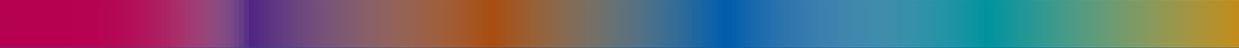




Turning **HOPE**  
into **Action**



## Mission Statement

*The mission of the County of Santa Clara is to plan for the needs of a dynamic community, provide quality services, and promote a healthy, safe and prosperous community for all.*

## Core Values

**Demonstrate ethical conduct reflecting honesty and integrity.**

As individuals and as an organization, our actions represent responsibility and accountability. We uphold the principles of equality, fairness, and objectivity.

**Commit to efficient, effective, quality service.**

We seek continuous improvement. We collaborate within and across departments for the good of the customer and community.

**Value the community.**

We create an inclusive environment that supports the diversity of our community. We take action to communicate openly and frequently, encouraging public participation.

**Uphold our fiscal responsibility.**

We use the resources entrusted to us wisely. We effectively balance the needs of the community with available resources while advocating for the best value and best service.

**Exhibit mutual respect.**

We exercise respect and courtesy at all levels of the organization. We acknowledge differences of opinion exist and while we may differ, we continue to value effective working relationships.

**Encourage innovation and flexibility.**

We are receptive to creative suggestions and solutions. We foster internal and external partnerships that advance our mission, values, and goals.



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# Message from the Board of Supervisors



**Don Gage**  
District 1



**George Shirakawa**  
District 2



**Dave Cortese**  
District 3



**Ken Yeager, President**  
District 4



**Liz Kniss**  
District 5

In many ways 2009 can be considered a year of transition. The continuing structural imbalance in the County's annual budget and the rapidly contracting tax base brought about by the implosion of the real estate market signaled the need to conduct a comprehensive evaluation of the County's mission, core values and capacity for change.

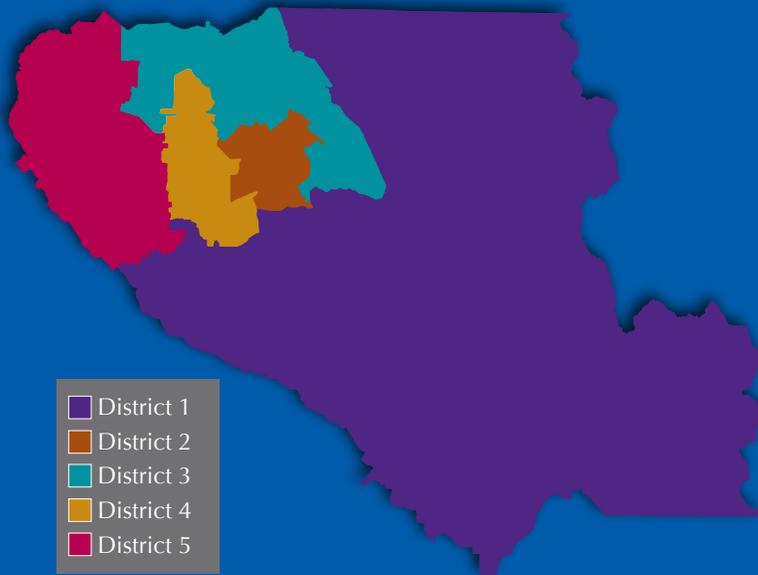
The Board has reaffirmed its commitment to provide services that often may be for families the difference between managing through difficult times and falling through the cracks. We have streamlined the County's mission statement to clarify the intent of these efforts and brought in County Executive Jeff Smith to lead the organization through an organizational culture change to produce greater efficiencies.

While these changes are under development, we have witnessed a growing demand for services and in many cases that demand is coming from families whose breadwinner has lost his or her job, families that have never relied on County services before. In these circumstances, we have both a legislative mandate and moral obligation to provide a lifeline for families on the verge of losing hope – a lifeline that turns hope into action.

Now more than ever, the general public has begun to understand the role of counties. Not only do we provide a vast array of municipal services, such as 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.

The County has a vested interest in the outcome of the health care reform debate in Washington because, by law, we provide medical treatment for anyone who needs emergency care, regardless of whether or not the patient has health insurance. The H1N1 pandemic tested our capacity to immunize the community and demonstrated the importance of public health outreach efforts. Our goal is to ensure that everyone takes steps to have positive health outcomes because we recognize that it will make a difference in the overall health of the community.

We remain committed to representing the 1.8 million residents who call Santa Clara County home, exercising our roles as responsible stewards, and setting policies that enable the County organization to use its resources not only to serve, but to set an example for the community at-large. We remain committed to turning hope into action.



# Message from the County Executive



**Jeffrey V. Smith**  
County Executive

In my role as the new County Executive of the County of Santa Clara, I am tasked with the responsibility of leading the organization in an examination of new ways to fulfill its mission. It is clear from the budget trends of the past several years, the current economic downturn, and the economic forecast for the years ahead that the opportunity before the County is to become an innovative organization with an absolute commitment to operational excellence.

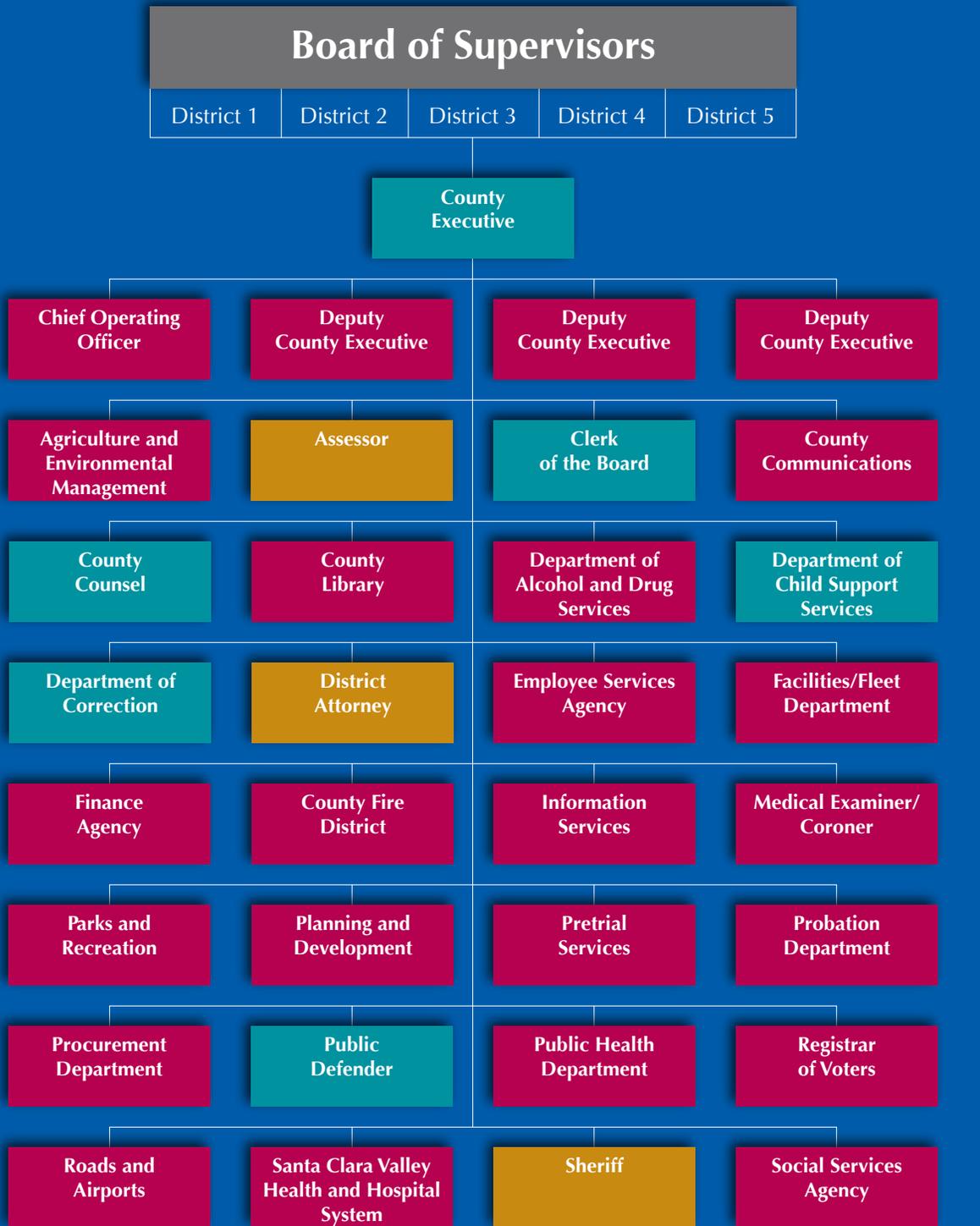
The County of Santa Clara is well positioned to become a leader among counties in the nation. We are sufficiently large, yet nimble enough to employ techniques and processes that eliminate waste and redundancy, while offering peak performance. We have begun rethinking how we conduct business, taking inspiration from private companies that place a premium on organizational excellence and quality customer service.

