facilities and Fleet (FAF) for the continued construction and improvement of Valley Specialty Center, various county business centers, Morgan Hill Courthouse, various valley health centers, the Crime Lab, juvenile facilities, jail and justice facilities, and various other small projects.
- \$16.3 million in capital projects undertaken by the Roads Department

### Capital Assets

(Net of Depreciation in Thousands)

	Fiscal Year 2006	Fiscal Year 2007	Dollar Change	Percent Change
Land	184,263	193,372	9,109	4.9%
Buildings & Improvements	499,147	495,456	(3,691)	(0.7%)
Infrastructure	126,420	130,556	4,136	3.3%
Equipment & Vehicles	59,761	61,026	1,265	2.1%
Leasehold Improvements	1,087	985	(102)	(9.4%)
Construction in Progress	242,565	392,002	149,437	61.6%
<b>Total</b>	<b>\$1,113,243</b>	<b>\$1,273,397</b>	<b>\$160,154</b>	<b>14.4%</b>

for bridge repairs and rehabilitation, pedestrian and bicycle routes improvements, signal synchronization programs, pavement management of Measure B projects, and the continued comprehensive study and planning for the county expressways.

- \$6.0 million in various Park Projects.

- Tax collector's office funded \$2.9 million to develop a TCAS system, which will be used to calculate tax apportionment.

### Outstanding Debt

The county's total debt obligation at June 30, 2007 was \$929.1 million. Total long-term debt net of debt service principal pay-off of \$94.7 million increased by \$20.1 million or 2.2 percent. The increase resulted from issuance of three new bonds in the aggregate amount of \$111.6 million and new capital lease agreement in the amount of \$0.4 million.

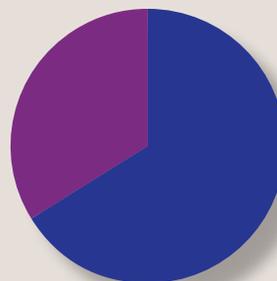
### Outstanding Debt

(In Thousands)

	Fiscal Year 2006	Fiscal Year 2007	Dollar Change	Percent Change
Lease Revenue Bonds (net of discounts and deferred loss on refunding)	831,517	815,435	(16,082)	(1.9%)
Special Obligation Bonds (net of premium)	71,626	-	(71,626)	(100.0%)
Certificates of Participation	550	4,872	4,322	785.8%
Capital Lease Obligations	5,288	4167	(1,121)	(21.2%)
Capital Appreciation Bonds	-	104,654	104,654	100.0%
<b>Total</b>	<b>\$908,981</b>	<b>\$929,128</b>	<b>\$20,147</b>	<b>2.2%</b>

### Total Revenues

The county's revenues increased by \$151.3 million or 5.4 percent to \$2.9 billion. The county provides various mandated services to its residents. Revenues directly generated by or attributable to a specific governmental function are called program revenues. These include charges for services and restrictive (program specific) grants and contributions, both operating and capital. General revenues support



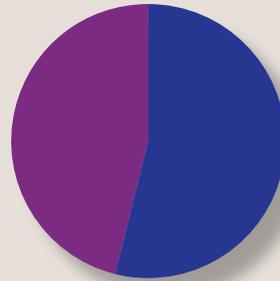
### County Revenues

- Program Revenues - 66.3%
- General Revenues - 33.7%

government programs by defraying costs, which those programs cannot cover from their own revenues. The county's programs generate about 66.3 percent of its total revenues. The general revenues account for the remaining 33.7 percent of the total revenues.

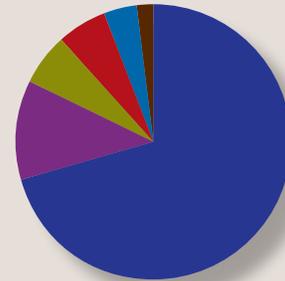
### Program Revenues

The county's program revenues increased by \$125.7 million to \$2.0 billion for the year. Federal and state grants and contributions are the largest source of the county's revenues and contributed 54 percent of its total program revenues. These program resources are tied to mandated services such as social services, public assistance, health and mental health. Charges for services were 46 percent of the county's total program revenues.



**Program Revenues**

- Grants & Contributions - Federal and State - 54%
- Charges for Services - 46%

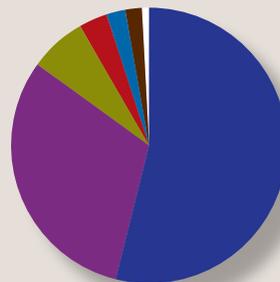


**General Revenues**

- Property Tax - 70.8%
- Investment Earning - 11.6%
- Other Taxes - 6.1%
- Other Revenues - 5.7%
- Unrestricted Grants & Contributions - 4.0%
- Sales Tax - 1.8%

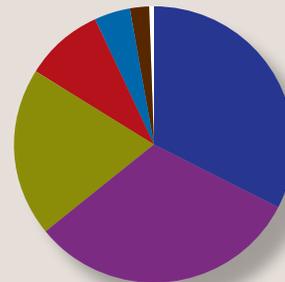
### General Revenues

As stated previously, the county's general revenues support government programs by defraying costs, which those programs cannot cover from their own revenues. Tax revenues are the county's second largest revenue source—grants and contributions being the largest. The county earned \$780.9 million in tax revenues (property tax, property tax in lieu of motor vehicle license fee, and sales tax) for the current year. This is approximately 78.7 percent of the general revenues, and 26.5 percent of the total current year revenues. These general revenues provide the county most of its discretionary spending ability.



**General Fund Revenues by Source**

- Intergovernmental Revenues - 53.9%
- Taxes - 31.1%
- Charges for Services - 6.9%
- Other Revenues - 3.1%
- Fines, Forfeitures & Penalties - 2.3%
- Interest & Investment Income - 2.0%
- Licenses & Permits - 0.7%



**General Fund Expenditures by Function**

- Public Protection - 32.6%
- Public Assistance - 31.6%
- Health & Sanitation - 19.8%
- General Government - 9.2%
- Public Ways & Facilities - 2.2%
- Debt Service - 4.2%
- Debt Service Interest & Fiscal Charges - 0.4%

### General Fund

The General Fund is the chief operating fund of the county, and its revenues and expenditures for the year were both \$1.9 billion. While its revenues decreased by \$16.7 million or 0.9 percent for the year, its expenditures increased by \$55.4 million or 3 percent primarily due to higher salaries and benefits costs.

# Acknowledgements

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