Preserving the Safety Net

COUNTY OF SANTA CLARA, CALIFORNIA • 2008 ANNUAL REPORT

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 & Recognition

2008 Structures Awards

The Silicon Valley / San Jose Business Journal named the new Santa Clara County Crime Lab the runner up in its 2008 Structures Awards, in the Redevelopment / Public Project of the Year category.

Child Support Collections Most Improved Large County

The Department of Child Support Services was recognized by the State Department of Child Support Services as the most improved large county in collections of current support. The department also was awarded a grant by the federal Office of Child Support Enforcement, supporting a new working relationship with the Santa Clara County Superior Court's Family Law Facilitator's Office and enhancing services to unrepresented parents.

Accreditation from the Institute for Medical Quality

The Department of Correction's excellent medical staff and facilities were validated in 2008 when both the Main Jail and the Elmwood Correctional Complex were awarded full, unconditional accreditation from the Institute for Medical Quality. This means jail medical services are comparable to health care services provided in the community. Only 13 other jails in the state of California have received this recognition, and Santa Clara County is the largest.

CSAC Merit Award

The Office of Women's Policy received a Merit Award from the California State Association of Counties for "Breaking Cycles, Rebuilding Lives: The Women's Advocacy Initiative." The initiative is a gender analysis of the county's jail system, to understand the needs and life circumstances of female offenders and what can be done to improve outcomes for women.

International Accreditation by the Center for Public Safety Excellence

Of fewer than 130 fire departments accredited internationally by the Center for Public Safety Excellence (CPSE), 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 2008 annual compliance report for the accreditation. CPSE accreditation recognizes a department's high-caliber performance and identifies improvements to be addressed and reported upon within each of the five annual reports.

California Association of Public Hospitals Quality Leadership Awards

In November 2008, Santa Clara County Health and Hospital System's Primary Care Redesign Clinic received the California Association of Public Hospitals' (CAPH) Top Honors Quality Leadership Awards. The clinic expands medical care beyond the traditional physician-patient visit. The team has instituted group medical visits, a diabetes care management program led by a pharmacist, a home visitation project coordinated with public health, and onsite behavioral counseling.

Pediatrics Healthy Lifestyle Center wins National Association of Public Hospitals Recognition

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 campaign to identify at-risk children and automatically refer them to the Pediatrics Healthy Lifestyle Center is called Salud Para Juventud (Health for Youth). In 2007, The Pediatric Healthy Lifestyle Center won the California Association of Public Hospitals' Top Honors Award and in 2008, The Pediatric Healthy Lifestyle Center won the National Association of Public Hospitals' Honorable Mention Award.

Sheriff's Academy in Top Six

The Sheriff's Academy has consistently ranked within the top 10 academies throughout the State of California. This year, the Academy ranked within the top six. As a result, several law enforcement agencies throughout northern California have entrusted the training of their new recruits to the Sheriff's Office, enabling the Academy to fulfill its goals under the Commission on Peace Officer Standards and Training Certification.

CSAC Honorable Mention

California State Association of Counties recognized the Food Stamp Outreach Program launched by the Social Services Agency. The Food Stamp Outreach Program was implemented to provide easy access to food stamps for individuals with hardships such as homelessness, disability and age-related constraints. Many eligible persons do not apply for food stamps because of the hardship posed by traveling to a face-to-face interview with a case worker. Outreach for the program include streamlining the application process and waiving the interview and fingerprint requirements.

CSAC Honorable Mention

The Probation Department implemented the Ranch Enhancement Program to increase pro-social behavior in juveniles through successful completion of behavior management programming. In an effort to reduce recidivism rates, the Probation Department changed the environment of the juvenile ranches, which were of the style of traditional correctional institutions. The culture shift means an emphasis on teaching, interaction and support using cognitive behavior management principles. The Ranch Enhancement Program was recognized by California State Association of Counties.

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Message from the Board of Supervisors

Don Gage
District 1

George Shirakawa
District 2

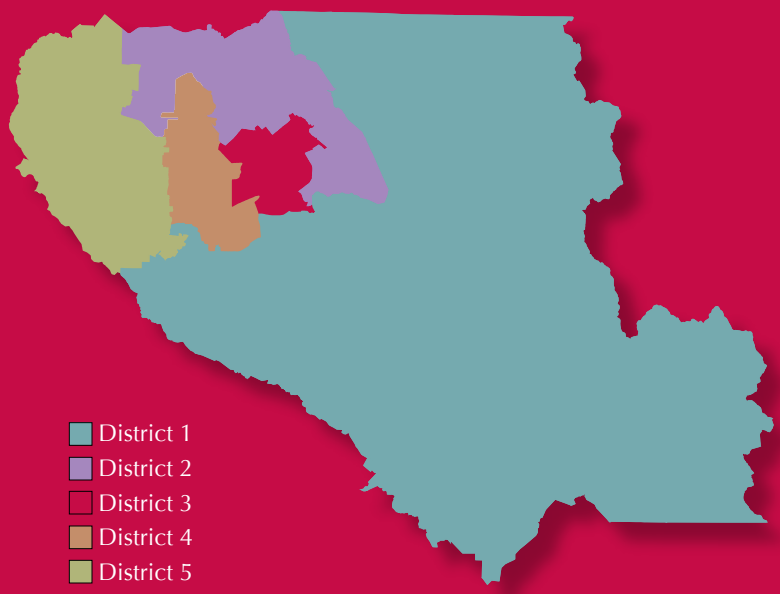
Dave Cortese
District 3

Ken Yeager
District 4

Liz Kniss, President
District 5

The Board of Supervisors represents the more than 1.8 million residents that call Santa Clara County home. Unlike cities, counties are sometimes considered the invisible layer of government. People often ask: What do counties do? As you will see by reading this 2008 Annual Report, the County of Santa Clara provides a vast array of municipal services to residents, including roads, parks, law enforcement, emergency response services, and libraries. The county also delivers many state services such as foster care, public health care, social services, jails and elections.

In short, the county serves as a "safety net" for those individuals who would have great difficulty surviving without assistance. This includes seniors, children, and in some cases families. County services make the difference for many who have nowhere to turn, for those who have lost their jobs and need new skills to be competitive in the labor market, and those who do not have an adequate family support structure or skills to appropriately care for young children.



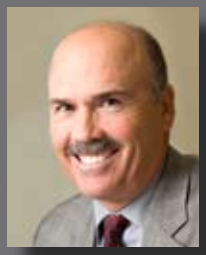
The county also provides treatment for anyone who needs emergency medical care – regardless of whether or not the patient has health insurance – an absolutely critical community service. Santa Clara County voters recognize the essential role that Santa Clara Valley Medical Center continues to play in maintaining the health of the community. This recognition resulted in overwhelming approval of Measure A in 2008, authorizing the issuance of bonds to upgrade hospital facilities so that they are seismically safe.

While the county provides some services to all county residents and visitors, these safety net services can be the difference between life and death, or survival and falling through the cracks for the most vulnerable members of the community - to whom we have both a legislative mandate and moral commitment to serve. The current economic conditions mean that the numbers of people who need county services are increasing.

Without county intervention where needed, the quality of life for all residents would be affected. The County of Santa Clara has distinguished itself over the years, by identifying innovative and unique strategies to address the needs of the community, help break the cycle of public dependence and put people on the road to self-sufficiency. Many of these programs have earned wide recognition and given the Board a sense of fulfillment.

The County of Santa Clara is strengthening our communities, preserving our natural resources, and strategically addressing a vast array of community issues and challenges. We are pleased to report that despite difficult financial times, for yet another year, in 2008 we were able to preserve safety net services for county residents.

Message from the Acting County Executive



Gary A.Graves
Acting County Executive

The County of Santa Clara government is a large complex organization. We provide general government services and function as a conduit for the delivery of many state services. Our 2008 General Fund was $2.2 billion and all funds, including capital improvements and reserves, brought the budget to $4.2 billion. In addition to providing safety net services, we also maintain an incredible regional park system, own and operate county expressways, have an outstanding library system, protect the environment and the public health, coordinate calls for help through the county's 911 emergency call center, and have an effective law enforcement system that keeps the community safe.

As we look back at 2008, it is clear that the challenge to meet our legislative mandate and carry out our commitment to our residents has become increasingly more difficult. For the sixth consecutive year, the county has had to find ways to address a substantial budget deficit, because expenses are outpacing revenues. Last year, that meant addressing a general fund deficit of $227 million. The cumulative affect of these deficits and the budget challenges at the state level point to an erosion of the county's ability to provide the level of services needed. Preserving the safety net is a noteworthy accomplishment that has become increasingly more difficult and will be even more so in the year ahead.

As fiscal year 2008 came to a close, we were charged with balancing the fiscal year 2009 budget. Without having a clear idea about how the state's budget decisions would impact the county, we set aside $36 million to mitigate state initiated reductions and limited the spending of county agencies and departments. However, in an unusual circumstance, as we go to publication of the annual report, the state still has not approved modifications to their approved 2009 budget to address shortfalls caused by the current economic meltdown.

Recognizing the increasing difficulty before us, this annual report takes a moment to celebrate county services and some of the large and small ways we have worked towards preserving the safety net in 2008. It is our sincere hope that we will find ways to continue to meet the vital needs of our community. The changing dynamics in the economy, the fallout from the housing and financial markets, and the growing level of unemployment make this a very difficult challenge for the year ahead. However, with the leadership of the Board of Supervisors, the Executive Management team, and the cooperation of county employees and our community partners, we will continue addressing these challenges head on.

County of Santa Clara Organization

Board of Supervisors Policy Committees

Children, Seniors and Families

- Employment and Benefit Services
- Family and Children's Services
- Aging and Adult Services
- Social Services Agency Office
- Child Support Services

Health and Hospital System

- SB 12/SB 855 Payments
- Public Health
- Mental Health
- Children's Shelter and Custody Health Services
- Alcohol and Drug Services
- Community Outreach Services
- Children's Health Initiative
- Prop 99 Non-County Hospital and Physician Funds
- Valley Health Plan
- Santa Clara Valley Medical Center

Housing, Land Use, Environment and Transportation

- Planning and Development
- Agriculture and Environmental Management
- Environmental Health
- Vector Control District
- Parks and Recreation
- Roads
- Airports
- Santa Clara County Fire District
- Los Altos Hills County Fire District
- S. Santa Clara County Fire District
- Saratoga Fire District

Public Safety and Justice

- Office of the District Attorney
- Public Defender
- Pretrial Services
- Office of the Sheriff
- Department of Correction
- Probation
- Medical Examiner Coroner
- Criminal Justice

Finance and Government

- Special Programs and Reserves
- Clerk of the Board
- Office of the County Executive
- Registrar of Voters
- Measure B Transportation Program
- Information Services
- County Counsel
- Assessor
- County Library
- Facilities/Fleet Department
- County Communications
- Procurement
- Employee Services Agency
- Finance Agency

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

Santa Clara County is the largest member of the economic region, called the Silicon Valley - a world leader in development of new technologies and industries. The Valley's economy, over the past three decades, has transitioned from being sustained first by agriculture, next by manufacturing, then by services, followed by high technology, and finally launching into an economy of high-productivity and cutting-edge innovation. Innovation in technology products and advances in business models drive the Valley's economic success. The region's major industry clusters are software, semiconductor, hardware, innovation services, biomedical, electronic components and environmentally friendly clean technology. Venture capital investment, a leading indicator of innovation, continues to grow and extend into new areas. The investments were concentrated in areas of clean technology, energy generation and storage, environmental, medical devices and equipment, and media

entertaiment. Silicon Valley accounts for 62 percent of total clean tech venture capital investment in the state.

Recent economic indicators show that the global economic downturn has started to impact the Valley's economy. The unemployment rate rose from 4.7 percent to 6.1 percent within one year; which was still lower than the state's rate of 7.0 percent. Taxable sales increased meagerly and began to show signs of a slowing economy. The housing sector is weakening due to tighter lending standards, increased level of foreclosure activity, and sluggish real estate market in the Valley.

In 2008, 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 crisis in the financial markets and labor workforce.

The county's budget continues to experience shortfalls from economically sensitive revenues, including motor vehicle license fees, sales tax (public safety and realignment), and aid from state government. The county's revenue growth is not sufficient to sustain the rising cost of maintaining the existing level of service as every sector of the county government faces higher service demand that exceed the corresponding revenues. Since 2003, the county Board of Supervisors and administration both have made phenomenal efforts to address the county's General Fund shortfalls by developing cumulative budget solutions exceeding $1.0 billion. Substantial operating deficits are projected for each fiscal year through 2012. At the outset of the budget planning process, the FY 2009 deficit was estimated at $172.4 million.

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

Population*	
Total in county	1,837,075
Living within 15 cities	1,737,953
Living in unincorporated areas	99,122
Largest city (San José)	989,496
Smallest city (Monte Sereno)	3,579

Racial and Ethnic Background**	
White (Non Hispanic nor Latino)	27.1%
Asian	29.8%
Hispanic or Latino of any race	25.4%
Black or African American	2.6%
American Indian/Alaska Native	0.5%
Native Hawaiian/ Other Pacific Islander	0.4%
Two or more races	3.2%

Registered Voters***	
As of November 2008	788,821

Sources
** California Department of Finance: City/County Population Estimates*
*** U.S. Census Bureau: State and County Quickfacts*
**** County Registrar of Voters*

County Outlook

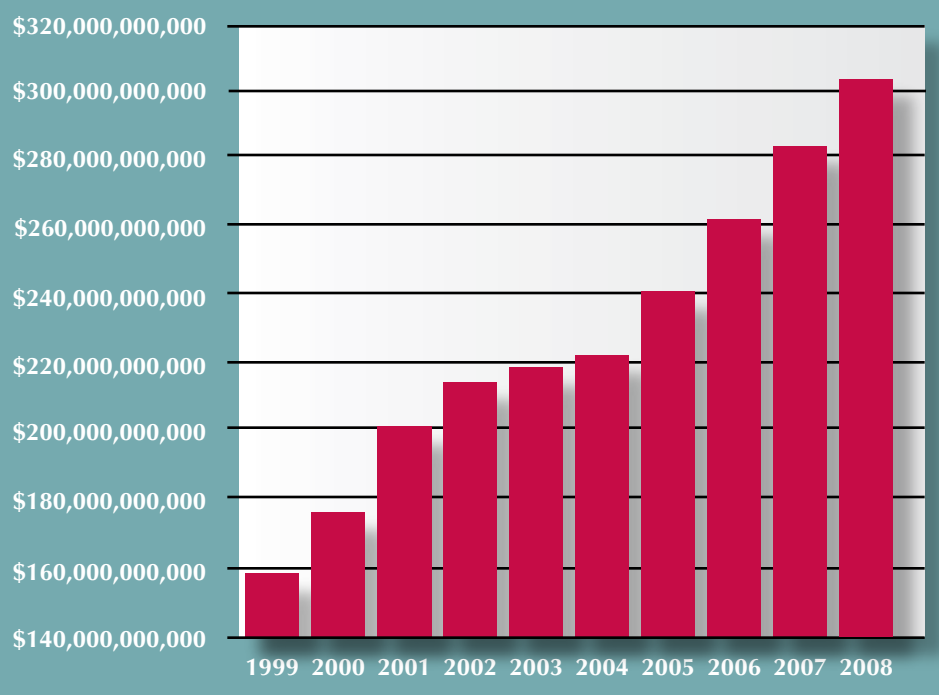
Assessment Roll

The 2008-09 assessment roll delivered to the County Finance Agency on July 1, 2008, contains a snapshot of assessed values as of January 1, 2008. It demonstrates the first clear evidence that Silicon Valley is not immune to what started as a slowdown in the national economy, and has emerged as an economic "meltdown" in the residential real estate market. Despite this economic downturn, Santa Clara County has fared far better than most California counties. The difference, however, is only the degree of impact. The assessed value of property in Santa Clara County increased by $19.8 billion, nearly $2 billion less than either of the last two years. The total assessed value, net of non-reimbursable institutional exemptions (e.g., qualifying church and welfare organizations), was $303.31 billion, an increase of 6.98 percent over the previous year. This was substantially below the apex of the "dot-com boom" in 2001 when the annual assessment roll growth exceeded 15 percent. Just as major parts of the residential market have cooled during the last three years, the commercial and industrial market experienced a modest resurgence in 2007. Just a few years ago a robust residential real estate market bolstered the county's assessment roll growth, as the commercial and industrial market floundered. As of January 1, 2008, the Assessor's Office recorded a "mini boom" in the commercial and industrial sectors led by construction of selected retail "power centers" and the development of Class A office buildings from either the ground up, or major renovations to older properties. At the time, companies like Adobe, Facebook, Oracle, Google, e-Bay and Apple were expanding, while other companies like Sun, Yahoo and HP were consolidating their facilities. The picture is expected to be substantially different in the current assessment roll year.