This annual report provides an overview of the breadth of services and programs the County operates. The task before us is to ensure that we are doing our absolute best and that we are being responsible stewards of taxpayer funds. In the year ahead, we will continue the work that has begun - building the budget from the bottom up, and working across organizational lines to identify opportunities to make the organization lean and efficient.

Service is the product the County offers. A core principle guiding all of our considerations is supporting and empowering those employees who deliver the service to do it in the best ways possible. This is both our challenge and our opportunity.

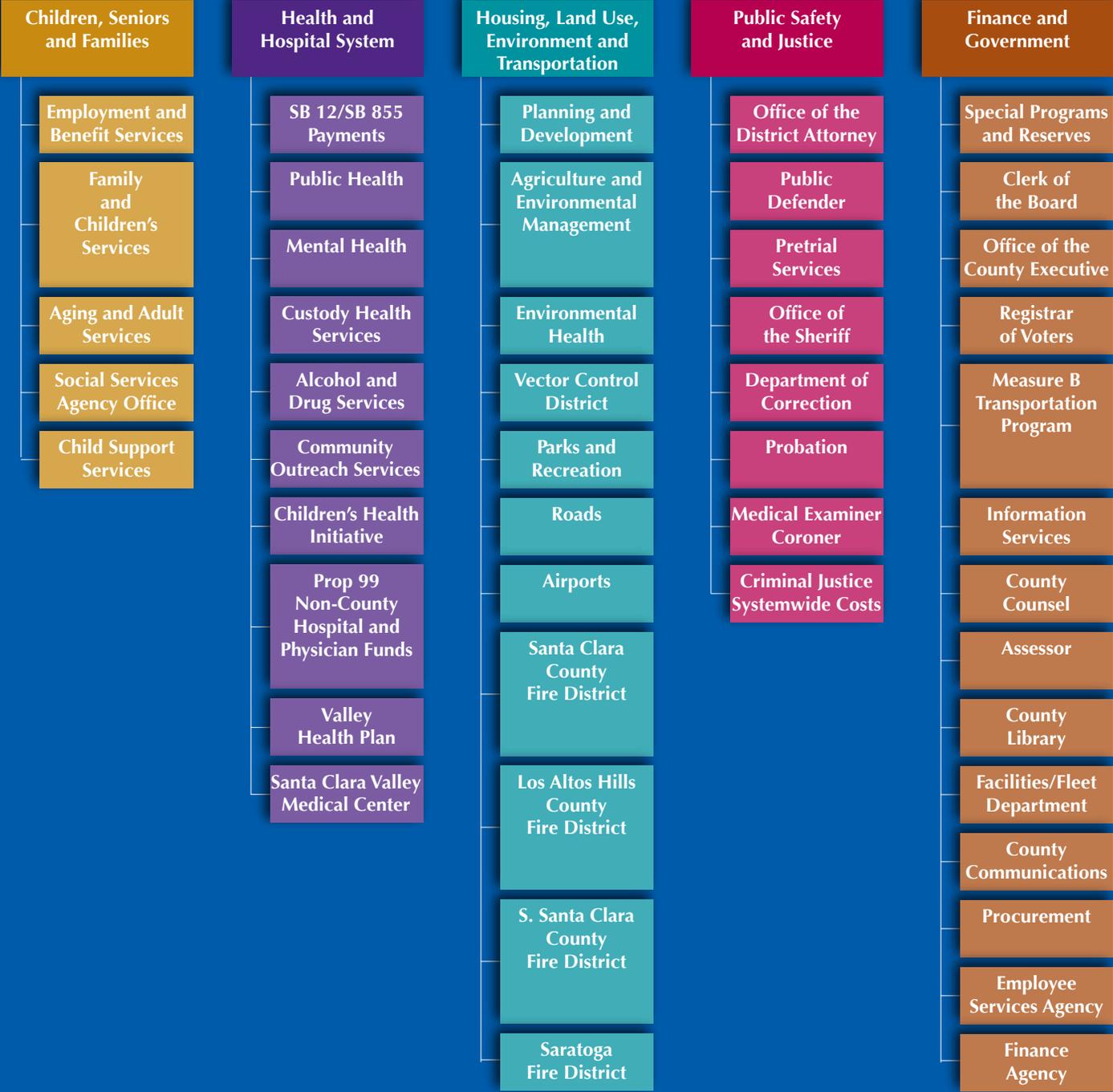
*As our organization provides basic services for the entire community and critical services to meet the needs of our most vulnerable residents, I am reminded of a quote by peace activist William Sloane Coffin, Jr., "Hope arouses, as nothing else can arouse, a passion for the possible."*

# County of Santa Clara Organization



- Elected
- Board of Supervisors Appointment

# Board of Supervisors Policy Committees



# 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 attracts 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 one million, 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. The County also has direct jurisdiction over urban unincorporated areas.

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 women’s and men’s soccer and the San José Sharks, the only professional ice hockey team in Northern California. Numerous public and private golf courses are located throughout the county.

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

## Economic Prospects

In recent years, Silicon Valley, the economic region of which Santa Clara County is the largest member, has been synonymous with high technology and innovation. Over the past few decades, the Valley has demonstrated its ability to reinvent itself to meet opportunities and challenges. It has transitioned from an agriculture based economy, to manufacturing, services, and high technology. Now Silicon Valley is positioned to be a leader in high-productivity, cutting-edge innovation and a magnet for green and solar and technology. This history of adaptability offers hope for the future.

In the nation and the region, venture capital investment is down for the first time since 2005. According to Joint Venture Silicon Valley Networks, in 2009, Silicon Valley accounted for 55 percent of California investments and 19 percent of United States investments. While the region accounted for the same percentage of California investments as it did in 2008, its share

of total U.S. investments decreased 12 percent. The bulk of investments were in energy generation (41%) and energy efficiency (26%) with values increasing in energy efficiency by 121 percent over last year.

The Valley's overall economy is challenged by several related forces, including the collapse of the nation's various financial institutions, a worldwide economic crisis, the meltdown in real estate markets, and a corresponding constriction of credit.

Foreclosed home sales rose 184 percent in the Valley in 2008 compared to 126 percent in California. The unemployment rate rose from 6.1 percent to 11.8 percent from June 2008 to June 2009. Taxable sales are in decline.

The state budget deficit and the funding policies at the federal level that have not kept pace with inflation continued to have negative effects for the County of Santa Clara in 2009. In addition, new economic pressures emerged near the end of the year as a result of the crises in the financial markets and labor workforce.

Economically sensitive revenues, such as property taxes, motor vehicle license fees, sales taxes, and aid from state government, have continued to

contribute to shortfalls in the County's budget. To keep pace with the changing economic conditions, during the last two years, the County had to adjust deficit estimates several times. This is in the wake of seven years of cuts in expenditures and the programs they support, and projections of substantial operating deficits through 2012. At the outset of the year, the FY 2010 deficit was estimated at \$273.1 million. Looking forward for the next few years, absent radical changes in the way the County does business, there is little promise of relief.

Over the past several years, the County's strategy for balancing its budget, given revenue shortfalls, struck a delicate balance between preserving the safety net, cutting programs, and maintaining financial reserves to bolster its ability to repay debts. This strategic balancing act has made it possible to maintain a stellar credit rating so that when short-term and long-term borrowing is needed, it can be secured at lower interest rates.

The years ahead will require rethinking the nature of programs and services the County can offer.