The 2008-09 assessment roll captured the beginning of the national housing foreclosure crisis whereby the market value of residential properties, particularly the construction and sales of entry-level housing, has declined substantially. The number of transactions recorded declined 15 percent over the prior year, negatively impacting property tax revenue.

In addition, the number of residential properties where the market value declined below the factored base year value, triggering an adjustment of assessed values, more than doubled to over 45,000. This trend was especially pronounced in the condominium sector, and the modestly priced residential marketplace. More than 20 percent of all condominiums are assessed below their purchase price. The only variation from this trend was high-end residential properties, which have generally retained their value. The 2009-10 assessment roll is expected to decline further, reflecting the national economic and financial crisis.

Ten-Year Assessment Roll Summary



The other major contributor to assessment roll growth is the unsecured assessment roll, comprised primarily of business personal property. Calculated from property statements filed annually by nearly 51,000 businesses, the total growth was 9.96 percent, an increase of $2 billion to a total of $21.5 billion. Typically this increase is attributed to acquisitions of new machinery equipment, computers and fixture. However, in 2008-09, only half of the increase was the result of the acquisition of new business property.

Nearly $1 billion was the result of a one time, new accounting discovery procedures designed to increase compliance and reduce the number of businesses that

routinely fail to file their annual business property statements mandated by law, thereby evading payment of taxes on business personal property. Similar to the Internal Revenue Service and other taxing authorities, when a business fails to file a property statement disclosing the cost of the assets they own such as machinery, computers, equipment and fixtures, the Assessor has the authority and responsibility to both determine the assessed value of a company's assets and equipment using the best information available, and levy a 10 percent penalty. On the 2008-09 assessment roll, 14,000 businesses of a total of 50,791 failed to return a property statement to the Assessor's Office by the May 7 deadline.

County Revenues

The county's largest discretionary revenue source, secured property taxes, grew 8.3 percent in FY 2008. This tax source is projected to grow 6.5 percent in FY 2009 and is projected to grow at a reduced rate in future years of approximately 4.5 percent. Our other economic driven revenue accounts grew moderately.

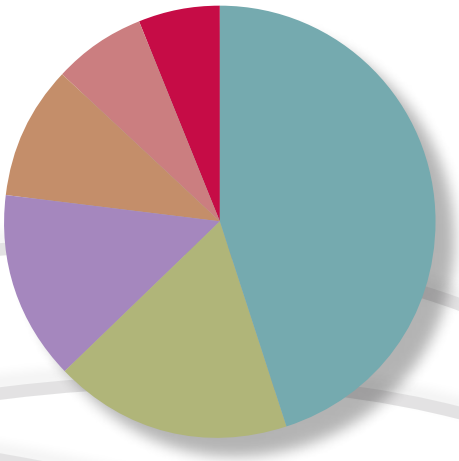
County Reserves

The county has set aside $96.7 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 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 & Poor's (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 & Poor's and MIG 1 from Moody's. Each rating is the highest awarded for short-term notes.

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%**

Children, Seniors & Families

Social Services

Expanding the Public Safety Net
Wellbeing is the result of many factors. Among the basic are access to employment, nutrition, health care and shelter. In 2008, the Social Services Agency's Department of Employment and Benefit Services continued to expand public safety net services to individuals and families.

To improve program participants' access to fresh fruits and vegetables and nutritional meals and promote healthy eating and lifestyle, the Social Services Agency partnered with Second Harvest Food Bank. Each month, CalWORKS families who attend community college or adult education classes now receive three to five bags of groceries including fresh fruit and vegetables, poultry, eggs, bread, pasta, and an assortment of canned, packaged, and frozen food items. Through partnership with DeAnza College, the agency is expanding the Food Stamp Employment and Training program which provides eligible families with financial support for books, educational materials, transportation, and Food Stamp benefits. The agency also has successfully implemented the Food Stamp

Restaurant Program for Elderly, Homeless and Disabled Persons, which allows participants to purchase prepared meals at local Subway franchises.

Over the year, the Social Services Agency began to use technology to improve efficiency and service to clients. The agency is collaborating with the Social Security Administration to assist eligible individuals and families to receive Supplemental Security Income (SSI) assistance. This year an online application was initiated to expedite and improve accuracy. The CalWORKs program also is using technology to help participants meet the work participation requirements. Through a partnership with Community Technology Alliance, a distance learning initiative was launched, which allows CalWORKs families to view qualifying course material on the internet or on iPods at a time convenient to the participant. The distance learning initiative is a leading model for other counties to replicate throughout the state. Over the year, the CalWORKs program has increased the job placement rate for participants.The number of total job placements has increased by over 13%, with the wages of participants at placement averaging $11.31.

The agency began relocation of five offices providing General Assistance and CalWORKs Employment and Case Management services near existing CalWORKs sites and the Application Assistance Center. The location of these sites together will create a "Senter Road Campus" centrally located in San José. The co-location of these services is designed to improve client access to services.

For the Wellbeing of Children
The Family Wellness Court for Infants and Toddlers project was implemented in March 2008 to more effectively serve these families. This client-centered approach helps families with children ages 0-3 whose parents use methamphetamine or other substances. Parents are provided early assessments and access to substance abuse treatment, and close monitoring and encouragement by the court

to achieve and maintain sobriety, overcome personal obstacles, and become better parents so that they can reunify with their children. Children receive in-depth developmental and behavioral assessments, along with other services to improve their well-being. Project goals include: prevention of subsequent births of substance exposed newborns; creation of an expanded and unified system of care for the children and parents; and expansion of the program to offer Family Wellness Court to other families involved with the juvenile dependency court system. This innovative project is a collaborative with the Juvenile Dependency Court, county departments and private community-based organizations. It is funded by a multiyear, $3.7 million federal grant from the Administration for Children, Youth and Families and additional support from First 5 Santa Clara County.

The Department of Family and Children's Services (DFCS) is implementing initiatives to reduce the entry of children of color into foster care; ensure timely investigation of abuse and neglect reports; ensure timely social worker visits with parents and children; reduce the number of children's placements; and reduce the number of children reentering the foster care system.

In recognition of the notable over-representation of African-American families being served by DFCS, several approaches have been undertaken to better assess children's and families needs, and engage families in services to meet those needs. The agency will be contracting services to increase community-based, culturally sensitive and intensive services to African-American families at risk of entering the child welfare system, which also includes families in the

Preserving the Safety Net

Raising Awareness and Reaching Out to Protect Youngsters From Abuse

Every day, the Social Services Agency's Department of Family and Children's Services receives an average of 50 reports of abuse. This equates to over 17,000 reports a year, and many instances are never reported. Children in crisis can be invisible to the community. Unless child abuse is overtly violent, it may go unrecognized. The county's objective is to raise awareness about the range of behaviors that constitute child abuse from physical and sexual abuse, to severe neglect; and to protect youngsters from all forms of abuse.

All forms of child abuse can have devastating long-term psychological and behavioral consequences. For example, in a recent study of 600 women at Elmwood Correctional Facility, 76% reported that they were victims of childhood physical abuse and 47% victims of sexual abuse.

Committed to reducing the troublesome statistics, the county allocated more than $1 million to fund child abuse prevention, intervention and treatment programs. Funding priorities for the Child Abuse Prevention Intervention and Treatment Program reflect both the state's and the local Child Abuse Council's requirements. The county also allocated nearly $650,000 in federal Promoting Safe and Stable Families funds and nearly $120,000 in Child Welfare System Improvement funds to support case management services by community-based organizations. These efforts were bolstered by a contribution of over $300,000 for community-based services for at-risk families made by First 5 Santa Clara County.

The goal is to work with families at risk of child abuse in a very strategic manner. Tactics include early intervention to promote community education, identify families at risk, assist them to prevent abuse or neglect, and improve family function to avoid involvement by the Department of Family and Children's Services. Families are able to participate in counseling and parental education and nurturing workshops.

The child abuse prevention program includes community outreach and case management services for families at risk of entering the child welfare system, bi-lingual parenting education, in-home parenting coaching, family counseling services, support services for transitional age parenting youth, parent child interactive therapy, support services for families with children who have special needs, support services for battered women, and programs to address the impacts of substance abuse.

early stages of involvement with the Juvenile Dependency Court system. Another fundamental approach by the department to reduce overrepresentation of children of color involves more thorough review of abuse and neglect investigations to reduce any inadvertent cultural bias in child and family assessments or disparity in services offered. A third approach to reduce overrepresentation involves training for mandated child abuse reporters, including statistical information and discussion about children of color in the child welfare system in an effort to raise the awareness of reporters about the issue.

DFCS and the Department of Employment and Benefit Services (DEBS) work with parents receiving services from both departments to coordinate case plans and optimize benefits from both systems. Staff received technical assistance from the Linkages Project. The Linkages Project is sponsored by a federal grant awarded to the California Department of Children's Services to enhance, expand and evaluate local partnership programs, with the objective of increasing knowledge about coordinating child welfare and public assistance programs, and goals to reduce poverty, strengthen families, prevent child maltreatment and build stronger communities.

The California Connected by 25 Foster Youth Initiative (CC25I) continues to build a comprehensive continuum of life skills, education, employment and housing services supporting positive youth development and successful transitions for youth from foster care to adulthood. CC25I is a partnership with the Youth Advisory Board and various community social service, business, placement resource, housing and educational partners.

The array of CC25I services has expanded and now includes: the Independent Living (Skills) Program, DFCS' Employment Services Unit, DFCS Educational Services Unit, Educational Rights Project, and Career Pathways program, Emancipated Foster Youth County Employment Program, job fairs geared to youth, and annual Higher Education Luncheon for high school age foster youth. The program also includes a Freshman Orientation at San Jose State University, East Side Union High School District Pilot Project, Middle School Literacy Project, Advancement Via Individual Determination Pilot Project, De Anza Summer College Bridge Program, Youth Education Scholars Program, Emerging Scholars Program, CalWORKs incentive funds for housing, Transitional Housing Placement Program, Transitional Housing Placement - Plus Program, Individual Development Account (IDA) Program, and financial literacy training for youth.

In September and October, the Social Service Agency convened the Child Abuse Prevention Community Collaborative, a broad-based community planning and review group, to review a number of child welfare practices and operations where opportunities for improvement were identified, including: culturally sensitive and effective services; engagement of families in comprehensive assessments and case planning; identification of relatives for placements and support; increased family-based placement resources for children with complex needs vs. congregate, institutional care; improved permanency planning with families when children cannot safely return home; and strengthened services to promote the health and well-being of children.

Aging and Adult Services

The Department of Aging and Adult Services (DAAS) implemented a project funded by the Santa Clara Department of Mental Health and the Archstone Foundation to educate clergy and religious communities about the various forms of elder abuse. A website has been created and is updated regularly to include information, referral sources and an educational survey to test elder abuse knowledge. Two clergy and lay leader summits were held during the year. Over 150 participants from varied faith communities came together to collectively increase public awareness of elder abuse. This project has lead to staff authoring a series of articles to appear in the Journal of Elder Abuse and Neglect.

In November, DAAS sponsored a second Senior Resource Forum. The purpose of this event is to bring awareness to what experts are calling the 'crime of the 21st century,' which is elder financial abuse. The Forum provided educational material about

elder financial abuse and resources to help seniors gain financial literacy and protect their assets. The keynote speaker was the "7 On Your Side" reporter Michael Finney, KGO-AM 810 Host of Consumer Talk.

The number of clients served by In-Home Supportive Services grew approximately 12% over the last fiscal year, and the Department of Aging and Adult Services has made several improvements to address this increase and improve client service delivery. The automatic call distributor, which assists in handling the high volume of calls, now has a monitor where staff can see a display of the number of calls on hold, wait time for each call, and the number of staff logged on. This has become a valuable management tool to improve customer service. There is also a new payroll scanning program that enables staff to give real time answers to queries regarding paycheck status. It has decreased the average processing time to receive a paycheck for the services provided to an elder. Also, the department has decreased the average waiting time to enroll new clients into the IHSS program from 90 – 120 days to within 30 days by creating a "flex" unit composed of Social Workers who volunteer for intake assignments on an as needed basis.

The Office of the Public Administrator Guardian/Conservator (PAG/C) developed an Operational Strategic Plan, introduced a space reorganization plan, and organized deputies into specialized units to improve client service.

Among key improvements introduced in the Operational Strategic Plan is the upgrading of the PAG/C's computer software program. The process for analyzing and purchasing a new web-based software application has started. The scope of the project was defined, including key resources, boundaries and deadlines.

Senior Nutrition Program Provides Food to Combat Hunger

Hunger is a surprisingly common aspect of life for California seniors, according to the UCLA Center for Health Policy Research. Twenty percent of low-income seniors consistently cannot afford to buy food.

In Santa Clara County, the Senior Nutrition Program in the Social Services Agency provides more than 3,200 older adults with dietitian approved and ethnically diverse meals daily. The Congregate Meal Program offers 34 sites throughout the county where those age 60 or older are welcome to enjoy a meal specifically designed to meet the nutritional needs of seniors.

Children, Seniors & Families

More than 65,860 rides were coordinated over the past year to bring seniors to these sites. For those 835 individuals that are homebound, the Meals on Wheels Program delivered the equivalent of two frozen meals per day, supplemented with milk, bread, fruit and juice, on a weekly basis.

The State of California ranks the County of Santa Clara Senior Nutrition Program as number one among California counties participating in the Meals on Wheels Program in serving the highest risk homebound seniors. The program also provided 138 Nutrition Education sessions to over 11,000 seniors, developed and distributed nutrition education material in Japanese, Portuguese, Vietnamese, Korean, Chinese and Spanish, implemented new menu requirements and trained site managers at all sites, and conducted over 80 outreach presentations.

Nutritional well-being is a general indicator of overall health, and those with increased nutritional risk factors may also have increased exposure to other potential health issues such as diabetes, depression or chronic diseases.

In Support of Children

According to the Children's Defense Fund State of America's Children 2008 Report, in California there are 1,591,295 children under the age of 18 living in poverty. That is 17.3 percent of the children in the state. California has the largest number of children in poverty in any state. These startling numbers are why the work of the Department of Child Support Services (DCSS) is so important.

The Department of Child Support Services establishes and enforces court orders for the support of minor children. As an active participant in improving the financial wellbeing of children, DCSS provides services to approximately 50,000 children and their families. Support payments totaling $100 million are distributed each year. Nearly 75% of this support goes to families that are not receiving cash assistance from CalWORKS with the remaining 25% of collections going to repay costs of public assistance for families currently or formerly on aid.

The department is funded by a combination of federal and state dollars and operates with minimal impact to the county's General Fund. The

challenge the department has had to meet is operating with 25 percent fewer positions in 2008 than in 2002 because funding levels have been held relatively flat over the past six years. This significant loss of resources has resulted in delays in processing needed to establish support orders and secure payments and increased call-holding times for public inquiries.

During the past year, the department focused on the successful implementation of a new statewide automated child support management system. The system went live in Santa Clara County in June 2008, joining other California counties to meet the November 2008 target for complete implementation. Federal certification of California's system resulted in a refund of $193 million to the state (June 2008), representing 90% of the final penalty payment for California's prior failure to implement a single statewide system.

In the year ahead, the department's focus will return to core business goals and improving performance on key federal measures. The federal government measures state program performance in five key areas – collections on current support obligations; collections on past due support; establishment of child support orders; establishment of paternity; and cost effectiveness. The department has achieved significant overall improvement in these measures, especially in the areas of current support and past due support collections.

Other Key Accomplishments:

• The department was recognized by the state Department of Child Support Services as the most improved large county in collections of current support.

• The department was awarded a grant by the federal Office of Child Support Enforcement, supporting a new working relationship with the Santa Clara County Superior Court's Family Law Facilitator's Office and enhancing services to unrepresented parents.

• The 3rd annual backpack giveaway event, sponsored and hosted by DCSS and supported by many county departments, employees and local businesses, placed backpacks and school supplies in the hands of more than 500 children.

Health & Hospital System

Santa Clara Valley Health and Hospital System

Dedicated to the Health of the Whole Community

You have to look past the newspaper headlines about the state budget problem and global credit crisis to understand how increasingly vital the mission of Santa Clara Valley Health and Hospital System is to all residents of Santa Clara County.

The level of state and federal funding received, supports the programs and services provided to the community and determines how many people are able to receive care. In September, the state budget cut funding to public healthcare programs and services throughout California. The reduction to Santa Clara Valley Health and Hospital System was $8 million – on top of the $675 million in cumulative savings over the last eight years. And there are many more challenges ahead.

Santa Clara Valley Health and Hospital System continues to develop creative and innovative approaches and partnerships to face these financial constraints, while providing quality and compassionate care to patients:

• Over 12,000 residents have enrolled in Valley Care, an innovative county program that provides comprehensive healthcare coverage for low-income adults. This initiative was one of 10 selected by the state to receive special funding. Santa Clara County will receive over $20 million in revenue this year.

• The County of Santa Clara Public Health Department is one of the most respected in the country. It is one of only eight national "Advanced Planning Centers" receiving federal funds to develop best practices in the event of a natural disaster, pandemic influenza or bio-terrorism. The mission of the Public Health Department is to protect residents from health threats and prevent the spread of disease. This past year, Public Health responded to 14,000 notifications of reportable diseases (such as hepatitis and tuberculosis).

• Mental Health has implemented many new programs and services with state funding provided by the voter-approved Mental Health Services Act. This year, the Mental Health Urgent Care Center opened on the Santa Clara Valley Medical Center campus, providing an important and appropriate new care site for mental health clients.

• The Medical Respite Program, a collaborative effort among several local hospitals, local homeless shelter provider and the county's Valley Homeless Healthcare Program, provides a safe, clean environment where homeless patients can recuperate following hospitalization, and links patients to health services, permanent housing and other support services. Federal grant monies and financial support from five local hospitals cover the costs of this program.

• The Valley Medical Center Foundation, a nonprofit organization which raises funds to support county healthcare services, raised over $2.8 million to purchase medical equipment

for the hospital's new Sobrato Cancer Center. The Foundation's efforts also raised more than $400,000 to benefit the hospital's smallest and most vulnerable patients. More premature and critically ill infants in the Neonatal Intensive Care Unit (NICU) now benefit from temperature controlled incubators/radiant warmers named Giraffe Beds, because the bed moves up and down on a long neck.

• Success with insurance payers provides significant financial support to our primary mission -- serving the uninsured and underinsured residents of our county. Santa Clara Valley Medical Center has contracts in place with all major health plans active in the county, resulting in increased patient revenue and specialty services (such as emergency, trauma, burn care, and rehabilitation) accessible to more patients.

• At Santa Clara Valley Medical Center, a three-year project called Transformation 2010 is underway to strategically evaluate, redesign and improve hospital and clinic operations, while at the same time addressing growing demand for services and increasing healthcare costs. The current budget includes $26 million in savings resulting from business redesigns, revenue enhancement and expense reductions.

• Successful grant applications have funded key projects. The March of Dimes selected SCVMC's NICU to be the first and only Northern California hospital (and the second in the state) to receive its NICU Family Support® Grant ($300,000) to address the emotional and informational needs of families during a child's hospitalization. Kaiser Permanente awarded grants to several SCVMC initiatives, including Prevent Heart Attacks & Strokes Everyday/PHASE ($400,000), Safety Net Quality Improvement ($200,000), and Specialty Care ($150,000).

Preserving the Safety Net

Resounding Voter Support for Seismically-Safe Santa Clara Valley Medical Center

This year Santa Clara County voters can take credit for preserving a critical health asset for residents; 78.12% said yes to Measure A. The voters' overwhelming support makes it possible for the county to issue $790 million in bonds to rebuild the Valley Medical Center's older buildings constructed in the early 1960s and 1970s so that they will meet the state's mandatory seismic safety standards. The measure also provides $50 million in bonds to construct new medical facilities in downtown San Jose to replace the closed San Jose Hospital facility.

Despite requiring hospital facilities to implement seismic improvements by 2013, the state provided no funding for construction costs. Valley Medical Center is a Level One Trauma Center, the highest-level hospital facility and the only public hospital in Santa Clara County. As a Level One Trauma Center, Valley Medical Center is able to provide the highest level of trauma care and is equipped, staffed and prepared to respond to life-threatening injuries and catastrophic illnesses, from car accidents and fires to natural disasters and other major emergencies.

If Measure A had not passed, Valley Medical Center would have been faced with the prospect of eliminating over 270 hospital beds - more than half of the total beds at the hospital - and closing the Level One Trauma Center, Burn Trauma Center and Pediatric Trauma Center because there would have been too few beds for patients once they were ready to be moved from the emergency room. That could have put lifesaving care farther way, a costly consequence that would have jeopardized the safety of some patients during an emergency.

The county is now moving forward with plans to issue the bonds; and also seeking members to serve on the Independent Citizens Oversight Committee. The Committee will oversee the bond spending and ensure transparency and accountability as the project proceeds.

Each one of the 475,882 voters in Santa Clara County who supported Measure A can take credit personally for the contribution you made towards preserving the medical safety net for the community.

Health & Hospital System

Ambulatory and Managed Care

Primary Care Redesign Clinic

The Primary Care Redesign Clinic is one of many Ambulatory and Community Health Services to improve the quality of care for children and adults. Located at Silver Creek Clinic, the redesign project is based on a patient-centered team approach. Clinic goals include: improving patient access and continuity of care, developing a systematic approach to chronic and preventative health programs, encouraging patients to actively participate in their medical care, and, ultimately, reducing the need for costly inpatient and emergency care.

To expand medical care beyond the traditional physician-patient visit, the team has instituted group medical visits, a diabetes care management program led by a pharmacist, a home visitation project coordinated with public health, and onsite behavioral counseling. The team received a grant from the Kaiser Foundation to focus efforts on the reduction of risk factors for heart attacks and strokes, including diabetes, high blood pressure and high cholesterol. Some key accomplishments include: development of an electronic database to proactively identify the health care needs of all clinic patients, programs to enhance patient self-management skills, and collaboration with the local high school.

Pediatrics Healthy Lifestyle Center

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. Last year the center received a Safety Net Quality Improvement Grant from Kaiser Permanente that allowed them to expand services and increase patient visits to over 5,000. This was twice the number of patients that were seen during the preceding year. This grant also allowed the center to increase its capacity to see 584 obese children under age 6, twice the number seen during the previous year. The campaign to identify these children and automatically refer them to the Pediatrics Healthy Lifestyle Center is called Salud Para Juventud (Health for Youth).

Implementation of Automated Appointment Reminder Calls

The Health and Hospital System is now launching automated appointment reminder phone calls to all patients who have scheduled appointments for primary care and the vast majority of specialties. Calls are being launched in one of eight different languages, and identify the specific patient. The calls are launched two days in advance of the actual appointment and, should there be no answer to the call, repeat attempts are made every several hours until the day of the actual appointment. The feedback about this enhanced service has been very positive, and the institution hopes not only to realize significant cost savings (approximately $50,000 per month) but also a decrease in no-show rates for patients with limited English proficiency. Patients may opt out of this service.

Health Coverage for Uninsured

Santa Clara Valley Health and Hospital System launched the Valley Care Program in 2007 to provide health care coverage to low income adults, age 18-64, who are uninsured U.S. citizens or permanent legal residents residing in Santa Clara County. Since the inception of this program, 12,800 residents have been enrolled and 1,375 already have renewed their applications for a second year of coverage.

The Children's Health Initiative continues to make progress towards the goal of making comprehensive health insurance accessible to 100% of the children living in Santa Clara County with family income up to 300% of the Federal Poverty Level. Over the past year, the Children's Health Initiative countywide collaborative assisted more than 17,179 children with applications for the Medi-Cal, Healthy Families, or Healthy Kids programs. Additionally, the collaborative assisted more than 4,082 children renew their existing coverage. Since the beginning of Children's Health Initiative in January 2001, almost 150,000 children have received application assistance.

Specialty Access Grant from Kaiser

Following a successful planning process by the Ad-hoc Specialty Care Access Committee, the collaborative partners received a Kaiser Permanente Community Benefit Program, Specialty Care Initiative implementation grant. Grant partners include: Community Health Partnership, Santa Clara Valley Health and Hospital Sys-

tem, and Community Health Centers. The partners will work collaboratively to modify current and develop new initiatives to improve access to specialty care for the underserved. SCVHHS will receive $325,219 over the two years of this grant.

Medical Respite Program Collaboration

The Medical Respite Center for the Homeless began operating in October 2008, to provide a clean, safe place for homeless individuals to recuperate. A fuller discussion of the program is provided elsewhere in this report. The Center is funded through a unique public-private partnership. This partnership is between the Hospital Council of Northern and Central California, six local hospitals in Santa Clara County, and Valley Homeless Healthcare Program. Each hospital has agreed to provide funding at $25,000 each for the respite center. In addition, the program has received an annual grant of $225,000 from the Health Resources and Services Administration. These dollars will be utilized to fund new positions at the EHC Shelter Clinic and hire staff to operate the respite center.

New Facilities Expand Clinic Capacity

This autumn, two new Valley Health Centers began seeing patients and clients in portions of the county identified as having a significant need for increased primary care services. The guiding vision for the new health centers was to: make patients and clients the highest priority; provide an excellent facility for community based patient care and client services; support cost-effective care and service delivery; fully support the provision of the intended services; work well for patients, clients and staff; establish a building design that reinforces the patient and client experience as a "gateway" into the health system; respond to the unique context, culture and ethnic mix in the community and support cost effective care and service delivery; and create a welcoming, non-institutional environment.

The first is the 45,000 square feet Valley Health Center Sunnyvale (formerly known as Fair Oaks) that opened in October and replaces two existing buildings one-third its size. There are 21 examination rooms, two treatment rooms and two dental operatories, with a total annual capacity of 45,000 patient visits. The second is Valley Health Center Gilroy a new 59,000 sq. ft., two-story facility that also opened in October and includes 49 examination rooms, three treatment rooms and seven dental operatories. The initial occupants are clinics that previously were located

Health & Hospital System

in San Martin and Public Health Women Infants and Children services that previously were in leased space in Gilroy. The building is designed to accommodate 23 physicians and dentists, with a total annual capacity of over 100,000 patient visits.

In addition to the two primary care sites listed above, the Valley Specialty Center building on the main campus of Valley Medical Center will open in early 2009.

Expanded Medical Capacity Grant – STAY

In June 2007, the Health Resources and Services Administration awarded Valley Homeless Healthcare Program a "New Access Point" grant for the Satellite for Transition Age Youth (STAY) program. Through STAY, the Pediatric Mobile Unit makes regular visits to continuation/alternative schools where and estimated 40% of the 1,513 students do not have permanent housing and/or are doubling up. In partnership with the Bill Wilson Center, Valley Homeless Healthcare Program opened the "Bill Wilson Clinic" in March 2008 to target homeless street youth who frequent the drop-in center.

The Bill Wilson (Drop In) Center is located in Downtown San Jose, and served 877 unduplicated transition age homeless youth in 2007. Homeless young people rely on the center for basic necessities, such as food, clothing, and personal hygiene items, as well as counseling, living skills education, job readiness training, housing assistance, HIV prevention, and substance abuse services.

The goals of co-location of the clinic with the drop-in center include establishing a trust relationship with the youth who frequent the center; assigning a primary care provider for each user to ensure continuity of care; delivering walk-in/drop-in primary care and mental health services; providing specialized primary care for youth with chronic diseases and intensive case management for chronically homeless persons with multiple health problems; and connecting homeless with comprehensive Santa Clara Valley Health and Hospital System healthcare, including specialty care and substance abuse treatment.

STAY will fill an identified gap in Valley Homeless Healthcare Program's healthcare network for homeless. Transition age homeless youth are reluctant to use current adult and family-oriented services and underutilize existing healthcare. Reaching homeless young people requires culturally sensitive, flexible health services. The proposed new services are designed to eliminate access barriers that prevent transition age homeless youth from using healthcare and other services they need.

Ambulatory Electronic Medical Record Implementation

The Ambulatory Electronic Medical Record successfully went live with the first phase in April. This phase of the project included Provider Documentation, Health Services Representative and Nursing Documentation, Pharmacy e-Fax of prescriptions and Interfaces for Patient Demographics, Scheduling and Custody criminal justice data. The first phase will provide valuable information for the next deployments. Sequencing of those deployments has been planned; and will begin in January of 2009 and be completed in June of 2010.

Transformation 2010

Although Ambulatory staff and departments are participating in many of the 16 Transformation 2010 (T2010) Committees and Initiatives, the bulk of involvement has been by the Ambulatory and Physician Practice Management Committee.

Transformation 2010 is a Santa Clara Valley Medical Center initiative that will evaluate, re-design and improve many clinical and operational processes and facilities. Assisting the hospital and its clinics to adapt to a rapidly changing healthcare environment is the ultimate goal of the T2010 project.

The purposes of the Ambulatory and Physician Practice Management Initiatives are to redesign patient access for improvement, efficiency, and quality and to develop a physician practice infrastructure design that improves practice and patient management by utilizing data, best practices, innovation, and other strategies.