## Santa Clara County At-A-Glance

- **County of Santa Clara** – established by Charter 1850
- **2009 Budget** –  
Total \$4.0 billion  
General Fund \$2.2 billion
- **Full Time Equivalent Positions** – 15,392

### Population\*

Total in County	1,857,621
Living within 15 cities	1,763,747
Living in unincorporated areas	93,874
Largest city (San José)	1,006,892
Smallest city (Monte Sereno)	3,619

### Racial and Ethnic Background\*\*

White (Non Hispanic/Latino)	37.2%
Asian	30.3%
Hispanic or Latino of any race	25.6%
Black or African American	2.6%
American Indian/Alaska Native	0.5%
Native Hawaiian/ Other Pacific Islander	0.4%
Two or more races	3.4%

### Registered Voters\*\*\*

As of December 2009	760,140
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### Sources

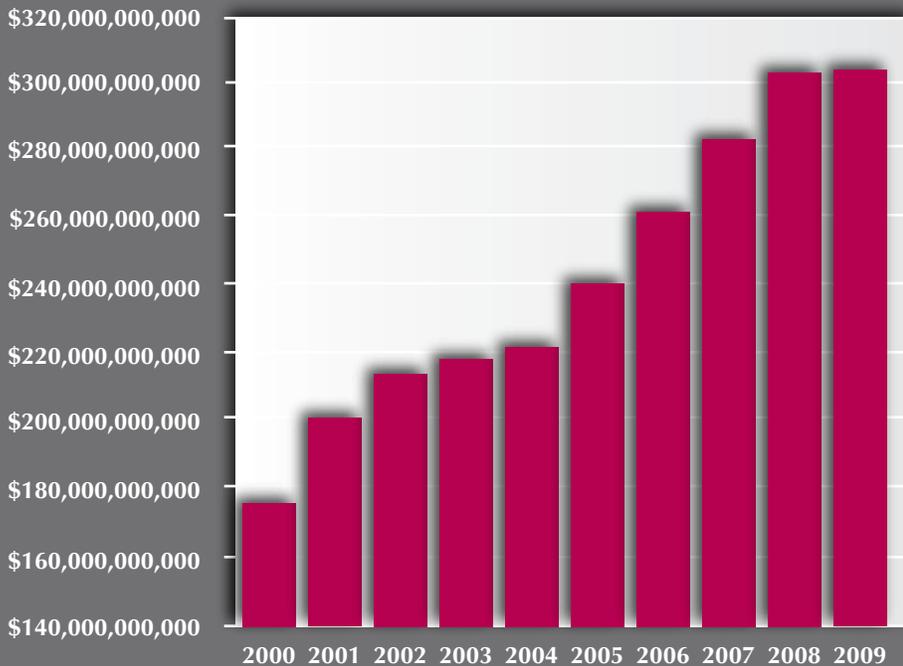
\* California Department of Finance:  
City/County Population Estimates

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

\*\*\* County Registrar of Voters



## Ten-Year Assessment Roll Summary



### Assessment Roll: A Reliable Indicator

The 2009-10 assessment roll contains a snapshot of assessed values as of January 1, 2009. It also documents the plummeting residential real estate market, and the severe credit crisis which has presented a serious challenge to Silicon Valley's economy and property values. Santa Clara County's 2009 assessment roll provides a clear, historical record of the consequences of this dramatic decline in property values. The total net assessed value of all real and business property grew by a meager \$542 million, an increase of only 0.18 percent over the prior year. This is the smallest increase since Proposition 13 became law in 1978.

To put this in perspective, in 2007 the assessment roll grew by nearly \$20 billion, and in 2001, the apex of the dot-com boom, the assessment roll grew \$27 billion. Nevertheless,

the Santa Clara County real estate market performed significantly better than more than half the counties in California. Twelve of the 15 most populous counties have reported "negative" assessment roll growth.

In stable years, substantial growth in the assessment roll is derived from new construction, or changes in ownership at purchase prices much higher than existing assessments. This year, home foreclosures or distressed sales have created a situation where the new purchase price is often lower than the previously established assessment, resulting in negative rather than positive increases to the assessment roll. In 2009, the number of changes in ownership increased 5.6 percent, yet the average value added to the assessment roll decreased by 57 percent. In total, assessment roll growth attributed to changes in ownership declined by 55 percent. When compared to the prior year, the number of foreclosure

and distress sale transactions, resulting in a lower assessed value, increased 300 percent.

While both the commercial and residential sectors experienced declines for the first time in a decade, the declines did not occur at the same rate. Comparing 2009 to 2008, both the number of residential properties and the average value of assessment reductions per property more than doubled. As of July 1, 2009, the average reduction in assessed value was \$170,000 for 90,214 homes. For the same period, the number of commercial and industrial properties receiving assessment relief increased from 538 to 622, an average of \$3.6 million per property. This trend is especially pronounced in the condominium sector and the less expensive residential market. More than one in three condominiums, for example, are assessed below their purchase price. The only variation from this trend is high-end, residential properties, which have generally retained their value.

The other major contributor to assessment roll value is the unsecured assessment roll comprised primarily of business property, including machinery, equipment computers and fixtures. This sector, which is so vital to Silicon Valley, recorded growth in assessed value of 3.17 percent or \$22.22 billion. While this was one-third of the level recorded the prior year, the fact that it increased at all is encouraging. The assessed value of business personal property is calculated from property statements filed annually by nearly 51,000 businesses in Santa Clara County. Businesses are required to disclose the cost of their assets which determines the assessment.

These shifts in values resulted in an unprecedented number of assessment appeals.

## County Revenues

The County's largest discretionary revenue source, secured property taxes, grew 6.8 percent in FY 2009. This tax source is projected to decrease 1.12 percent in FY 2010. Other economic driven revenues are projected to decrease moderately also.

## County Reserves

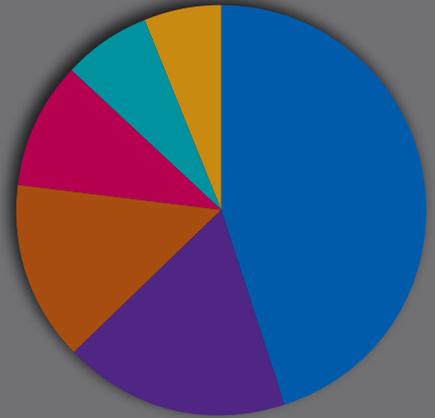
The County has set aside \$93.0 million in contingency reserves. The contingency reserve is a major unobligated reserve budgeted in the General Fund, and its use is limited by the Board's policy. The contingency reserve is funded with one-time funds, and is the reserve for state reductions. These reserves are re-examined each year.

## Credit Rating

For its outstanding revenue bonds and certificates of participation, the County has maintained an AA rating from Standard & Poor's (S&P), and an Aa3 rating from Moody's Investors Service. 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.

These ratings are an endorsement of the County of Santa Clara's record of prudent and effective financial management.

## 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



## Economic Downturn, Meeting Family Needs

Working families have been hit hard as a result of the economic recession which has plagued the country during the past few years. The Social Services Agency is experiencing an increased demand for services, both from families who have never needed public assistance before and from those “last hired” former clients who now find themselves again unemployed, due to company layoffs. To meet this increased demand, the Agency has implemented new customer service models, new technology, and taken advantage of Federal stimulus funding to expand job opportunities.

The Social Services caseload grew to 285,787 individuals and families receiving California Work Opportunity and Responsibility to Kids (CalWORKS), General Assistance, Food Stamps, Medi-Cal or other benefits, an overall increase of 7.4 percent compared to the previous year. The largest increase was in the number of families receiving Food Stamps, which grew by 35 percent.

The Social Services Agency’s Department of Employment and Benefits (DEBS) drew on its customer service

success with the Medi-Cal Service Center implemented in 2004 and expanded the use of call centers to serve the growing caseload. The new Benefits Service Center began serving most Medi-Cal and Non-Assistance Food Stamp cases in November. The move into a call center made it possible to manage existing resources, increase productivity, and better serve clients. DEBS also has begun planning a web-based screening and application tool to make applying for Food Stamps and Medi-Cal easier for families.

As of October, the CalWORKs caseload was at its highest level since 1998, up over 10% from the previous year with 15,980 families receiving CalWORKs cash aid. Despite a sagging economy and this increased caseload growth, CalWORKs employment services also achieved a five percent increase in its annual work participation rate as some clients gained employment.

The Department of Employment and Benefit Services also began implementing programs using the Emergency Contingency Fund for Temporary Assistance to Needy Families awarded

to the State from American Recovery and Reinvestment Act (ARRA) funds. These programs are to address Basic Assistance, Short-Term Assistance, and Subsidized Employment needs of CalWORKs clients and other low-income working families.