The T2010 team has created and analyzed Ambulatory Department staff satisfaction survey; developed the Valley Specialty Center staffing model; finalized the Physician Time Study Survey; and analyzed leading practices for disease management.

Housing, Land Use, Environment & Transportation

Green Initiatives

Green Building Ordinance

A new Green Building Ordinance establishes green building certification requirements for new single-family residences in the unincorporated areas in Santa Clara County. The ordinance went into effect on January 15, 2009, starting with a six-month voluntary period and will become mandatory on July 1, 2009. The ordinance is a component of the County's Green Building Program. It is anticipated that in 2009, the Green Building Program will be expanded to include commercial and institutional buildings.

The purpose of the ordinance is to integrate green building principles and practices into new development to mitigate negative impacts to the environment and to meet the greenhouse gas emissions reduction goals of AB 32 California Global Warming Solutions Act.

The ordinance offers two certification systems from which to choose – GreenPoint Rated from Build It Green, a non-profit organization that promotes healthy, energy- and resource-efficient building practices in California, or Leadership in Energy and Environmental Design (LEED) for Homes from the United States Green Building Council.

Climate Action Blueprint

Recognizing that a nationwide effort is essential to address climate change, county leaders endorsed the Climate Action Blueprint for the New President and 111th Congress in 2008, which outlines priority areas, calls for targets, and requests funding and grants to address climate change. The Climate Action Blueprint would help advance climate protection and sustainable development in Santa Clara County, and could provide funding mechanisms to build the 'green' economy and help the county to achieve renewable energy goals. The county is currently developing Climate Action Plans to address carbon emissions from operations, facilities and the communities.

In recent years, the county also has established several "green" programs to protect the environment. Among them are: setting environment-friendly policies for new constructions, adopting non-toxic methods to control pests in parks, utilizing energy-efficient traffic lamps on county roads,and collecting household hazardous waste, and certifying green business- es that adopt conservation and other green practices.

Balancing Land Use

The Department of Planning & Development plays a critical role in ensuring a high quality of life in the unincorporated areas of the county. Its Office of Planning assists the community in articulating its vision and implements that vision through the county General Plan. The goal is to achieve managed, balanced growth, livable communities, responsible resource conservation, and overall social and economic well-being. The Development Services Office ensures that buildings are safe and code compliant. The department also is responsible for administering the Clean Water and Habitat Conservation programs. Fire Marshal services also are provided by the department.

As in previous years, land use issues set the framework for agricultural, preservation, and development policies addressed by the county. Throughout 2008, oversight of mines and quarries under the State Surface Mine & Reclamation Act, Urban Pocket Annexations, and Historic Preservation Ordinance were of particular interest and discussion in addition to the Williamson Act Contracts/Open Space Easements, Viewshed/Hillside Protection Ordinances, Water Resources, and Habitat Conservation.

Williamson Act

Since the late 1960s, the county has been an active participant in the Williamson Act, a statewide program that enables private landowners to contract with local governments to voluntarily restrict their land to agricultural use and compatible uses in return for a reduced property assessment, resulting in lower property taxes. Since the adoption of a new ordinance in 2006, the county has strengthened its Williamson Act program by implementing procedures for the review of proposed uses and development on Williamson Act contracted lands and removing small parcels from the program that are too small to sustain a commercial agricultural operation. These activities have highlighted the fact that the county still sustains a variety of viable agricultural operations that continue to flourish, such as cattle production, row crops, orchards, grape and wine production, and nurseries.

The 2006 ordinance changes also resulted in the creation of the county's open space program, whereby unincorporated county property owners may apply to transfer their Williamson Act land into an open space

Preserving the Safety Net

Medical Respite Program and One-Stop Center Open, Cold Weather Shelter Expanded

A 2007 local census indicated that on just one night alone, 7,202 people did not have a place to call home. Many of the county's homeless live outdoors and seek shelter only during very cold or rainy weather.

In 2008, the county expanded the Cold Weather Shelter (CWS) Program and opened a One-Stop Homeless Prevention Center designed to better serve the needs of the unhoused population. The One-Stop Homeless Prevention Center represents a major shift in philosophy - from managing homelessness to the goal of ending homelessness.

In 2007, a Blue Ribbon Commission was formed to study the issues of homelessness and affordable housing in Santa Clara County; a follow-up effort called "Destination: Home" has begun implementing the recommendations, including creating One-Stop Homelessness Prevention Centers designed to connect people in need or at-risk with appropriate services and supportive housing.

A15-bed Medical Respite Center was opened in October. Homeless patients discharged from the hospital now have a safe and healthy place to recuperate and to connect with appropriate supportive housing. The program operates out of EHC Life Builders' Boccardo Reception Center and is expected to serve 350-500 homeless patients annually.

The Medical Respite Center is designed to improve the overall health of homeless patients discharged from local hospitals by providing them with a clean, safe place to recuperate. By connecting patients to an array of health, social and housing services, the program aims to reduce the number of repeat hospital admissions and improve the health and well-being of homeless people.

Each winter emergency shelter is provided at locations that include the Boccardo Reception Center, and the Gilroy and Sunnyvale California National Guard Armories. The county funded Cold Weather Shelter Program runs from Dec. 1 through March 31 and provides emergency overnight shelter and hot meals for approximately 4,500 people.

Based on studies in other counties and cities, providing stable housing to the homeless could save a considerable amount of money in emergency room services and police services. Intake and housing specialists would assess homeless persons to gain information about their backgrounds and help connect them to more stabilizing services than emergency centers can provide.

easement to preserve the natural or scenic character of the open space land. Since 2006, 4,000 of the 348,840 acres under Williamson Act contract have been transferred into open space easements. Open space easements allow limited uses of the land and require that 95% of the parcel be maintained in open space use.

Historic Preservation Ordinance

Stewardship of Santa Clara County's historic resources, with their unique opportunities and challenges, is the focus of the Historic Preservation Program. The county's General Plan policies and strategies for historic resources serve as the backbone of the program, which is focused on the identification and evaluation of properties, and preventing or minimizing adverse impacts to significant historic resources. The county has affirmed its commitment to these goals by applying for and receiving certification from the Department of the Interior as a Certified Local Government. The county is one of only three counties in California to have received such certification. In preparation for certification, the county adopted the Historic Preservation Ordinance and enhanced the qualification requirements for members serving on the Historical Heritage Commission. The size of the commission was also reduced to maximize the effectiveness and expertise. In concert with an important economic incentive program, the Mills Act, the county designated its first two landmark properties: the MacQuarrie House, San José and the Arnold House, San Martin. These properties will receive the benefit of both protection and a reduction in local property taxes.

The Historical Heritage Commission will continue its work in evaluating eligible properties and making additional landmark designation recommendations in 2009.

Viewshed/Hillside Protection Ordinances

In August 2006, the county adopted the Viewshed Protection Ordinance and supporting General Plan policies to protect the county hillsides from development that would create an adverse visual impact as viewed from the valley floor and neighboring areas. The new landmark ordinance defined a "Viewshed Protection Area" that was designated as the "–d1" Design Review zoning district. Parcels in the newly designated "-d1" district are subject to a Design Review process prior to obtaining a building permit for any substantial new construction. To date, 74 applications have been received for processing under this ordinance. An additional 26 projects have been approved and are under construction - 17 in 2007 and 9 in 2008. The ordinance and review requirements have resulted in new homes and structures that are better designed and located to mitigate visual impacts, using height and color controls, landscape plan requirements, and careful review of overall site plan designs.

Urban Pocket Annexations

Annexation of the county pockets or urban unincorporated islands is a major goal of the county General Plan. Island annexation reduces county service costs, promotes efficient urban service delivery in general, provides more logical boundaries, and facilitates the cities' ability to plan for and approve new housing and other development consistent with city policies and regulations. It also enables residents to vote in city elections and obtain neighborhood services not available from the county. In 2008, 18 "pockets" comprised of 102 parcels were annexed through a streamlined annexation process. This new process authorized by the Annexation Streamlining Act is in effect through 2014. For example, San José is programmatically annexing eligible pockets that are less than or equal to 150 acres and is expected to complete annexations for all eligible islands by 2010.

Quarry Regulation

There are nine surface mines within unincorporated Santa Clara County, all of which have approved reclamation plans. Five of these are large operations that will be harvesting minerals for several years. One mine has not mined any material for over 12 years. This mine, located on land owned by the Department of Parks and Recreation, has completed its reclamation and created valuable wildlife habitat. All the mines are subject to the State Surface Mine and Reclamation Act (SMARA). Three other mines which have also ceased, or soon will cease mining operations, will focus on reclamation and are expected to be reclaimed within the next three to five years.

The county performs annual inspections of the mines to ensure compliance with their reclamation plans. In 2008, the State Mining and Geology Board (SMGB) concluded an audit of the county's SMARA program. The audit was conducted through public hearings over a two year period and the SMGB concluded that the county, with its recently revamped and expanded program of inspection, is properly implementing SMARA. This recognition by the state is important, and county staff are rededicated to implementing a comprehensive pro-

gram aimed at ensuring the surface mines are in compliance with local and state requirements while also responsive to the concerns of neighboring residents.

Code Enforcement

The Code Enforcement Program is responsible for investigating complaints, processing violations and enforcement of codes related to building, planning, fire and housing. Appropriate action to abate violations may include field inspections, letters to owners meeting with owners, follow-up inspections, issuance of citations, formal abatement procedures and advising the District Attorney throughout court hearings as to the resolution of criminal cases, in addition to working with other agencies on joint enforcement issues.

During fiscal year 2008-09, the Code Enforcement Program was "retooled" and is being more aggressively pursued. The department has reorganized staff to coordinate code enforcement activities, developed and implemented a comprehensive code enforcement database for all staff, instituted an in-house training and education program, and is designing an administrative hearing process for Board consideration.

It is anticipated that Code Enforcement and nuisance abatement activities will continue to increase.

Water Resources

The Clean Water Program exists to maintain compliance with a National Pollutant Discharge Elimination System (NPDES) Storm Water Discharge Permit and to promote storm water pollution prevention within that context, as mandated by state and federal law. Penalties for non-compliance with an NPDES permit are severe. The 2001 NPDES Permit for North County includes many new requirements in county development projects and in the review of private development projects.

Santa Clara County is in the process of obtaining a second permit for the South County Pajaro River/Monterey Bay Watershed area.

Habitat Conservation Program

Since 2005, six local governmental agencies - the cities of Gilroy, Morgan Hill, and San José; Santa Clara Valley Transportation Authority; Santa Clara Valley Water District; and the County of Santa Clara –have partnered to prepare the Santa Clara Valley Habitat Plan, a coordinated planning program to address state and federal endangered species regulations.

The activities of the local partners include:

• Urban development in Gilroy, Morgan Hill, and San José, based on approved general plans and growth boundaries;

• Rural development consistent with adopted General Plans;

• New public infrastructure projects including road widening, bridge replacement, flood protection, and park facilities;

• Operations, maintenance, and capital public projects and facilities

including work related to streams, water supply, reservoirs, canals, roads and parks; and

• Acquisition, management, and monitoring of the Habitat Plan Reserve System.

Development and implementation of a long-range plan will protect and enhance ecological diversity and function within a large section of Santa Clara County, while allowing planned development and growth.

Fire Marshal

Fire Marshal services are contracted for with the Central Fire District. In coordination with Planning & Development Services, the Fire Marshal reviews land use applications for compliance with fire department access and fire protection water supply regulations. Plan review for fire code compliance is conducted as part of the building and fire code permitting process, followed by inspections to ensure compliance with approved plans for both private and county-owned/occupied construction. Annual inspections are also conducted on all county-owned or leased facilities and at Stanford University. The Fire Marshal's Office also ensures compliance with Wildland Urban Interface fire protection regulations.

In 2008, the Fire Marshal completed a major expansion of its website that provides the public with information to navigate the permit process more easily.

County Parks

Healthy Trails Program Exceeds Expectations and Receives Award

A noteworthy new program of the Santa Clara County Parks and Recreation Department has inspired more than 6,300 individuals to take part in a free personal fitness challenge. Healthy Trails, a successful partnership with Kaiser Permanente San Jose and Santa Clara County Public Health Department's Nutrition and Wellness team, has exceeded all expectations during its first year. At the outset, the goal was to register 300 participants, including people from underserved and/or low income communities. Through broad and targeted outreach the Healthy Trails program has enrolled 20 times more participants than planned. More than 700 enrolled during the first month.

Not only does Healthy Trails promote health and wellness - a part of the mission of Santa Clara County Parks and Recreation - it also familiarizes residents and encourages participation in various recreational experiences available at county parks. Healthy Trails challenges residents to get fit outdoors by walking, riding, skating or running on trails in at least five of the 21 trails that wind their way through 16 different parks.

One of the reasons the Healthy Trails program has been so successful is because it offers participants a high degree of flexibility and accessibility. Participants can register by phone, fax, mail or online. They receive the Healthy Trails guidebook and can choose to meet the challenge on their own, by participating in docent led outings, or a combination of both.

The Healthy Trails guidebook contains complete trail descriptions, a matrix outlining and comparing the degree of difficulty of the trails, and tips on physical activity, nutrition, and safe play. It is intended to promote physical activity and healthy nutritional habits as an integral part of daily life. The program addresses what is referred to as the "Nature Deficit Disorder," the obesity and overweight epidemic, and chronic diseases such as Type 2 Diabetes, asthma, high blood pressure, heart disease, cancer and other life-threatening conditions. By demonstrating that outdoors can be fun - and highlighting the natural, cultural, and historic areas along county park trails - the Healthy Trails program encourages residents to make Santa Clara County Parks their "outdoor fitness center."

Special outreach was directed to Hispanic, Vietnamese, African Americans, and individuals who due to socioeconomic limitations are the most at risk of developing the previously mentioned chronic diseases; and who may not have access to the full array of personal fitness options such as those available through health club memberships. The groups were targeted through health fairs and other events. Materials were made available in English, Spanish and Vietnamese.

In recognition of the outstanding results of the Healthy Trails program, in 2008 it was honored with a Recreation & Community Services Award.

Agriculture and Environmental Management

On an annual basis, the Department of Agriculture and Environmental Management's Administration Division receives approximately 72,000 telephone calls and assists approximately 19,890 external customers who visit the office or seek assistance. Permit processing reached 36,000 requests in 2008. Temporary Events and Plan Check programs increased exponentially with the Clerical Unit processing over 700 Plan Check submittals and issuing over 2,500 Temporary Event Permits.

The Accounting Unit provides a variety of reports and budget analysis to assist the management team with business forecasting, and improved internal overhead allocation. On a daily basis, the Accounting Unit provides professional and timely responses to customers' inquiries concerning account payments, invoices, payroll and contact customers regarding delinquent accounts. Accounting staff collected and reconciled $18,463,478 in revenue from 28,146 active accounts in FY 2008. Because the department is not a part of the county's General Fund, it also is responsible for the management of accounts receivables.

Throughout the year, the division has looked for ways to improve and promote positive changes in the areas of accountability, automating business processes, enhancing customer satisfaction, and coordination of technical and supervisory workloads.

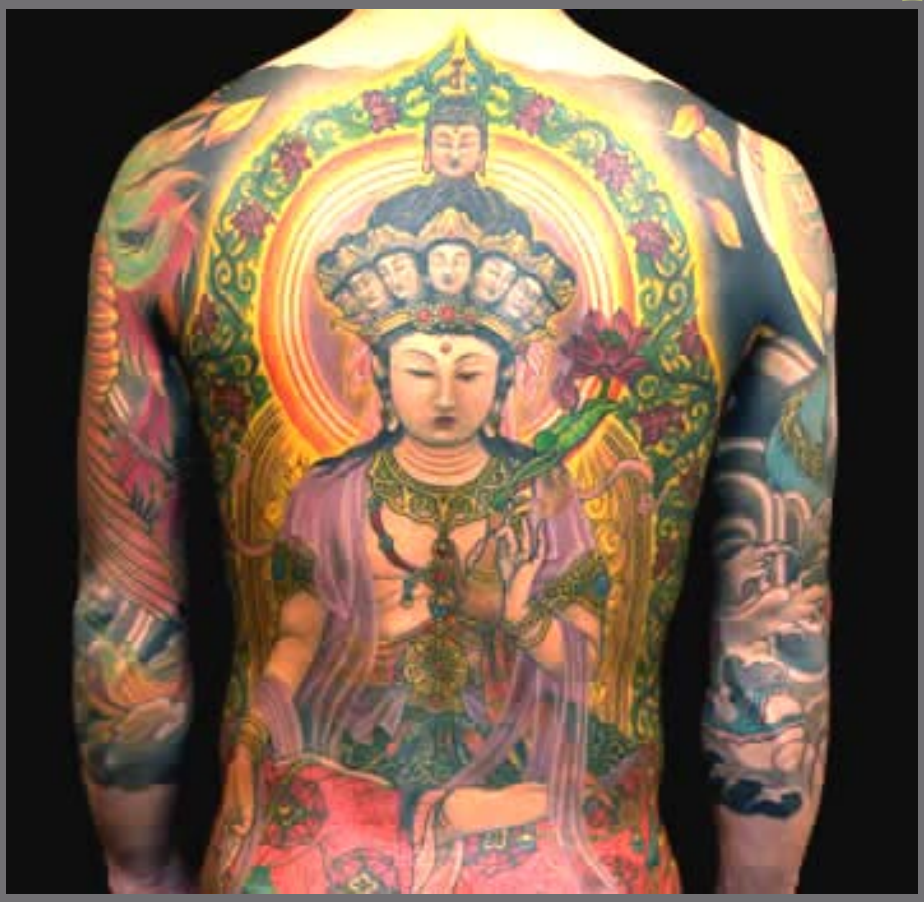
Improving First Responder Safety at HazMat Facilities

Many facilities in Santa Clara County handle chemicals that are hazardous. These materials - ranging from motor vehicle fuels, to dry cleaning solvents, to very toxic gases used in high-tech research and manufacturing processes - can pose a serious risk to individuals as well as firefighters and others responding to emergencies.

The county's Department of Environmental Health, in partnership with the local city fire departments, has developed the Unidocs website (www.unidocs.org). Management of the website's electronic inventory reporting system, which streamlines required hazardous materials disclosures and distribution of essential information to first responders, will be turned over to the California Environmental Protection Agency in 2009. It will serve as the foundation for mandatory state-wide electronic submittal of such data by 2013.

The state's adoption of the county's system is a testament to the quality of the local agency hazardous materials programs in Santa Clara County and the high degree of innovation, cooperation, consistency and coordination achieved over the past few years.

Housing, Land Use, Environment & Transportation



Bay Area Regional Body Art Safety Training Seminar

The first Bay Area Regional Body Art Safety Training Seminar was held in August 2008. It was hosted by the Department of Environmental Health. The Safety Training Seminar was made possible by the partnership between a non-profit organization, California Alliance for the Promotion of Safe Body Art (CAPSBA), and the co-sponsoring environmental health agencies of Monterey, Santa Cruz, San Mateo, San Francisco, and Santa Clara. In addition, Alameda, Contra Costa, Sonoma, and Napa counties assisted with mail-outs to the practitioners in their respective jurisdictions.

The goal was to provide a quality training seminar designed primarily for Body Art Practitioners (tattoo artists, body piercers, and permanent cosmetics technicians) and focus on methods for safe practice and compliance. Ninety-one participants including speakers, exhibitors, practitioners, and inspectors attended from throughout Northern California. Attendees of the Bloodborne Pathogen Training received a certificate. Shop owners valued the topic – "Developing an Exposure Control and Infection Prevention Plan." Training was provided by top speakers from across the state authorized as community outreach trainers by the U.S. Department of Labor, Occupational Safety and Health Administration. There was a demonstration and hands-on technical session for Inspectors on tattoo machine assembly. It was an opportunity for Body Art Professionals and Inspectors to interact in a non-regulatory setting.

Seminar participants rated the overall training as "above average" and indicated that they would recommend it to others. This inaugural Bay Area Regional Body Art Safety Training Seminar was a major accomplishment and great success. For more information on the county's Body Art and Lower Lobe Ear Piercing program go to website: www.sccwaste.org.

Menu Labeling Ordinance

A Menu Labeling Ordinance was established for businesses in the unincorporated area of the county with 14 or more locations in California. Ordinance NS-300.793 would have required chain restaurants to provide basic nutritional and caloric information to consumers so that they can make informed meal decisions that support their individual health and welfare. Nine businesses met the conditions of a "Chain Restaurant" as defined by the ordinance; and the county was prepared to enforce the provisions of the ordinance on September 1. However, as the state took up possible legislation, enforcement was postponed. On September 30, 2008, SB 1420, which establishes a statewide standard for menu labeling, was signed into law. Similar to the county's ordinance, this new law provides statewide requirements for menu labeling.

Childhood Lead Poisoning Prevention Program

The Childhood Lead Poisoning Prevention Program is finalizing a three-year contract with the state totaling approximately $1.5 million, which includes special supplemental funding of $250,000 related to enforcement of lead hazard regulations. These include investigation of lead hazard complaints in private and public buildings and preventing unsafe work practices by workers when disturbing lead based paint. Environmental Health investigations are also conducted when children are identified by Public Health to have elevated blood lead levels.

Food Safety Certification

To promote the safe and sanitary preparation and service of foods, prevent food borne illness, and protect consumers from adulterated food products, food facilities must employ at least one person who has successfully passed an approved and accredited food safety certification examination. The Department of Environmental Health has developed its own training and testing program that meets the requirements for state certification. In fiscal year 2008, 533 individuals passed the food safety certification examination.

Proper Disposal of Household Hazardous Waste

The Household Hazardous Waste (HHW) Program has been accepting used home-generated sharps since 1995. Recently passed Senate Bill 1305, makes it illegal to dispose of home-generated sharps in the trash. To increase convenient drop-off locations, the HHW program began recruiting local pharmacies, medical clinics, and veterinarian clinics to become retail take-it-back partners for used home-generated sharps. The goals of the retail take-it-back program are to encourage proper disposal; develop convenient drop-off locations; and shift the collection

and disposal of sharps waste from local government to product producers or distributors.

Currently, 12 pharmacies are participating in the program. These retail take-it-back partners have made it more convenient for residents to properly dispose of used sharps. They also help reduce the county's and participating cities' financial burden of managing this waste stream.

In addition to the pharmacies, the Santa Clara Valley Medical Center and all the Valley Health Centers are collaborating with the Department of Environmental Health to offer sharps disposal at all their locations.

Vector Control District's Fight Against West Nile Virus Successful

The Santa Clara County Vector Control District conducted a very successful campaign in 2008 to suppress mosquito transmitted West Nile virus in Santa Clara County. Mosquito borne West Nile virus (WNV) is a debilitating and in some cases a life threatening disease that can be caused by a simple mosquito bite from an infected mosquito. California's statewide statistics stack up as follows: 369 human cases from 24 counties and over 2,400 positive birds detected with the disease. This year the Vector Control's proactive mosquito control program limited the number of human cases of West Nile virus reported in the county to two. This is good news for a recreation rich county with a population of over 1.8 million residents.

The success is the result of a combination of factors including a dedicated staff with sufficient resources to get the job done; and a very aggressive mosquito monitoring and control program designed to suppress mosquito development while mosquitoes are in the immature phase and unable to transmit the disease. The Vector Control's aerial mosquito surveys coupled with its strong use of GIS based data and mapping made it possible to detect and suppress mosquito development in over 1,000

poorly maintained swimming pools and back yard water features. The aerial surveys, conducted throughout Santa Clara County, had a significant impact by detecting mosquito sources that otherwise would have released thousands of mosquitoes into the community environment. Vector Control is able to provide West Nile disease surveillance and testing in a manner that provides timely information helping to better define Vector Control's Mosquito Suppression Program. The Disease Surveillance Program routinely tests dead birds for WNV, captures and tests mosquitoes for disease, and maintains sentinel bird flocks in rural locations to assess the presence of disease in areas which often are under reported.

No mosquito suppression program would be a success without community outreach and advertising. Vector Control has one of the most comprehensive advertising programs in the Bay Area. Simple but effective advertisements to "Fight the Bite" were carried on Valley Transportation Agency transit buses, and at bus stop shelters. Vector Control ran video messages to "Fight the Bite" through Comcast as part of its advertising package on many of its regular TV programs. Advertisements were run on local theater screens before movie screenings to get the message out concerning easy steps to prevent mosquito development in residential properties. Local radio stations participated in summer long message drives to get the word out concerning mosquito suppression and personal mosquito protection against bites.

All in all, this year was a very successful year in suppressing West Nile virus and protecting residents and visitors from exposure to West Nile virus.

County Roads and Airports

County Roads

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 2008 the department completed a number of projects to improve conditions for the traveling public. Highlights include major pavement repairs and resurfacing on Montague Expressway, replacement of the Uvas Creek Bridge, construction of a new sidewalk on Lawrence Expressway between Saratoga Avenue and Prospect Road, and installation of 37 new pedestrian ramps at various locations.

Expressway Planning Study

The department developed the Draft 2008 Update of the Comprehensive County Expressway Planning Study, which identifies over $2 billion in expressway improvements, operations and maintenance needs, and funding strategy recommendations. Oversight for the 2008 Update was provided by the Policy Advisory Board (PAB), consisting of elected officials from the Board of Supervisors, 12 city councils, and the VTA Board of Directors. In October 2008, the PAB recommended that the Board of Supervisors approve the Draft 2008 Update following city and public review.

Housing, Land Use, Environment & Transportation

Operational Accomplishments

The department successfully completed its annual certification of compliance with federal National Pollution Discharge Elimination System (NPDES) regulations, certification to the state of maintained mileage, and Congestion Management Program (CMP) data collection and compliance. Other significant accomplishments in 2008 include:

• The William A. Baxter Traffic Operations Center, located at the East Yard, celebrated 10 years of successful operation, using Intelligent Transportation Systems (ITS) applications to improve traffic and reduce delays.
• Live, real-time traffic congestion mapping was introduced on the county website.

• Signal timing plans were implemented on select expressways to time lights for mid-day and weekend travel, increasing convenience and reducing delay.

• New signal controller hardware and software were used to improve operations at Montague and North First Street, improving the timing plans for Montague and reducing Montague stops and delay.

• Pedestrian countdown heads were installed at all locations recommended in the Expressway Planning Study.

• LED red light bulbs were replaced at all traffic signals and replacement of crosswalk signals and LED green light bulbs was initiated.

• Nearly $3 million in competitive grants were awarded to the department by various programs.

Special Community Partnering Efforts

The department participated in a number of special community partnering efforts in 2008:

• Coordinated extensive community participation to identify improvement options for Oregon Expressway;

• Organized a follow-up meeting of the Graystone Lane community to consider traffic calming improvements; and

• Worked to alleviate neighborhood traffic and parking concerns in areas such as: Bascom and Fruitdale, Woodard Road, Lyndale community, Burbank community, Samaritan area, Kennedy Road, Bercaw neighborhood, San Antonio Hills, and the Stanford community.

Looking Ahead

Funding uncertainty due to the economic downturn and potential federal and state responses is an issue on the horizon which may affect county roads. The office also will be moving forward to the extent feasible with execution of capital projects on Almaden, San Tomas, and Oregon expressways as well as various bridge, traffic signal, and pedestrian improvement projects. A major effort also is finalizing the Expressway Planning Study update and the Valley Transportation Plan - VTP2035 expressway element expenditure plan.

Airports

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. Installation of a $1.2 million Noise and Operations Monitoring System (NOMS) at Reid-Hillview Airport is nearing completion along with the acoustical treatment of several homes near the airport. Three FAA-funded airport security projects valued at $1.2 million were also completed.

Two major issues are on the horizon: Preparation of environmental documents for the draft Reid-Hillview Airport and South County Airport Master Plans; and discussions with the City of Palo Alto related to the potential turnover of the Palo Alto Airport back to the city in advance of the expiration of the airport lease in 2017.

Public Safety & Justice

Law Enforcement

Eradicating Marijuana Gardens

The Sheriff's Office Marijuana Eradication Team (MET) eradicated 37 marijuana growing sites and destroyed over 190,000 marijuana plants with a street value of over $573 million. The team investigates and eradicates illegal marijuana cultivation operations and often flies along with the Air Support Division's STAR1 helicopter to spot garden sites. The MET works collaboratively with National Guard resources and volunteers to clean up the environmental damage caused by illegal marijuana cultivation on private lands, county parks, and special districts.

Sheriff's Office Fiscal Year 2008 Statistics

Total Number of Arrests	7,887
Traffic Citations Issued	37,367
Crime Reports	14,342
Accident Reports	1,093
Radio Calls for Service	73,792
Self-Initiated Calls	254,761
Applicant Fingerprinting	29,560

Top-Ranked Sheriff's Academy

The Sheriff's Academy has consistently ranked within the top 10 academies throughout California. This year, the Academy ranked within the top six. As a result, several law enforcement agencies throughout northern California have entrusted the training of their new recruits to the Sheriff's Office. Since opening in 2005, the Academy has provided over 6,000 hours of Basic Police Academy training to 200 new peace officers from 11 law enforcement agencies, including the Santa Clara County Sheriff's Office.

AVOID the 13 DUI Enforcement

The Sheriff's Office and law enforcement agencies from local cities implemented the AVOID the 13 Campaign in Santa Clara County to reduce fatalities and injuries related to alcohol and drug related driving offenses. Drunken driving arrests in Santa Clara County dropped 7 percent during the 2008 holiday season compared to totals in 2007. Through the campaign that included stakeouts, stings, and checkpoints to apprehend drunk drivers and habitual offenders, officers from all 13 Santa Clara County law enforcement agencies arrested 801 people on suspicion of driving under the influence, from December 12 through New Year's Day. Last year, 859 people were arrested during the same time period. The Sheriff's Office administered the $600,000 campaign grant.

Operation Second Chance

Operation Second Chance enabled 479 people to avoid spending the holiday season in jail by allowing those with certain warrants to obtain new court dates. The 2008 campaign of Operation Second Chance, the local law enforcement agency warrant clearing program coordinated by the Sheriff's Office, was a tremendous success recording a significant increase in involvement. Because some of those who participated in the program had multiple warrants, a total of 553 warrants were cleared countywide. These numbers are up significantly from last year's total of 201 individuals who were given new court dates and 226 total warrants cleared.