DEBS and Department of Family and Children Services continue to strengthen their collaboration to help families who receive services from both departments. Staff received technical assistance from the Linkages Project, which is sponsored by a federal grant to enhance, expand and evaluate local partnership programs, with the objective of increasing knowledge about coordinating child welfare and public assistance programs.





### Stimulus Funds Help Families

Employability and employment are essential to long-term self sufficiency. During the past year, the Social Services Agency's Department of Employment and Benefits Services (DEBS) tapped into the American Resource Recovery Act funds to implement SCC Works, a subsidized employment program. The jobs creation program encourages employers to retain and

train future employees at a reduced cost. SCC Works is a collaboration of CalWORKS, the Adult Education Coalition, Community College Consortium, Refugee Program service providers, Occupational Training Institute and Manpower, Inc. CalWORKS participants and low-income families gain valuable paid work experience. Wages are subsidized through the Federal stimulus funds. Santa Clara County's goal is to employ

more than 2,400 families through this new program.

DEBS has developed a new array of emergency programs to meet the needs of the community in partnership with Second Harvest Food Bank, the Emergency Assistance Network (EAN), Outreach Family Services Project and Career Closet. Through this program, needy families can receive short-term assistance which may include food, rental assistance, financial literacy services, clothing and other items. Second Harvest Food Bank also began distributing "Stimulus Food Boxes" to needy families at food pantries and EAN agencies throughout the county.

### Cal Success

Cal Success, a program to assist Food Stamp clients to attend and complete college, was developed in collaboration with Insight Center for Community Economic Development and is a partnership with DeAnza/Foothill Community College District. Cal Success provides financial support for books, educational materials and transportation, in addition to Food Stamp benefits. A delegation of federal and state policymakers has evaluated the program, and is citing it as a national best practice model.

### For the Wellbeing of Children

Over the past year, the Department of Family and Children's Services (DFCS) developed strategies to improve the safety, wellbeing, and placement outcomes of children in the child welfare system. DFCS also continued significant partnerships with community organizations and other county departments to support family reunification and prepare emancipating youth for adulthood.

DFCS completed its comprehensive Self-Assessment and System Improvement Plan for 2009-2012 (SIP). All SIP goals are related to federal or state child welfare outcome measures and have key strategies to meet each goal.

Community partners' input is reflected in the Self Assessment and SIP. The SIP goals focus on reducing recurrences of maltreatment, addressing the issues causing the overrepresentation of children of color in the child welfare system, improving child and family engagement in case planning, increasing timely adoptions, and ensuring children have access to medical, dental, and educational services.

Another aspect of improving services for children and their families is the establishment of the Quality Improvement and Enhancement Team (QIET), which began operating in 2009. The team uses data to engage DFCS staff at all levels in assessing current practice standards. The QIET helps staff assess operational and program strengths, program goals, client satisfaction, employee satisfaction, positive client outcomes, and areas in need of improvement and support to achieve performance targets.

One of the most significant accomplishments was completing the transition of the Children's Shelter residential program to a Receiving Center. The Receiving Center's goal is to provide a setting where children removed from their parents are assessed for placement in family home settings with relatives, foster families, or other facilities. Children brought to the Receiving Center are now placed in less than 24 hours in an appropriate setting.

### Family Wellness Court

Family Wellness Court (FWC) for Infants and Toddlers is a client-centered approach that helps families with children ages 0-3 whose parents have used methamphetamine or other substances. The additional resources available to participants include early substance abuse assessment treatment for parents, and in-depth developmental and behavioral assessments and services for children. Other project goals are to prevent subsequent births of substance exposed newborns, create a unified system of care for the target population, and build capacity to take the model to scale across the child welfare system. This innovative project is a collaborative with the Juvenile Dependency Court, county departments and private community-based organizations.



# Children, Seniors & Families

The County's FWC model is known nationwide for its innovative and comprehensive approaches to assist families impacted by substance abuse. The project is supported by a federal grant, First 5 Santa Clara County and in-kind contributions from other partner agencies. Participants are routinely connected with Department of Employment and Benefit Services' benefit programs and employment services. FWC families are given high priority for 100 Family Unification Program Housing vouchers awarded to the County by the Department of Housing and Urban Development in partnership with the Housing Authority of the County of Santa Clara.

## California Connected by 25 Initiative

The Department of Family and Children's Services is in the fourth year of participation in the California Connected by 25 Initiative (CC25I), a partnership with the foster youth and various community social service, business, placement resource, housing and educational partners. CC25I builds a comprehensive continuum of life skills, education, employment and housing services to support positive youth development and successful transitions for youth from foster care to adulthood. These services and programs are available through the support of the California's Family to Family Initiative and several generous private foundations. The Youth Advisory

Board (YAB) continues to be a key advisory body that ensures the perspectives of former and current foster youth are heard in decisions regarding children and CC25I services.

## The Independent Living Program

(ILP) is a central service component of CC25I. It provides life skills training and a wide variety of supportive services to current and former foster youth ages 6 to 21. In late 2009, the County implemented a new ILP service delivery model that centralized services with a single community-based provider and its sub-contractor. The new model provides consistent program services and accountability. In addition, tremendous effort is made to build a natural circle of support and permanent life-long connections for participating youth.

## Leading the Way for Seniors

The Department of Aging and Adult Services (DAAS) Administration is active in the Aging Services Collaborative, working with local organizations to provide leadership and build community-wide capacity to support, maintain and promote the future well-being of older adults and caregivers.

The need to protect aging adults from abuse, neglect, and self-neglect has grown as the population ages. Adult Protective Services (APS) provides services to ameliorate cases of abuse or neglect, prevent further abuse or neglect, and restore clients' well-being while supporting their right to self-determination. Over the last five years, the numbers of APS cases rose from 1,814 to 2,775, a 53% increase.

A significant number of adult abuse cases involve the financial abuse of a vulnerable elder. For the past 10 years, the County's Financial Abuse Specialist Team (FAST) has been a highly effective collaboration of Adult Protective Services, Public Administrator/Guardian/Conservator, the District Attorney's Office, and County Counsel. FAST is dedicated to investigating and preventing adult financial abuse. As of July 2009, this highly successful multi-disciplinary team had prevented the loss of or recovered almost \$191 million in victim's assets. In November 2009, FAST was awarded the Silicon Valley Crime Stopper's Award.

## Senior Nutrition

Over the past year, the Senior Nutrition Program (SNP) provided more than 1.2 million meals to more than 15,600 older adults, an increase of 42,000 more meals than the previous year. More than 66,700 rides were coordinated to bring seniors to 34 Congregate Meal Program sites. The Meals On Wheels (MOW) program served 1,386 homebound individuals delivering over 614,000 frozen meals, supplemented with milk, bread, fruit and juice.

The program also provided 138 Nutrition Education sessions to more than 11,000 seniors, developed and distributed nutrition education material in Japanese, Portuguese, Vietnamese, Korean, Chinese and Spanish. The Senior Nutrition Program implemented new menu requirements, trained all site managers, and conducted over 80 outreach presentations.

During 2009, the Senior Nutrition Program celebrated its 35th Anniversary. Over 300 attendees celebrated the many individuals who help Senior Nutrition Program fulfill its mission to serve high quality, cost-efficient, nutritious meals to the senior population.

The Meals On Wheels Program participated in the annual March For Meals event and arranged to have the Board of Supervisors and 10 city mayors deliver meals to MOW participants.



The Senior Nutrition Program was recognized by the Meals On Wheels Association of America for efforts to raise awareness of elder hunger and success in obtaining community support.

### In-Home Support

In-Home Supportive Services (IHSS) provides domestic and personal care assistance for aged, blind or disabled persons who are unable to remain safely in their own home without assistance. IHSS continued to serve an increasing number of county residents during the calendar year, exceeding 17,000 recipients served by over 15,500 in home care providers working a combined monthly average of 1.2 million hours. In addition to this increased demand, the IHSS program in partnership with the Council on Aging Silicon Valley has begun to implement new requirements imposed on care providers by the state and is developing technological tools to transition the process seamlessly.

The Office of the Public Administrator Guardian/Conservator (PAG/C) has installed a new web-based software system to provide real time access to client information. The system also allows access from the field, improving the process for making decisions on behalf of clients.