Investigation, Prosecution and Defense

Online Reporting of Violations

Individuals and parents can now report violations of child custody or visitation orders online through the new online report form launched by the District Attorney's Office in 2008. In the past, parents or guardians either had to make a report in the lobby or public counter of a local law enforcement agency or wait long periods of time for an officer to meet them at home or work.

Preventing Increased Destructive Behavior in Youth

Parent Project, a nationally acclaimed curriculum designed to help parents of out of control youth, was launched in 2008 to address the rise in violent and destructive behavior among youth in Santa Clara County. The District Attorney's Office used asset forfeiture funds to sponsor the training of facilitators who will offer parents prevention and intervention tools to combat truancy, gang involvement, alcohol and drug use, poor academic performance, and violence. The project is a countywide collaboration among the District Attorney's Office, law enforcement agencies, school districts, the San Jose Mayor's Gang Prevention Task Force, and community based organizations. Classes for parents, in both English and Spanish, began throughout the county in September 2008.

National Victims' Rights Week

In observance of National Victims' Rights Week in April, the Probation

Department – Juvenile Division and the District Attorney's Office hosted a Victims' Rights commemoration and candlelight vigil at the county government offices on April 17. The ceremony coincided with other events nationwide.

Supporting Safe Summer Initiative

With the goal of helping to reduce the number of juveniles becoming involved in the criminal justice system, the District Attorney's Office contributed $100,000 to the San Jose Mayor's Gang Prevention Task Force, using asset forfeiture money. The funds supplemented $242,804 set aside for the City of San Jose's Safe Summer Initiative, a program designed to increase the community's capacity to keep local youth safe and active during the summer.

Thwarting High Tech Crime

REACT, the Rapid Enforcement Allied Computer Team, is a task force of 15 law enforcement and prosecutorial agencies, covering five counties. Its mission is to reduce the incidence of high technology crime by apprehending professional organizers of large-scale criminal activities. The task force accomplishments are highlighted in District Attorney's 2008 Statistics.

Expansion of Indigent Defense Services

The County's Indigent Defense System was restructured in 2008, following an audit of the Office of the Public Defender and the Indigent Defense System in Santa Clara County. The restructure brings the system in-house, allowing the Public Defender and Alternate Defender's Office to function as first and second tier defense counsel for most County court rooms, when a case involves two or more defendants or due to legal conflict cannot be represented by attorneys of the same office. The Office of the County Counsel now oversees and administers the provi-

Preserving the Safety Net

Gender Study and Correction Programs to Help Break the Cycle for Female Inmates

At any given time, approximately 600 women are incarcerated at the Elmwood Correctional Center for Women. Since 2003, the number has increased 27%. In an effort to better understand the impact of incarceration and establish actions to assist women in their rehabilitation, the county's Office of Women's Policy and Commission on the Status of Women joined the Department of Correction in a 16-month in-depth study of female inmates.

Published in 2008, *Breaking Cycles, Rebuilding Lives* is believed to be the first formal in-depth gender analysis of its kind at a county jail. Findings offer a rare profile of women incarcerated at the local level and an opportunity to tailor programs to meet women's needs. Both the Department of Correction and the Office of Women's Policy are monitoring programs designed to break the cycle of incarceration.

Three out of four women at Elmwood are mothers, and over a third reported having children under the age of 5. One in five children witnessed his or her mother being arrested and taken away by law enforcement. Young children already exposed to violent behavior are likely to be further traumatized by their mother's incarceration, with devastating and long-lasting effects. For example, 38% of the women interviewed had one or more parents who also had been incarcerated.

Seventy-six percent were victims of childhood physical abuse; approximately 85% of female inmates in Elmwood are victims of domestic violence; and 47% reported they were victims of sexual abuse. Education and employment may be factors. Sixty-five percent had at least a high school diploma, 35% reported dropping out of high school. Sixty-eight percent reported they were not employed when incarcerated.

Eighty-three percent self-identified as repeat offenders and 46% of these women reportedly had been in jail 5 or more times, a startling number given that most were in their 20s and 30s. Just under one-third had been involved in the juvenile justice system.

Among the programs offered for female inmates are Parents and Children Together, a program to maintain family ties. After attending a Positive Parenting workshop each week, women have voluntary two-hour visits with their children. Mentoring You-Successful Transition of Recovering Individuals (MY-STORI) is an 8-10 week program that includes substance abuse counseling, therapy, health goals, computer classes, co-dependency and trauma recovery. Women Investigating New Gates for Sobriety (WINGS) is a 90 day collaborative with Superior Court and Milpitas Adult Education. The current and former inmates who are the consumers of these services gave highly positive feedback about the programs. The study was financed through a $173,258 U.S. Bureau of Justice Assistance Grant.

sion of the third level services, including contracting private attorneys when needed to represent indigent defendants. Additionally, County Counsel oversees the conflict panel for second tier misdemeanors and all other cases for which the Public Defender and the Alternate Defender have declared a conflict, as well as defense of indigent Family Court civil contempt cases, and misdemeanor appeals for indigent appellants.

New Crime Lab Opens

The District Attorney's Office hosted a dedication of the new Crime Lab in September to showcase the $75 million project. The new Crime Lab, replacing a 35-year-old laboratory, is a nationally accredited forensic laboratory servicing all criminal justice agencies in the county. Thousands of evidence items are analyzed in the lab each year. The project was supplemented by $1.3 million in federal funding to purchase equipment for the facility.

Alternatives to Incarceration for Youth

Juvenile Detention Reform: Five Years Later

Juvenile Detention Reform started more than five years ago, in 2002, when Santa Clara County received its first grant from the Annie E. Casey Foundation. Since that time, a number of changes have been implemented, improving the trajectory of juveniles who enter the system.

Finding the best way to handle youth in the juvenile justice system has been a collaborative effort that involved members of the community, community-based organizations, representatives of law enforcement and courts, former juveniles, and parents. Together, the group created new policies, practices and tools to reduce the unnecessary incarceration of youth.

Santa Clara County is the only county to have in place a countywide Police Booking Protocol that limits confinement of youth to those who represent the highest risk to the community. A key objective was to address

the disproportionate confinement of minority youth, a pattern seen nationwide. In 2007, the number of both African American and Latino youth detained, dropped by 11 percent and 5 percent, respectively.

The changes in policies and protocols also have resulted in an overall reduction of the number of youth referred to Juvenile Hall by 34 percent since Juvenile Detention Reform began.

Resource Fairs Target Needs of Specific Groups

Throughout the year, the Probation Department organized resource fairs for youth, women clients and to

District Attorney's Fiscal Year 2008 Statistics

Parent Project Graduates	200
Victim Restitution Payments	$1,261,612
Victim Restitution Fines & Fees	$145,942
REACT Cases Opened	112
REACT Arrests Made	27
REACT Convictions	18
REACT Property Recovered	$200,000
REACT Assets Recovered	$89,000

expand outreach into the community. All of the events were well attended and many community organizations participated. The focus of WIN - Women in Need - was employment and services, including a chance to select clothing for their job search. For youth, the focus was on employment and vocational training opportunities. The probation staff attended a third resource fair to expand their knowledge of community resources.

Fire Prevention, Emergency Preparedness, and Response

Formed in 1947 with the consolidation of several volunteer departments, the Santa Clara County Fire Department continues to encourage the concept of regional fire protection. The Department serves the communities of Campbell, Cupertino, Los Altos, Los Altos Hills, Los Gatos, Monte Sereno, Morgan Hill, Saratoga and surrounding areas. With a staff of 308, the Department operates 17 fire stations.

Of fewer than 130 fire departments accredited internationally by the Center for Public Safety Excellence (CPSE), 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 2008 annual compliance report for the accreditation. CPSE 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 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% or above for over 10 years.

County Fire works closely with all fire, law, and emergency medical agencies in Santa Clara County.The Santa Clara County Fire Chief is elected by the fire chiefs of the County to serve in the capacity of Operational Area Fire Coordinator for Santa Clara County. This position is responsible for maintaining the County's Fire and Rescue Mutual Aid Plan, and coordinating fire and rescue mutual aid resources for response into and out of Santa Clara County during emergencies that warrant equipment and personnel above and beyond those required for daily operations.

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, our four emergency services coordinators have expanded free Personal Emergency Preparedness (P.E.P.) and Community Emergency Response Team (C.E.R.T.) training in Campbell, Cupertino, Los Altos Hills, Los Gatos, Monte Sereno, and Saratoga. 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 citizen 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 and other natural or man-made incidents. During the month of October, the Santa Clara County Fire Department visits 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.

Preparing for a Changing Workforce

The County of Santa Clara continues to work through difficult financial times with limited resources and the ongoing challenge to provide important services to the community.

The county looks to current "legacy" employees to pass on knowledge to their successors and to ensure that both the tools and the institutional memory remain available. A countywide Workforce Planning group, led by Human Resources, has developed recommendations to prepare for changes in the county's workforce. This includes retirements, changes in job responsibilities and changes in required skill sets of incumbents. It involves identifying workforce needs and developing and implementing strategies to meet those needs.

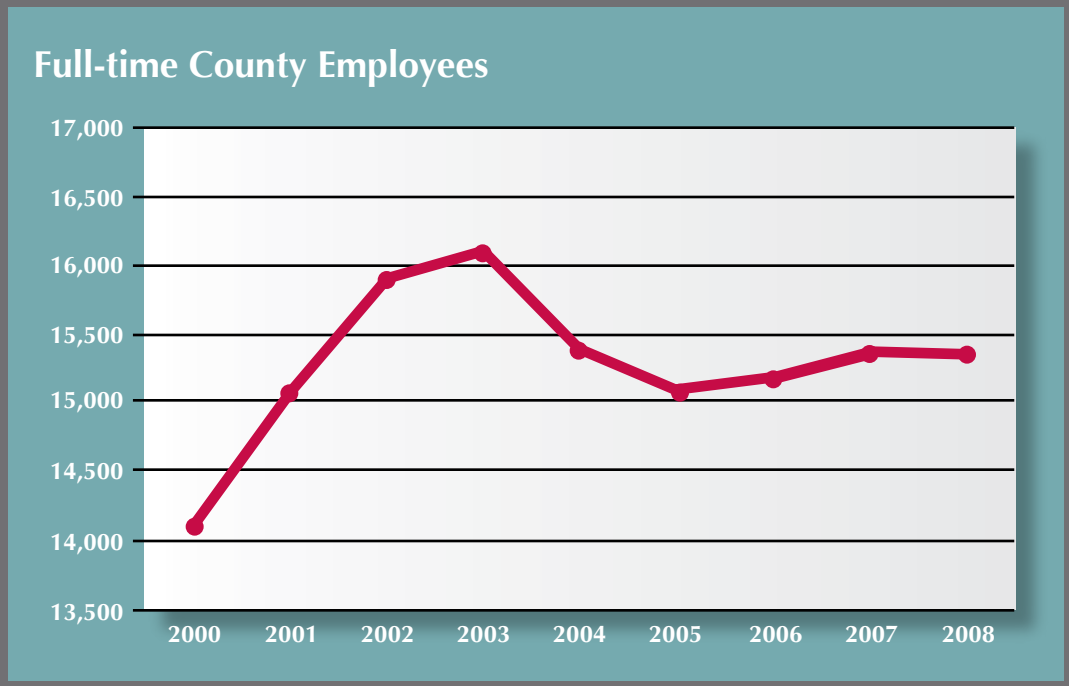
The county works with local colleges and universities to promote careers in the public sector. In partnership with De Anza College and other public jurisdictions, the county has developed a course of study for those interested in working in public service. College internships also have increased in the county. Some of the interns may be candidates for continued or future employment. They also may become ambassadors who will share their experiences of being part of the county workforce with others.

Entry level positions are made available to and in some instances are filled by qualified youth transitioning out of the foster care system in the Emancipated Foster Youth (EFY) Employment Program. This award-winning program has been acclaimed statewide for its success in hiring untrained, economically disadvantaged emancipated foster youth that are interested and eager to transition out of the foster care system. Since its inception in 2006, Human Resources, in partnership with Social Services Agency, has been successful in employing 13 participants.

With decreasing revenue, layoffs are inevitable. Human Resources handles this process with tact, diplomacy and accuracy. Traditionally, alternative positions within the county have been identified for workers who are laid off. Facilitating alternative placements will become more difficult, however, as funded vacant positions become scarcer. Through the In-Placement Program, the county identifies the knowledge, skills, and abilities unique to each worker and matches them with vacancies. The program enables the county to preserve its investment in existing workers as well as reduce the payout for unemployment benefits. So far, more than 700 employees have been placed though this Program.

The Classification Unit of Human Resources has streamlined its classification study process and reduced the backlog in classification studies. Now, most studies are completed within one year of acceptance.

The county is working toward the full implementation of Electronic Personnel Files. When complete, this technology will ensure the accuracy and completeness of secure employee personnel records. Not only will this aide in personnel management, it also will be useful to facilitate contacts and readiness of county employees to perform as Disaster Service Workers as required by state law.



Managing Employee Benefits

Through the efforts of the Employee Benefits Department, the county was able to qualify to receive federal reimbursements of approximately $1.8 million annually for providing prescription drugs to retirees. This is the Medicare D provision under the Medicare Modernization Act of 2003. Rising costs of health care for current employees and an aging retiree population continue to pose challenges.

Recently, the county contracted with Public Employees Retirement System (PERS) to participate in the California Employer's Retiree Benefit Trust (CERBT) program, allowing the county to meet new governmental accounting reporting requirements (GASB 45) that recently took effect. This new program allows the county to make contributions that will be invested by PERS to pre-fund future retiree medical costs for the county's current active employees and retirees.

By participating in this program, the county can build an asset base that will generate investment earnings and help to reduce the long term unfunded liability for these future costs. This could have a positive impact on the county's bond ratings, lowering the future cost of borrowing.

Workforce Development and Training

Employee Development continues to provide departmental training opportunities and educational resources to employees and work groups facing challenges of providing services with reduced workforce due to retirements and deleted positions.

In 2008, through a partnership with National University, Employee Development offered the first Accelerated Master's Degree in Public Administration. The first group is expected to complete courses in spring 2009. This program compliments the existing Accelerated Associate and Bachelor degree programs.

Under the American's with Disability Act (ADA) and State Fair Employment and Housing Act (FEHA), employers are required to reasonably accommodate employees with work restrictions due to physical and/or mental conditions, unless the accommodation creates an undue hardship. This has become an area of significant growth and increasing complexity over the last four years. Approximately 138

Preserving the Safety Net

Every Dollar Makes a Difference; One Million Does a World of Good

One of the best kept secrets about Santa Clara County employees is that many chose public service because they want to make a difference in the lives of others. They do so everyday in big and small ways. And for the second year in a row, County of Santa Clara employees pledged more than $1,000,000 to local charities through the 2008 Combined Giving Campaign (CGC), the county's annual charities fundraising event.

The Combined Giving Campaign was launched in 1973 to allow county employees the opportunity to donate. Each year, the County Executive appoints a department or departments to spearhead the campaign and set fundraising goals. The Employee Services Agency and the District Attorney's Office led this year's campaign. Over the last 13 years, since organizers began keeping track of annual donations, county employees have contributed nearly $7.7 million to hundreds of charities in the areas of health and human services, environmental programs and the arts.

Employees can contribute to 531 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. A federation is a group of voluntary charitable organizations established for the purpose of common fundraising, administrative and management services. In addition to the five federations, there are more than 25 independent, non-affiliated agencies from which to choose.