The Office has also started its initiative to become a paperless environment; all files and documents will be kept on a main server for storage to improve client services, reduce costs and lessen the environmental impact.



## Child Support Services

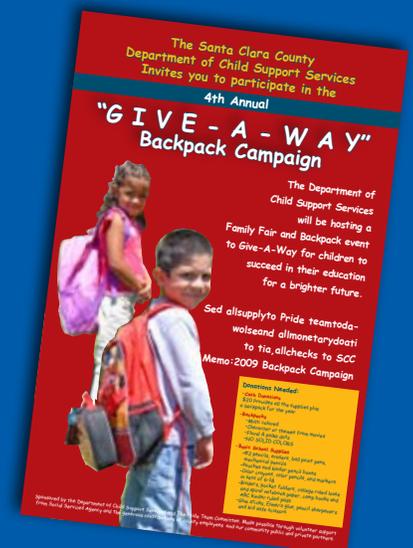
The Department of Child Support Services (DCSS) establishes and enforces court orders for the support of minor children. As an active participant in improving the financial wellbeing of children and promoting family self-sufficiency, DCSS provides services to approximately 50,000 children and their families. Nearly \$100 million in support payments are distributed each year due to the efforts of Santa Clara County child support professionals. Approximately 75% of this support goes to families 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 General Fund. Following six years of relatively flat funding, local child support agencies received additional State and federal funding for FY 2010, allowing the department to retain positions needed to secure support payments. The ability to retain staff is vitally important given the growing challenges facing families in the present economy. Rising unemployment adds to the challenge of collecting support payments as approximately 65% of payments are made through income withholding.

After a year-long push to prepare for and convert to the new automation system, the department's focus returned to core business functions and achievement in key performance measures. The federal government measures state program performance in five areas – collections on current support obligations; collections on past due support; establishment of child support orders; establishment of paternity; and cost effectiveness. The department achieved significant overall improvement in these measures.

## Key Accomplishments:

- The department was again recognized by the State Department of Child Support Services as the most improved large county in collections of current support
- Enhanced state and federal funding was secured for local child support agencies after six years of flat-funding
- Continued partnership with the Family Law Facilitator in delivering services to unrepresented parents provided alternatives to lengthy court procedures – a model program which started as a pilot with federal grant funding and is now being considered by other counties as a best practice
- The 4th 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 600 children; the department was also recognized for having the highest percentage of participation for a medium-sized department in the County Combined Giving Campaign



# Health & Hospital System



## Medical and Health Care Services

### Dedicated to the Health of the Whole Community

You have to look past the newspaper headlines about the state budget problem and national economy 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. Many people are seeking County assistance for the first time, as they have lost their jobs and their health insurance. Emotional and financial stress exacerbates mental illness, and may cause people to self-medicate, turning into addiction. As people lose jobs, they lose health insurance and turn to the County hospital and clinics for medical care.

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.

### 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 the county. Since the inception of this program, nearly 20,000 residents have been enrolled and more than 6,000 have renewed their application for a second year of coverage.

### Children's Health Initiative

The Children's Health Initiative was established in 2001 with the goal that every child in Santa Clara County should have access to regular health care as a result of being insured. The initiative continues working toward the goal of making comprehensive health insurance accessible to 100% of the children living in Santa Clara County with family income at or below 300% of the Federal Poverty Level. In 2009, the countywide collaborative assisted more than 15,350 children to apply for one of three insurance programs: Medi-Cal, Healthy Families, or Healthy Kids. More than 5,700 children renewed their existing coverage.

Since its launch in 2001, almost 166,153 children have received application assistance.

### Valley Specialty Center Opens

The new Valley Specialty Center located on the main Valley Medical Center campus opened in February. The six story, 244,000 sq. ft. facility is designed to accommodate 95 physicians and other providers, with a total annual capacity of some 265,000 patient visits. It includes 191 examination rooms, 17 treatment rooms and a variety of service-specific specialized rooms. The facility includes the following "Centers of Excellence": Cancer Center, Cardiovascular Center, Diabetes Center/Endocrine Clinic, Neurosciences Center, as well as other medical and surgical specialties.





### Countywide Response to H1N1 Flu Pandemic

This past year the Santa Clara County Public Health Department, Office of Emergency Services, County Executive's Office and supporting agencies responded to the unfolding global H1N1 Flu pandemic.

As the outbreak spread in April 2009, the Public Health Department took a cautious approach to ensure the public's health and to slow down the spread of H1N1, monitoring and testing flu cases, and initially closing some schools as cases showed up in children. The County opened a Joint Information Center to distribute flu prevention information to residents, the health care community, schools,

community based organizations, and the media. The Department of Correction and Probation Department limited or eliminated inmate and juvenile visitation. In the following weeks, information gathered in Santa Clara County and elsewhere in the country showed that most U.S. cases were mild and very much like seasonal influenza.

While the incidence of flu leveled off during the summer months, the fall months found a steady increase in flu cases. The County activated its emergency operation centers and began distributing information to the community and preparing for the arrival and distribution of the H1N1 flu vaccine. The County estimated that 800,000 residents met the federal criteria of those at-risk for illness

or serious complication from H1N1, and who should be the first to receive the vaccine.

Yet the amount of vaccine distributed by the state was inequitable and not well planned. Taking its case to the public via the media, the County called for a fair distribution of vaccine based on county population. A resulting increase in vaccine doses enabled the County to distribute more than 650,000 vaccine doses to healthcare providers and pharmacies, and to administer more than 50,000 doses through vaccination clinics for at-risk populations.

Historically, illnesses caused by pandemic influenza viruses have come in waves. The first wave of illness was in the spring and early summer of 2009, and the second wave in the fall and winter. It is impossible to predict if or when there will be a third wave, and very unlikely that H1N1 will disappear completely.

### New Sexual Assault Response Team Office

The Valley Health Clinic Gilroy, in partnership with Community Solutions, Sheriff's Office and four other law enforcement agencies, opened the first Sexual Assault Response Team (SART) office in south Santa Clara County. The new Gilroy location was needed to make services available closer to home and to help reduce the trauma victims feel as they go through the interview and exam process. Santa Clara Valley Medical Center's SART program is a specialized team of detectives from sheriff and police agencies, nurse examiners and sexual assault advocates that work closely together with the objective of meeting the needs of victims while investigating the crime and gathering evidence. The program sees an average of 30 patients per month.

### Santa Clara Valley Medical Center

**Medication Safety Project Launched**  
In July 2009, Santa Clara Valley Medical Center introduced Medication Administration Checking, an electronic

Medication Administration Record that utilizes bar code technology when nurses are administering medications. The new bedside technology for nurses was introduced in several hospital units, and further supports patient safety. Nurses take a computer cart to the bedside when they are administering medications to their patients. The initiative, made possible through a grant from the Gordon and Betty Moore Foundation will be rolled out to all units in 2010.

**Valley Medical Center Reaccredited**  
Santa Clara Valley Medical Center, now a smoke-free campus, was successfully reaccredited in 2009 for meeting national guidelines and standards for care by regulatory agencies including the Commission on Accredited Rehabilitation Facilities, the Joint Commission for Laboratory Services and the hospital's Stroke Program, and the American Association of Blood Banks.

**Core Measure Performance**  
Santa Clara Valley Medical Center continues to perform at or above the state and national average based on core measures of The Joint Commission which accredits and certifies



more than 17,000 health care organizations and programs in the United States. VMC adheres to this set of care processes that was created to improve the quality of health care by implementing a national, standardized performance measurement system. The measures have been shown to reduce the risk of complications, prevent recurrences and otherwise treat the majority of patients who come to a hospital for treatment of a condition or illness. Although the core measures do not tell the whole story of the level of quality offered by a hospital, they help hospitals improve the quality of patient care by focusing on the actual results of care.

## Quality Mental Health Care

The mental health system continues to implement major initiatives to bring quality mental health care to county residents who rely on the public safety net for their care. During this period of economic uncertainty, over 21,000 children, adolescents, young adults, adults and seniors received services through a broad network of County operated and contracted programs. Services range from outreach, peer advocacy, and case management to clinical care and support in a variety of community, outpatient, residential and day programs. Clients come from all parts of the county, from all cultures, and are all ages. Providers also offer a broad range of cultural and language backgrounds, life experiences, and professional and paraprofessional skills and competencies.

### A Commitment to Healthy Beginnings

For the past three years, the Mental Health Department has worked in collaboration with community agency and county system partners to build a system of care for young children and their families with the goal of providing every child, from birth through five, with the opportunity to have the best start in life.