Whether it is contributing to community based organizations that provide safety net services, environmental protection advocates, small or large arts organizations, non-profit health agencies that fight life-threatening illnesses, or global organizations whose goals are to eliminate hunger and poverty, the generosity of county employees is doing a world of good.

County Employee Annual Contributions

Campaign Year	Total Dollars Contributed
2008	$1,046,452
2007	1,084,458
2006	940,858
2005	769,312
2004	750,935
2003	630,945
2002	674,543
2001	400,185
2000	306,000
1999	322,441
1998	298,982
1997	247,371
1996	220,000
	Total $7,692,482

employees have been accommodated between October 2006 and October 2007.

The Workers' Compensation program administers the benefits and treatment to all injured county employees. By implementing the recent Workers' Compensation reforms and a new medical management program, the county has reduced benefit and medical costs for injured employees, from $22 million in Fiscal Year 2004 to $15.5 million in Fiscal Year 2008. The injury rate per 100 employees has steadily dropped over the last four years and went down from 12.7 in fiscal year 2007 to 11.02 in fiscal year 2008, the lowest level ever recorded.

Public Access Defibrillation Program
According to the American Heart Association, 20-38 percent of sudden cardiac arrest victims initially have a heart rhythm that can be treated with Automated External Defibrillators. As a part of its Public Access Defibrillation Program, the county has installed Automated External Defibrillators in county buildings and instructed personnel on their use. These devices provide an electric shock to restore a normal heart rhythm in someone suffering sudden cardiac arrest.

Safety and Environmental Issues
The County of Santa Clara is committed to ensuring that employees and the public that does business with the county function in a safe working environment. The Office of Safety and Environmental Compliance develops safety programs and training, responds to safety and environmental issues and concerns, and ensures compliance with environmental and safety regulations.

County-Union Partnership
The Office of Labor Relations continues to administer a drug-free work environment, and works closely with

bargaining groups to resolve workplace issues. Two labor contracts (Park Rangers Association and Correctional Peace Officers Association) were successfully negotiated in 2008. Negotiation of two other contracts (IFPTE Local 20-Engineers and Scientists of California and International Association of Fire Fighters Local 1165) is underway.

Historic Election Leads to High Turnout and New Trends

In 2008 the Registrar of Voters conducted a Primary Presidential Election in February, a Statewide Primary in June, and finally the Presidential Election on November 4th. Voter turnout for the historic Presidential Election was the highest in 40 years. Eighty-six percent of the county's 788,821 registered voters cast ballots in that election.

Consistent with trends reported around the nation, a substantial number of voters shifted to voting by mail. The number of voters who signed up to vote by mail on an ongoing basis grew from 206,000 in 2007 to over 500,000 in 2008. Vote by Mail and Early Voting ballots issued for the 2008 Presidential Election exceeded 557,000, which was more than 70% of the registered voters. Returned Vote by Mail and Early Voting ballots were over 68% of the ballots cast.

To accommodate the changing trend, the Registrar of Voters expanded Vote by Mail return locations. All fifteen city halls and the county government center had secure ballot boxes to accept ballots. Five more remote sites were set up throughout the county the Saturday and Sunday prior to Election Day. Almost 11,000 ballots were received at these remote locations.

In 2008, a new "Reggie the Bear" campaign was launched to inform voters about how to register to vote, how to sign up for Permanent Vote by Mail status, and voting rights and responsibilities. The campaign was also used to recruit more than 6,000 election officers for the Presidential Election. The department's website was redesigned to improve ease of use and provide more information including audio recordings of candidate statements and local measures.

The Voter Language Preference Survey was completed. Thorough surveying generated a 100% response rate from registered voters. The Survey found that 89.9% of the respondents preferred to receive election material

in English. As a result of the findings, costs for multi-lingual Sample Ballots and Voter Information Pamphlets will be reduced by $475,000.

Online Support Credited

The day of and following the election, the SCCgov portal averaged almost 76,000 active visits and 460,000 page views. Working with the Information Services Department, election results were updated hourly beginning at 8 p.m. on November 4. Over 21,000 polling place look-ups and 13,000 voter registration searches were successfully executed on Election Day alone. While demand was heaviest on Election Day, advance planning and enhancement of the Registrar of Voters website ensured that the lead up to the election was also a success.

Audio and video information was developed to explain the vote-by-mail process and educate residents about candidates and ballot measures. Voter information was available online in five languages. Residents were able to check their voter registration status, view the elected representatives for their districts, search for their polling places, track their vote-by-mail ballots, and view election results on the county's website.

e-Government Update

In its drive to provide residents the highest quality service at the lowest cost to taxpayers, the County of Santa Clara's e-Government program continues to deliver timely, consistent and responsive access to government information and services through the Web.

Online Appointment Scheduling Application for Sheriff's Fingerprinting Services

The Sheriff's Office currently provides fingerprinting services to over 500 agencies, and assists from 2,000 to 4,000 people during a month. In addition to employers and county agencies, many residents require fingerprinting, including volunteers for non-profit sports, social and religious groups, and organizations for children. In 2008, the Information Services Department enhanced the Sheriff's Fingerprinting Application, which enables users to schedule fingerprinting appointments over the Internet at four separate county fingerprinting locations. Online appointment scheduling increases convenience for applicants and streamlines the process. Over two thirds of applicants schedule their appointments using this online service.

Valley Medical Center Website Redesign

Santa Clara Valley Medical Center is widely recognized as a provider of superior inpatient and outpatient care. In 2008, their website was redesigned to ensure it is as simple and user-friendly as possible. Enhancements include the reorganization of content to highlight the hospital's services, and using simpler language to explain information to the public.

Facilitating Public Participation

The role of the Clerk of the Board is mandated by state law, the County Charter and the County Ordinance Code, and is intended to ensure that public has adequate opportunity to participate in the governance process. The Clerk of the Board provides support to the Board of Supervisors and information to the public. The Clerk's Office attends and maintains records of all regular and special meetings of the Board of Supervisors, Assessment Appeals Board, and 39 advisory boards, committees, commissions, and authorities. Duties for each meeting attended include proper noticing, agenda preparation, processing and maintenance of official records of all actions taken, writing and maintaining minutes, and other activities. The Clerk's Office also provides professional office support for the Board of Supervisors and the various boards and commissions of the county; receives and processes applications, permits, petitions and appeals to the county; and coordinates volunteer effort of the public information booth in the main lobby of the county government building.

In 2007, the office digitized nearly 200 volumes of Board of Supervisors minute books dating back to 1929 and a portion of 29 years of accumulated historical Board of Supervisors meeting audio from reel-to-reel tapes dating from 1970, and converted both to a searchable format.

To ensure greater public accessibility to county government, the Clerk added web pages to the county's website for the Board of Supervisors Advisory Boards and Commissions and developed a series of new informational brochures, in both English and Spanish, to assist the public in using Clerk of the Board and related services.

A number of technological changes to the county's online agenda system now make agenda preparation easier. The office also instituted a new filing fee for assessment appeals and is using a check-handling database developed in-house, at no extra cost to the county. In the year ahead, a workload increase associated with an unprecedented number of Assessment Appeals filings is anticipated due to the housing/banking crisis.

Emergency Response and Preparedness

Counties have the lead role in disaster response and a major role in ensuring public health and safety during disasters. Because no one knows when a disaster, such as an earthquake, might happen, the Office of Emergency Services continues to lead county "readiness" efforts and coordinate with local cities. Internally, county agencies and departments are engaged in extensive planning to ensure continuity of operations during disasters.

Countywide Disaster Exercise

In the aftermath of a Magnitude 6.9 earthquake that struck on October 21 along the Hayward Fault, Bay Area counties, cities and utilities activated their emergency operations centers. This was the scenario of the 2008 Silver Sentinel Disaster Exercise held in October. The County of Santa Clara participated with local cities and utilities to look at what kind of disaster response and recovery activities they would be addressing 48 hours after the earthquake hit, including mutual aid, resource management, donations and volunteer coordination and management, and public information.

Emergency Notification System Underway

The county is implementing AlertSCC, a Regional Mass Notification System for the unincorporated areas and the 15 cities in Santa Clara County. AlertSCC will be used to provide information and instructions for a variety of emergency response and community service notifications involving situations such as fires, floods, crime incidents, hazmat incidents, infectious disease information, contaminated food warnings, and road and school closures. In the event of a disaster, the county and local cities may need to communicate information regarding evacuation and shelter locations or other life saving information to approximately 1.8 million residents in 565,000 households plus businesses.

The automated alert service has the capacity to send thousands of messages within minutes through phone, e-mail and text messaging (SMS). AlertSCC will be a vital component of the county's emergency response and recovery efforts and will be used to communicate information to county employees and the public during a disaster.

Since no one can predict when the next disaster will strike or where people will be when it happens, AlertSCC is set up to access several databases to reach residents, businesses and employees using emergency (911) and non-emergency listings of traditional phone land lines. In addition, residents and businesses will have the option to register with AlertSCC via the web to add other contact information, such as their cellular phone numbers and email addresses.

AlertSCC will be implemented in the county's unincorporated areas and 15 cities during 2009.

Local Emergency Declared During Wildfires

The County of Santa Clara declared a local State of Emergency during both the Summit and Hummingbird Fires in May in June. In response to the Summit wildfire that broke out in the Summit Road area in Santa Clara and Santa Cruz Counties , and the Hummingbird Fire in the Morgan Hill area, the county opened its Emergency Operations Center (EOC) and coordinated response efforts with Department of Forestry and Fire Protection (Cal Fire) and other local jurisdictions. The EOC and public information staff worked with the American Red Cross and law enforcement officials to communicate information to the media and affected residents about evacuations, road closures, shelter locations and impact of smoke on air quality.

Serving a Multi-Cultural Community

The Office of Human Relations and Human Relations Commission launched an inter-group dialogue initiative and kicked off the Building Opportunities for Lasting Dialogue (BOLD). The purpose of the initiative is to promote inter-group understanding and create a space for the potential resolution of community misunderstandings or conflicts. A recent California poll from New America Media reports significant negative stereotyping between the African American, Latino and Asian communities, and an overwhelming majority consider racial tension to be an important problem in the United States (93% Latino, 92% African American, 73% Asian American). The Office of Human Relations advisory committee has identified significant misunderstanding of groups in Santa Clara County, including African Americans, Muslims, the Lesbian, Gay, Bisexual and Transgender community, youth and immigrants.

Immigrant Relations and Integration Services, as part of the Santa Clara County Citizenship Collaborative, held its 19th Annual Citizenship Day simultaneously in Gilroy and in San Jose. In San Jose, orientations were provided in 14 languages. Participants received an orientation on how to become a U.S. citizen, an initial legal assessment of their circumstances, and an appointment for additional services. Approximately, 1,000 participants, staff, and volunteers attended the event. Over the years, the Citizenship Collaborative and county efforts have assisted more than 100,000 individuals in their citizenship process.

As a result of a collaboration between the Opportunity Fund and the SCC Citizenship Collaborative, the Knight Foundation and Opportunity Fund will provide a $1.85 million grant to launch "Saving for Citizenship"—a new program that will help five hundred low-income eligible immigrant families who live in Santa Clara County to save money and apply for naturalization. This initiative is a direct response to the near doubling of citizenship application fees. Through this program, the experts from the Opportunity Fund will also educate immigrants about how to navigate the U.S. financial system, and the Santa Clara County Citizenship Collaborative partners will provide assistance with the citizenship application process.

Assessor's Office Fiscal Year 2008 Statistics

Supplemental assessments	33,221
Net increase in assessed val	$12.8 billion
Re-assessable changes in ownership	26,242
New construction permits	7,723
Real property assessments completed	95.5 percent
Business personal property assessments completed	99.98 percent
Audited 1,072 businesses required by law	99.6 percent
Title documents processed	77,673
Number of taxpayers assisted by telephone	169,316

Assessor's Office

Proactive Reductions in Assessed Values

As of the lien date, January 1, 2008, the Assessor's Office proactively reduced the assessed values of 41,866 properties to reflect changes in market conditions for a total reduction of $5.05 billion. This represents a 13 percent decline from what would have been the assessed value of these properties had the market value not declined below the Proposition 13 protected level. In addition, the Assessor's office received 8,000 additional requests for temporary reductions, and reduced the assessed on approximately 50 percent of these inquiries.

The temporary reductions in assessed value are mandated by Proposition 8, passed by California voters in November 1978. Proposition 8 provides that property owners are entitled to the lower of the fair market value of their property as of January 1, 2008, or the assessed value as determined at the time of purchase or construction, and increased by no more than 2 percent annually.

The overwhelming majority of reductions are for properties purchased or newly constructed at the "top of the market," during the previous three years. Properties where the market value exceeds the assessed value as of January 1, 2008, are not eligible for an adjustment.

The State Board of Equalization

completed and published its compliance audit and survey of the 2006-07 assessment roll. The results confirm county's General Fund eligibility for state reimbursement of the cost of administering the supplemental assessment portion of the property tax system. Santa Clara County's average annual reimbursement in 2007 was $7.2 million.

Technology Enhancements

The office also is replacing its legacy computer system; implementing a new mobile home appraisal system; and experiencing an increase in the number of businesses that file their business property statement online by 23 percent to over 10,000.

Finance & Government Operations

Santa Clara County Library

Among the Best in the Nation

For the sixth consecutive year, Santa Clara County Library was rated as one of the top 100 public libraries in America! This prestigious recognition came as no surprise to the many county residents who used the library in person or online last year for educational, professional or personal reasons. Circulation increased 7% -- 10.5 million books, periodicals, DVDs, CDs and other materials checked out -- and visitor count surpassed 3.4 million.

Silicon Valley Reads Sets New Standard

Community Reads programs are presented in many cities, but Silicon Valley Reads, a joint project of Santa Clara County Library, Santa Clara County Office of Education, and the San Jose Public Library Foundation, is going far beyond the basic idea of encouraging residents to read and discuss a selected book. It is the only program to involve 15 cities, more than 50 high schools as well as local colleges and universities. In 2008, Silicon Valley Reads offered 46 free public events attended by almost 4,000 participants, and thousands more read the recommended book, The Distant Land of My Father by Bo Caldwell, on their own or with their book clubs.

Technology Advances

Santa Clara County Library continues to look for ways to improve the library experience for patrons through technology enhancements. Installation is now complete of 362 new public computers that can be used to access the Internet, the library catalog, electronic resources and databases, and online tutoring services for grades 3-12. New software connects the computers to efficient central print stations. State-of-the-art desktop video magnifiers were added in seven libraries to help patrons with low vision. The equipment can magnify an item from 2.5 to 56 times its original size.

Contributing to a Sustainable Environment

A library by definition is a prime example of how to recycle and reuse materials to conserve natural resources. In 2008, Santa Clara County Library introduced reusable book bags that can be purchased for $1 each and used to take home and return library items, filling them over and over again. The woven bags are made from recycled materials. The Library is also using email and the telephone to notify patrons of holds and overdue material, saving postage and paper.

Strategic Planning for the Future

A comprehensive strategic planning process was undertaken by Santa Clara County Library last year to set a vision for the Library's future and develop a "blueprint" to achieve it. Community input was sought through surveys, interviews and focus groups. The plan identifies multiple goals including improved convenience and access, increased public awareness of library services, and expanded information literacy among library users.

Improving Literacy One Person at a Time

Vision Literacy, Santa Clara County Library's literacy tutoring program, matches up volunteer tutors with adults who want to improve their literacy skills. It is also helping youngsters become better readers through an innovative project called "Read to Succeed," that uses high school volunteers to tutor children entering first through seventh grades. Students work both in small groups and one-on-one to learn that reading and writing are fun.

County Meets State Court Transfer Requirements

Senate Bill 1732 mandated the transfer of court facilities from the county to the State Administrative Office of the Courts. In 2008, following extensive negotiations and months of coordination with state officials, the county has transferred responsibility for eight county-owned court facilities to the State including: Palo Alto Courthouse, Santa Clara Courthouse, Sunnyvale Courthouse, Hall of Justice (East), Hall of Justice (West), Downtown Superior Courthouse, County Historic Courthouse, and the Morgan Hill Courthouse.

Capital Improvements Program Constructs Facilities for Essential Services

The county is constructing several projects to keep pace with the needs of county residents, including major public safety and health facility projects. These projects, totaling $700 million in capital funding, will provide 1.4 million square feet in added new facilities, and will renovate and seismically reinforce numerous existing facilities. Additionally, a number of 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 consolidate from four to two service yards including a new fleet maintenance facility.

Capital Improvements Projects

Previously Completed Projects
- Vector Control Complex at Berger
- Valley Health Center at Tully
- Juvenile Hall Phase II
- Probation Administration at Charcot*
- Muriel Wright Probation Building
- James & Holden Ranch Probation Buildings

Projects Completed in 2008
- Valley Specialty Center*
- Valley Health Center at Gilroy*
- Valley Health Center at Sunnyvale*
- New Crime Laboratory*
- County Administration Building at Charcot*
- Berger Building 1 Renovation
- Timpany Center on VMC Campus Renovation
- Palo Alto Courthouse Seismic Upgrade*
- Santa Clara Courthouse Seismic Upgrade*
- Los Gatos Courthouse Seismic Upgrade*
- Hall of Justice (West) Seismic Upgrade*

Projects Completing in 2009
- Morgan Hill Courthouse*
- Morgan Hill Justice Agencies Building*
- Consolidated Fleet Facility*
- Valley Health Center at Milpitas*
- Valley Medical Center Parking Garage

* Denotes bond funded projects

Countywide Financials

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 budgeting 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 2008, it is appropriate presentation. For that reason, budgeted figures are not included but can be accessed for future reference at http://www.sccgov.org/budget.

This report presents the highlights of the significant economic and financial activity of the Santa Clara County for the fiscal year (FY) ended June 30, 2008. A full report of the county's financial activity is available in the Comprehensive Annual Financial Report (CAFR) online at http://www.sccgov.org/cafr.

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:

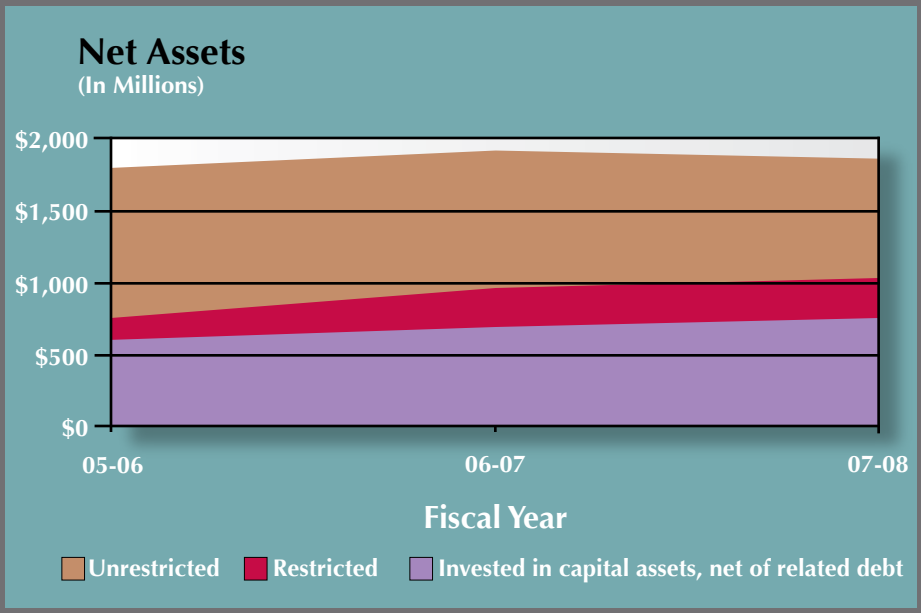
- $759.7 million or 40.6% of net assets are investment in capital assets, less related debt. Capital assets (land, buildings, infrastructure and equipment) are used to provide services to citizens; consequently, these assets are not available for future spending.

- $282.3 million or 15.1% are restricted net assets. These resources are subject to external restrictions on how they are used.

- $827.3 or 44.3% are unrestricted net assets. These resources may be used to meet the county's ongoing obligations to citizens and creditors.

Net Assets
(In Thousands)

	Fiscal Year 2007[1]	Fiscal Year 2008	Dollar Change	Percent Change
Current & Other Assets	2,166,044	2,439,183	273,139	12.6%
Capital Assets	1,273,397	1,436,046	162,649	12.8%
Total Assets	**$3,439,441**	**$3,875,229**	**$435,788**	**12.7%**
Current & Other Liabilities	281,261	314,667	33,406	11.9%
Long-term Liabilities	1,248,824	1,691,245	442,421	35.4%
Total Liabilities	**$1,530,085**	**$2,005,912**	**$475,827**	**31.1%**
Net Assets:				
Invested in Capital Assets, Net of Related Debt	715,541	759,695	44,154	6.2%
Restricted Net Assets	225,383	282,353	56,970	25.3%
Unrestricted Net Assets	968,432	827,269	(141,163)	(14.6%)
Total Net Assets	**$1,909,356**	**$1,869,317**	**($40,039)**	**(2.1%)**



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 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 $169.1 million or 5.7%, to $3.1 billion, while its total expenses increased by $293.4 million or 10.2%, to $3.2 billion. The county's total net assets decreased by $124.2 million for the year.

Change in Net Assets
(In Thousands)

	Fiscal Year 2007[1]	Fiscal Year 2008	Dollar Change	Percent Change
REVENUES:				
Program Revenues:				
Charges for Services	901,584	991,298	89,714	10.0%
Operating Grants & Contributions	1,051,562	1,150,560	98,998	9.4%
Capital Grants & Contributions	19,433	25,407	5,974	30.7%
General Revenues:				
Property Taxes	702,776	748,462	45,686	6.5%
Sales & Use Taxes	17,493	15,176	(2,317)	(13.2%)
Other Taxes	60,652	59,542	(1,110)	(1.8%)
Unrestricted Grants & Contributions	39,490	25,862	(13,628)	(34.5%)
Unrestricted Investment Income	115,126	56,766	(58,360)	(50.7%)
Gain on Sale of Capital Assets	217	-	(217)	(100.0%)
Other Revenue	56,353	60,757	4,404	7.8%
Total Revenues	**$2,964,686**	**$3,133,830**	**$169,144**	**5.7%**
PROGRAM EXPENSES:				
General Government	198,510	275,888	77,378	39.0%
Public Protection	696,216	728,482	32,266	4.6%
Public Ways & Facilities	89,741	83,103	(6,638)	(7.4%)
Health & Sanitation	392,171	424,495	32,324	8.2%
Public Assistance	601,222	641,710	40,488	6.7%
Education	27,932	33,640	5,708	20.4%
Recreation & Culture	26,681	29,433	2,752	10.3%
Interest on Long-term Liabilities	18,887	22,008	3,121	16.5%
SCVMC	823,409	928,986	105,577	12.8%
Airport	3,451	3,589	138	4.0%
Sanitation District	2,514	2,772	258	10.3%
Total Expenses	**$2,880,734**	**$3,174,106**	**$293,372**	**10.2%**
Increase/(Decrease) in Net Assets	**$83,952**	**($40,276)**	**($124,228)**	

[1] When applicable, prior year numbers have been reclassified to make them comparable to the current year.

Countywide Financials

Capital Asset Activity
The county's net capital assets increased by $162.6 million or 12.8% to $1.4 billion. During the year, governmental activities added the following capital assets in the amount of $65.1 million:

• Land increased by $5.0 million due to a donation received by Parks and Recreation department.

• Structures and improvements declined by $17.6 million due to depreciation

• Infrastructure increased by $29.1 million. This was due to the following projects: Montague Expressway Improvement Projects $14.8 million, Signal Synchronization $4.0 million, Bridge Seismic Retrofitting $1.5 million, miscellaneous improvements and right of way purchases $6.0 million, and miscellaneous bridge repair and maintenance $3.0 million.

• Construction in progress activities increased by $36.2 million during the year.

Capital Assets
(Net of Depreciation in Thousands)

	Fiscal Year 2007	Fiscal Year 2008	Dollar Change	Percent Change
Land	193,372	198,448	5,076	2.6%
Buildings & Improvements	495,456	477,852	(17,604)	(3.6%)
Infrastructure	130,556	159,659	29,103	22.3%
Equipment & Vehicles	61,026	61,716	690	1.1%
Leasehold Improvements	985	881	(104)	(10.6%)
Construction in Progress	392,002	537,490	145,488	37.1%
Total	**$1,273,397**	**$1,436,046**	**$162,649**	**12.8%**

Outstanding Debt
The county's total debt obligation at June 30, 2008 was $1.4 billion. Total long-term debt net of debt service principal pay-off of $24.2 million increased by $470.8 million or 50.7%. The increase resulted from issuance of taxable pension funding bonds in the amount of $389.5 million, 2007 series K lease revenue bonds amounting to $93.5 million, and refunding of various variable rate bonds.

Outstanding Debt
(In Thousands)

	Fiscal Year 2007	Fiscal Year 2008	Dollar Change	Percent Change
Lease Revenue Bonds *(net of discounts and deferred loss on refunding)*	815,435	886,766	71,331	8.7%
Pension Obligation Bonds	-	394,716	394,716	n/a
Certificates of Participation	4,872	4,438	(434)	(8.9%)
Capital Lease Obligations	4,167	3,119	(1,048)	(25.1%)
Capital Appreciation Bonds	104,654	110,911	6,257	6.0%
Total	**$929,128**	**$1,399,950**	**$470,822**	**50.7%**

Total Revenues
The county's revenues increased by $169.1 million or 5.7% to $3.1 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 government programs by defraying costs, which those

County Revenues

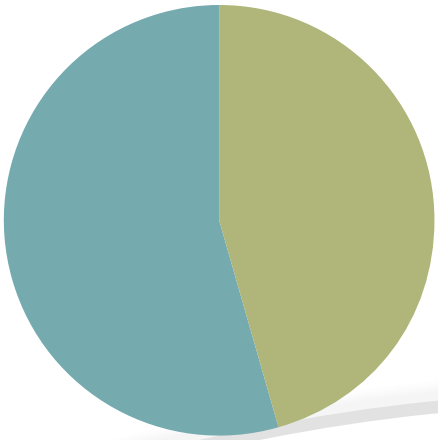
Program Revenues - 69.2%
General Revenues - 30.8%

programs cannot cover from their own revenues. The county's programs generate about 69.2% of its total revenues.The general revenues account for the remaining 30.8% of the total revenues.

Program Revenues
The county's program revenues increased by $194.7 million to $2.2 billion for the year. Federal and State grants and contribution are the largest source of county's revenues and contributed 54.3% 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 45.7% of the county's total program revenues.

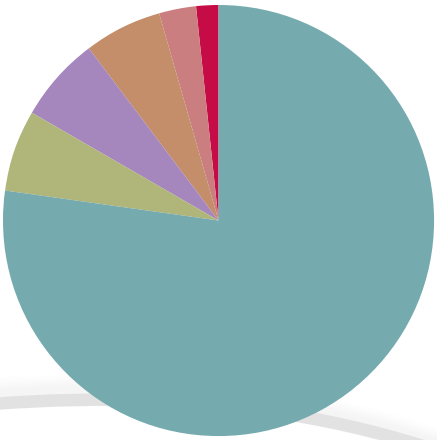
General Revenues
As stated previously, the county's general revenues support government programs by defraying costs, which those programs cannot cover from their own revenues. Tax revenues are the county's second largest revenue source—grants and contributions being the largest. The county earned $823.2 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 85.2% of the general revenues, and 26.3% of the total current year revenues. These general revenues provide the county most of its discretionary spending ability.

General Fund
The General Fund is the chief operating fund of the county with revenues of $2.02 billion and expenditures of $1.88 billion. While its revenues increased by $96.9 million or 5.0% for the year, its expenditures increased by $1.1 million or 0.1%.



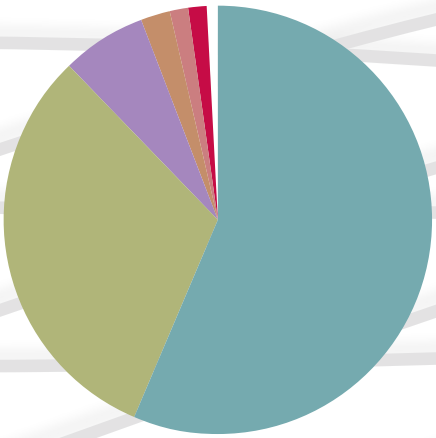
Program Revenues

- Grants & Contributions - Federal and State - 54.3%
- Charges for Services - 45.7%



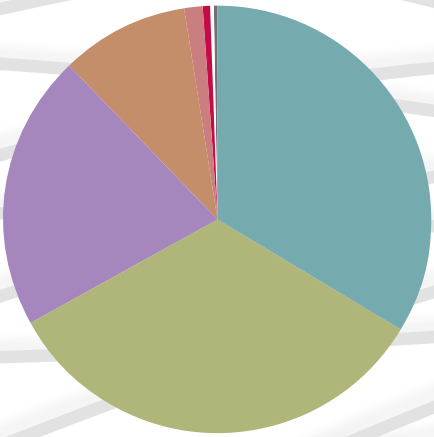
General Revenues

- Property Tax - 77.3%
- Other Revenues - 6.3%
- Other Taxes - 6.2%
- Investment Earning - 5.9%
- Unrestricted Grants & Contributions - 2.7%
- Sales Tax - 1.6%



General Fund Revenues by Source

- Intergovernmental Revenues - 56.5%
- Taxes - 31.39%
- Charges for Services - 6.6%
- Fines, Forfeitures & Penalties - 2.0%
- Other Revenues - 1.6%
- Interest & Investment Income - 1.3%
- Licenses & Permits - 0.7%



General Fund Expenditures by Function

- Public Protection - 33.8%
- Public Assistance - 33.3%
- Health & Sanitation - 20.9%
- General Government - 9.6%
- Public Ways & Facilities - 1.5%
- Debt Service Interest & Fiscal Charges - 0.4%
- Debt Service Principal Retirement - 0.3%
- Capital Outlay - 0.2%

Acknowledgements

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Jerome Brunet, Photographer
County of Santa Clara
Office of the District Attorney, Crime Lab

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Valerie Altham, Graphic Designer
County of Santa Clara
Office of the County Executive,
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Courtesy of The Tech Museum of Innovation

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Courtesy of Medical Respite Center

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James Reilly

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Santa Clara Camera Club

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Courtesy of Santa Clara County
Fire Department

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Courtesy of OSEC

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