Through the collaborative efforts and combined resources of First 5, the SCC Office of Education, the Mental Health Department, the Social Services Agency, Valley Medical Center, the Drug and Alcohol Services Department, the Dependency Court, and community based agencies, services have been implemented and have helped over 3,000 young children.

Using funds from the Mental Health Services Act (MHSA), the Mental Health Department has sponsored the development of an early childhood mental health certificate program at De Anza College that provides graduates with the skills to support the socio-emotional development of young children. MHSA funded scholarships provide paraprofessional workers from local agencies with an educational path in the field of early childhood mental health. This new system of services will support families in Santa Clara County to identify children at risk of socio-emotional problems and to provide them access to services.

### Enhanced Services for Complex Needs

Over 500 consumers with serious mental illness and needing assistance with housing, employment, school, and social support have received assistance through Full Service Partnership programs, a new model of service funded through the Mental Health Services Act. These new services are available to consumers of all ages with specialized programs to help consumers stay out of

hospitals and jails, secure permanent housing, and obtain needed benefits and access to employment and educational support.

### Specialized Outpatient and Crisis Drop-in Center

Research shows that young people ages 16-25 face unique mental health issues and are an underserved population, especially Lesbian, Gay, Bisexual, Transgender and Questioning (LGBTQ) youth. The Mental Health Department selected Family and Children's Services, in collaboration with the Billy de Frank Center, to provide specialized outpatient services and a crisis drop-in services to LGBTQ youth.

### Improving Adult Recovery from Mental Illness

The Mental Health Department launched several new programs and initiatives to improve adult recovery from mental illness, including a new Uninsured Adult Program. The program serves over 1,200 adults and provides intensive support in obtaining health and disability assistance through specialized Social Security Income Benefit Assistance eligibility workers out-stationed from the Social Services Agency.

The Federally Qualified Health Centers (FQHC) Medical/Behavioral Home Model was implemented in the past year in a collaborative effort between Valley Medical Center Ambulatory Care Services and the Mental Health Department. This model prevented 1,600 adult serious mentally ill consumers from losing services. They are now provided care through three county primary care clinics.

### Criminal Justice Recovery Services

Over the past several years the Mental Health Department has worked with Superior Court, Probation Department, Public Defender's Office, District Attorney's Office, and community based organizations to develop a full range of services for those with mental



illness who are involved in the criminal justice system. This continuum has been successful in supporting 200 consumers to obtain needed treatment for mental health and substance abuse conditions and housing support services, and to stay out of jail and out of the hospital.

### **A Place Called Home**

The Office of Homeless and Housing Support Services, a collaboration between Mental Health and the County Executive's Office, was created in 2009 to fund the development of low cost housing units for Mental Health consumers. Units are located in large housing development projects throughout the county and include the provision of 24-hour mental health support services. The office also manages contracted services of the Homeless Collaborative, including the Cold Weather Shelter program, and several HUD grants; and is a key partner in the *Destination: Home Initiative* to end homelessness.

### **A Voice and Access for All**

Mental Health funded nine Ethnic and Cultural Advisory Committees that provide stipends for support and linkage services to close to 50 consumers and family members from underserved cultural communities. These advocates outreach to underserved consumers and their families in support of their obtaining needed mental health services.

## **Ambulatory and Managed Care**

### **Primary Care Redesign Clinic**

The Primary Care Redesign Clinic is one of many Ambulatory and Community Health Services focused on improving the quality of care for children and adults. Located at Silver Creek Clinic, the clinic redesign 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, improving the cost-effectiveness of health-care. Efforts will focus on the reduction of risk factors for heart attacks and strokes, including diabetes, high blood pressure and high cholesterol.

### **Valley Medical Center Magnet Designation Survey**

The American Nurses Credentialing Center (ANCC) developed the Magnet Recognition Program® to recognize health care organizations that provide nursing excellence: more than 250 healthcare organizations nationwide have achieved Magnet status. Santa Clara Valley Medical Center (VMC) has embarked on this journey. If VMC receives that recognition, it will become the first public hospital in the nation to become Magnet certified. As an aspiring Magnet organization, VMC needs to comply with various requirements, of which one of the most important is to keep a database with nursing credential information to demonstrate and recertify compliance with the ANCC 14 "forces of magnetism" (attributes or outcomes that exemplify excellence in nursing). To meet this requirement, the e-Government program built a comprehensive online solution with appropriate levels of security and interface with personnel systems.

### **Ambulatory RN Research Recognition**

Valley Health Center at Tully developed a nurse-managed medication system to improve the medical conditions of patients with age related cognitive decline, neurological conditions and chronic medical conditions. Clinic staff observed that patients with chronic conditions frequently have a decline in their general medical con-



dition because they are unable to follow a prescribed schedule and self administer multiple medications from several medication containers. A simple, low cost, registered nurse-run medication compliance program was developed to provide patients with the skills and knowledge needed to safely administer their medications on an ongoing basis.

### **Implementation of Automated System**

In March of 2009, Valley Connection implemented Computerized Telephony Integration (CTI), enabling patients to schedule their own appointments with their VMC-based Primary Care Physician over the phone, in any of up to 10 languages, at any time night or day, all through an automated system. Patients can request pharmacy refills, follow up on prior refill requests, request lab and imaging test results, request patient ID cards, and schedule flu shot appointments.

# Health & Hospital System

## **Ambulatory Electronic Medical Record Implementation**

As of November 2009, there were 284 providers and 1,176 staff currently utilizing Electronic Medical Records (ELMR) in both Ambulatory and Custody health care. The primary care implementation of ELMR is nearing completion and implementation in the specialty care settings will begin in early 2010.

## **Valley Health Plan**

Valley Health Plan's Chronic Disease Management Programs and Education activities focused on Diabetes and Asthma in 2009. VHP held the 1st Annual Santa Clara Valley Medical Center Chronic Care Symposium with more than 150 participants from VMC and other community agencies.

Valley Health Plan helped 25 pediatric asthmatics attend Camp Superstuff, an asthma camp for children, to support the Asthma Disease Management

Program. The weeklong camp was free of cost and helped them learn more about how to live well and actively with their asthma.

Valley Health Plan promoted Taking Control of Your Diabetes 2009 Conference to members, facilitating attendance for 16 individuals.

## **Public Health Department**

### **Protecting the Health of County Residents**

The mission of the Public Health Department is to protect residents from health threats and prevent the spread of the disease. Public Health was only one of eight national "Advanced Planning Centers" in 2008 to receive federal funds to develop best practices in the event of a natural disaster, pandemic influenza or bioterrorism. In 2009, the department was able to implement its best practices in response to a flu pandemic.

The Public Health Laboratory was recertified, enabling it to continue serving and protecting Santa Clara County residents, and residents in four surrounding counties, including Santa Cruz, San Benito, Monterey and San Mateo.

Public Health conducted a "Behavioral Risk Factor" telephone survey of 4,100 adult residents of Santa Clara County, with a focus on healthcare coverage and access, chronic diseases, nutrition, communicable diseases, women's health, sexual behavior, substance abuse, violence and preventive practices. Key findings will be published in 2010.

Approximately 2,000 WIC families participated in the 2009 Farmers' Market Nutrition Program that provides access to fresh vegetables and fruits.

Public Health partnered with County Parks and Kaiser, San Jose, in the Healthy Trails Challenge which resulted in 9,000 participants.

## **Alcohol and Drug Services**

The Department of Alcohol and Drug Services offers a comprehensive continuum of care with a range of services including early prevention, intervention, treatment, rehabilitation and aftercare.

In 2009, the department provided treatment services to 9,810 clients, and at discharge two-thirds had completed treatment or were making satisfactory progress in treatment. The vast majority of these clients showed a significant reduction or elimination of substance use. More than three quarters of the clients were referred from the criminal justice system, compared to a statewide referral average of 55 percent. Minorities accounted for 64 percent of the referrals compared to 51 percent statewide, and 43 percent of the admissions were for methamphetamine abuse compared to 31 percent statewide. More than one in five clients entering treatment was homeless.



### Addiction Treatment

In the Addiction Medicine Treatment program, 98 percent of approximately 600 opiate addicts in treatment are intravenous drug users. Of these patients, 52 percent, compared to a national average of 30 percent, have greater than one year of continuous recovery. This is defined as abstinence from compulsive drug seeking and use, contributing to a stable and healthy home environment, and showing improved social relationships and coping skills. The program provides specialized services for pregnant women, women with children, homeless clients and HIV patients being seen through the PACE clinic.

### Chronic Care Pilot Project

Over the past decade the drug and alcohol field has established that drug dependence and addiction are chronic, relapsing conditions, requiring continuous care similar to that provided to other chronic conditions such as diabetes, hypertension and emphysema. The department developed a chronic care pilot project that has garnered statewide recognition for its success.

### Innovative Screening and Treatment

A universal behavioral health screening of CalWORKS clients was implemented in 2009 resulting in a 30% increase in referrals to drug, alcohol and mental health treatment. Part of the Welfare-to-Work program in the county, this innovative screening and treatment program links clients with appropriate behavioral health treatment services to improve employment.

### Juvenile Drug Treatment Court

Alcohol and Drug Services is an active partner in the County's Juvenile Drug Treatment Court and has been part of a grant-supported project to increase the gender-responsiveness of services provided to participants. This has led to an increase in the proportion of girls admitted into the program and an overall increase in the ability of the

department's network of adolescent providers to respond to the gender-specific needs of these juvenile justice clients.

### Community Prevention Coalitions

Substance abuse prevention services have grown over the past with the funding of five community prevention coalitions, and two more slated for funding in 2010. Thirteen similar coalitions funded through the department for the past three years have sustained their activities and have strong community support. The coalitions address under-age drinking, reducing the use of substances during pregnancy, and reducing the impact of methamphetamine use.

### Prevention Strategies

Through the Three Principles prevention strategy, the department provides health-based prevention education to enhance the psychological well-being of individuals and help them to adopt healthy behaviors that prevent substance abuse. This service focuses on innate resiliency and wisdom as the primary protective factor at the individual and family level. Last year more than 1,600 classes serving 2,600 individuals including 1,270 incarcerated adults and 179 incarcerated juveniles were offered. Services were also provided in homeless shelters, to victims of domestic violence, schools, and to the Lesbian, Gay, Bisexual and Transgender community.

### Children's Shelter and Custody Health Services

The accomplishments for Children's Shelter & Custody Health Services in 2009 included: collaborating with the Public Health Department to institute Rapid HIV testing for Department of Correction inmates; implementing electronic medical records at County Correction facilities and Juvenile Hall; developing and implementing a Trau-



ma Recovery Program for inmates; instituting a taxi voucher program for the safe and cost-effective transportation of inmates from the jail to community placements; developing a Continuity of Operations Plan for correctional facility and Juvenile Hall medical operations during disasters; and collaborating with the Office of Women's Policy to purchase battery operated breast pumps and a breast feeding chair for female inmates.

### Prescription Discount Cards

The high cost of prescriptions has long been a concern of the elderly and those suffering from chronic illnesses, and now a broader range of the population hit by the economic downturn, and the loss of employment and medical benefits. In 2009, the County launched a discount card program to help consumers cope with the high price of prescription medicines. The County made free prescription discount cards available under a program sponsored by the National Association of Counties (NACo) that offers average savings of 22 percent off the retail price of commonly prescribed medicines. The discounts only apply to prescriptions not covered by health insurance. The cards may be used by all county residents, regardless of age or income and are accepted at more than 200 participating pharmacies.

# Housing, Land Use, Environment & Transportation



## Climate Actions

This year, the County signed onto the Bay Area Climate Collaborative, a regional approach to reducing the region's greenhouse gas emissions. By joining the collaborative the County committed to helping the region meet a set of shared goals relating to water consumption, renewable energy, green fleets, green building and transportation mode shifts.

The County also launched several other initiatives, such as, identifying and analyzing potential sites for renewable energy, developing a residential energy efficiency program and establishing a new financing approach for energy, water, and renewable projects.

The County of Santa Clara Climate Action Plan for Operations and Facilities provides a set of actions for policies, programs and procedural



changes to help the County achieve its greenhouse gas emissions goals. These included a Green Building Policy and an Environmentally Preferable Purchasing Policy. Both the Green Building Policy and the Climate Action Plan emphasize the need to reduce potable water consumption.

At the end of 2009, the County began a new internal recycling and waste diversion program, striving to reach a 75% diversion target within the new five-year waste hauler contract. And the County continues to provide the Eco Pass to employees, for use on public transit, and encourages employees to choose healthier, more environmentally friendly commutes.

The County recognizes the continuing need for action regarding climate change and seeks additional ways to reduce its greenhouse gas emissions while planning for the consequences of a changing climate.

## Land Use Planning

The Department of Planning & Development (Planning) provides services, such as, implementation of the General Plan, Building Inspection, review and approval of planning & zoning applications, Land Development Engineering, Code Enforcement Program, Surveying, administration of the Clean Water Program, the Habitat for Conservation Program, and services provided by the Fire Marshal.

Land use issues set the framework for agricultural, preservation, and development policies addressed by the Planning Department. Throughout 2009, Code Enforcement, oversight of mines and quarries, Urban Island Annexations, and landmark designations associated with the Historic Preservation Ordinance were of particular interest. Code Enforcement, Williamson Act Contracts/Open Space Easements, Clean Water Act requirements, Habitat Conservation, and streamlining application processing will continue to be a major part of the department's work efforts for 2010. In addition, the department also will pursue a comprehensive fee schedule update.



### Protecting Endangered Habitats

The Bay Checkerspot Butterfly, one of the endangered species that will be protected by policies developed as a part of the Santa Clara Valley Habitat Conservation Plan (HCP), is a fitting symbol of efforts of the partner organizations in Santa Clara County to transform the relationship between development and protected habitats. The HCP is designed to more effectively protect endangered species, while streamlining the environmental permitting process.

The goal of the Santa Clara Valley Habitat Plan is to develop a long-range conservation strategy, in consultation with stakeholders and the general public, to enhance ecological diversity

and function within Santa Clara County. Under the current system, local governments evaluate the endangered species impacts of development proposals individually in consultation with federal and state regulatory agencies, a costly and lengthy process with considerable uncertainties. The Santa Clara Valley Habitat Plan would change this by cumulatively evaluating the endangered species impacts of planned public and private sector development, and assessing an impact-based fee as part of the project approval process. The Plan does not approve new development, but standardizes the process for project approvals.

A key component of the Plan is the creation of a habitat reserve that will

be both larger in scale, more ecologically valuable, and easier to manage than mitigating projects on an individual basis. The Habitat Reserve System will prevent the encroachment of urban and suburban development into these ecologically-valuable areas, and manage them in perpetuity. The Plan includes roughly two-thirds (approximately 520,000 acres) of southern Santa Clara County, where a majority of the County's most valuable habitat areas and highest priority acquisition areas are located.

Since 2005, six local governmental agencies - the Cities of Gilroy, Morgan Hill, and San Jose; Santa Clara Valley Transportation Authority; Santa Clara Valley Water District; and the County of Santa Clara - are working in partnership to address State and Federal endangered species regulations. Completion and adoption of the Habitat Plan is anticipated in the first half of 2011. [www.scv-habitatplan.org](http://www.scv-habitatplan.org)

### Williamson Act

The County sustains a variety of viable agricultural operations that continue to flourish, such as, cattle production, row crops, orchards, grape and wine production, and nurseries. 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. As of June 2009, approximately 349,000 acres of land in unincorporated Santa Clara County are restricted by Williamson Act contracts.

The 2006 ordinance changes also resulted in the creation of the County's open space program, allowing unincorporated county property owners to apply to transfer their Williamson Act land into an open space easement to preserve the natural or scenic character of the open space land. Since 2006, over 4,000 acres under Williamson Act contract have been transferred into open space easements, which allow limited uses of the land but 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 identifies and evaluates historic properties, and prevents or minimizes adverse impacts.

The County is one of only a few California counties to earn certification from the Department of the



Interior as a Certified Local Government. In preparation, 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.

During 2009, the County designated the following nine County-owned properties listed in the Heritage Resource Inventory as landmark properties: Casa Grande, San Jose; Valley Medical Center "Building W", San Jose; Coyote Ranch and Old Stone Building; Malaguerra Winery and Cochrane-Jackson House, Morgan Hill;

# Housing, Land Use, Environment & Transportation

Welch-Hurst and H. P. Dyer House, Saratoga; and Miller Summer House ruins, Gilroy. The Historical Heritage Commission will continue its work in evaluating eligible properties and making additional landmark designation recommendations in 2010.

## Housing Element Update

Planning is currently updating the County's Housing Element. The Housing Element is one of seven required "components" of a General Plan and addresses the housing needs of a jurisdiction, in this case the unincorporated portions of Santa Clara County, and must be updated every five years or as otherwise determined by the State Department of Housing and Community Development (HCD).



The Housing Element contains important information regarding population, demographics, and housing-related statistical data, County policies and objectives regarding housing opportunities, the County's regional housing need allocation (RHNA), how the County meets its regional housing need, and summary data regarding the many programs and activities in which the County is involved for the purpose of providing adequate and affordable housing to households of all income levels and special needs.

Both, the Draft County of Santa Clara Housing Element Update 2009-2014 (2009 Update) and revisions were submitted to HCD. Once the 2009 Update is certified to be in compliance with state requirements, the County may proceed to adopt it as an amendment to the County's General Plan. Completion is anticipated in early 2010.

## Urban Island Annexations

Annexation of the County's urban unincorporated islands is a major goal of the County General Plan. Islands are unincorporated areas located within a city's Urban Service Area, and may be entirely or partially surrounded by incorporated cities. Island annexation reduces County service costs, promotes efficient urban service delivery, provides for more logical city boundaries, and facilitates the cities' ability to plan for and approve new housing and other develop-

ment in a manner consistent with city General Plans and development regulations. It also enables residents to vote and actively participate in municipal elections, decision-making, and planning for the improvement of neighborhoods and surrounding areas.

San Jose annexed four more of the remaining 13 islands that are 150 acres or fewer through streamlined annexation procedures. San Jose's goal is to complete such annexations by 2011, including those larger than 150 acres. Los Altos Hills also annexed a

small island referred to as La Loma. The County will continue outreach and discussion with other cities and Local Agency Formation Commission (LAFCO) staff regarding remaining islands in other jurisdictions.

## Green Building Ordinance

In December 2008, the Board of Supervisors adopted a Green Building Ordinance that requires green building certification for most new single-family residences in the Santa Clara County. Starting in January 2010, the ordinance will require most new residences to reduce energy and water usage, minimize construction waste, reduce consumption of natural resources, and create healthier indoor environments. Throughout 2009, in preparation for these new standards, Planning required green building checklists be submitted for new residences and provided educational materials to help the public understand the new requirements.

## Quarry Regulation

The State Surface Mine and Reclamation Act (SMARA) and County Zoning Regulations require active surface mines to have and to implement reclamation plans. In 2008, there were nine such mines in the unincorporated area. As of July 2009 there are eight mines subject to SMARA because the County deemed one quarry, which was located on land owned by the County Parks Department, as fully reclaimed. The State Office of Mine Reclamation (OMR) participated in a final inspection with County staff in April 2009 then subsequently issued formal concurrence that the mine is reclaimed. All eight remaining surface mines within unincorporated Santa Clara County have reclamation plans approved by the County. Each year, County staff inspects the mines for compliance with their reclamation plans and required reports are then filed with the state.

### Code Enforcement

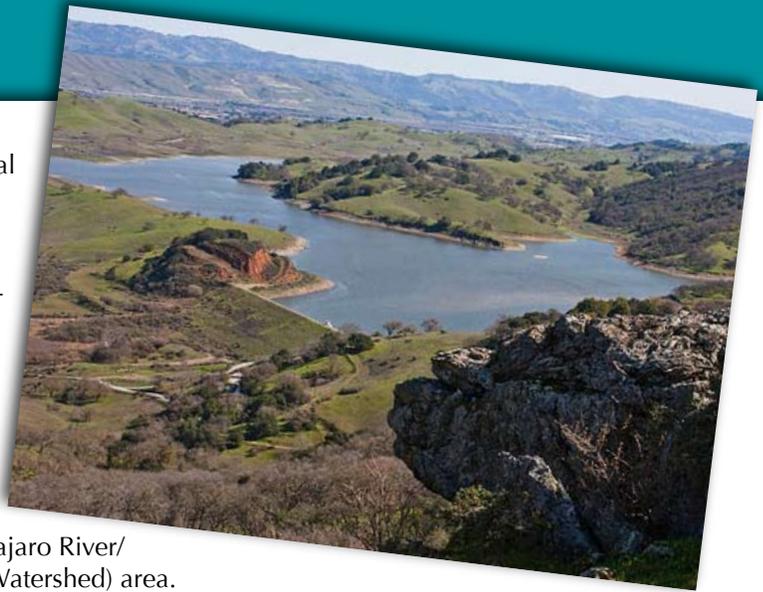
The Code Enforcement Program is responsible for investigating complaints, processing violations and enforcement of codes related to building, planning, fire and housing. Appropriate action to abate violations may include field inspections, letters to owners, meeting with owners, follow-up inspections, 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 2009, an Administrative Fines and Fees program was developed and adopted. This program allows for the in-house processing of code violations that are not resolved through education and voluntary compliance efforts. This focus on code enforcement issues resulted in an increase of over 60 percent in the number of complaints compared to the previous year. Every complaint received was responded to in a timely fashion. The County's ability to bring closure to violations has also increased at the same time. Some longstanding cases are now resolved. It is anticipated that code enforcement and nuisance abatement activities will continue to increase.

### Water Resources

As mandated by state and federal law, the County's Clean Water Program was created to maintain the County's compliance with a National Pollutant Discharge Elimination System (NPDES) Storm Water Discharge Permit and to promote storm water pollution prevention. Penalties for non-compliance with an NPDES permit are severe. On October 14, 2009, the Municipal Regional NPDES Permit (MRP) was adopted to replace the 2001 NPDES Permit for north county. The new MRP includes many additional requirements in both the County's own roads, parks

and other special development projects and in the review of private development projects. The County is in the process of obtaining a second mandated NPDES permit for the south county (Pajaro River/Monterey Bay Watershed) area.



### Fire Marshal

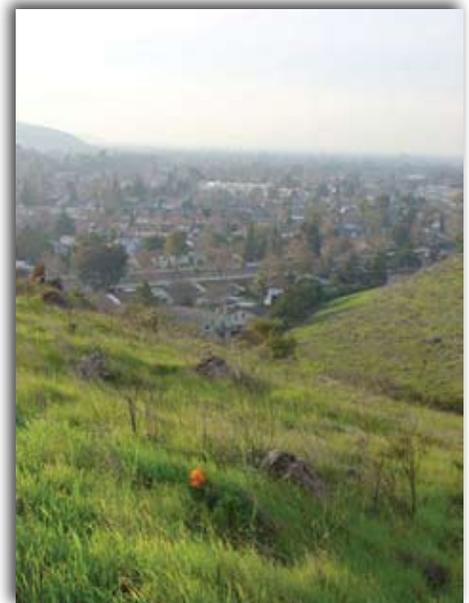
The County contracts with the Central Fire District for Fire Marshal services. In coordination with Planning & Development Services, the Fire Marshal's Office reviews land use applications for compliance with fire department access and fire protection water supply regulations. Plan review for fire code 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 is responsible for code enforcement in areas not covered by a fire district which adopts a fire code. The Fire Marshal's Office also enforces non-construction related provisions of the Wildland Urban Interface fire protection regulations.

### County Parks Acquisitions

#### Clark Canyon (Mount Madonna Park)

The box canyon rising from former ranchland on the drive from Gilroy toward Hecker Pass, near Whitehurst Road, contains a remnant walnut orchard, riparian woodland, oak woodlands transitioning to chaparral, and a tributary to steelhead-friendly

Bodfish Creek. Once a family walnut orchard and ranch belonging to the Clark family, the property was identified as a site where a future trail alignment (depicted in the Countywide Trails Master Plan Update) would exist. The County worked with the Peninsula Open Space Trust (POST) in 2008 to acquire and transfer the property. POST held title while the County managed the property. The County took title to the property in November. The 408-acre site, which will remain closed to the public until future park uses are planned, will eventually provide a link to the countywide system of trails. This pristine property is a jewel in the County's emerald necklace of parks.



# Housing, Land Use, Environment & Transportation

## Rancho San Vicente (Calero Park)

Last fall, Calero Park was expanded by 966 acres. The Rancho San Vicente property, located on McKean Road, immediately adjacent to Calero's (former) west/northwest boundary, moved the boundary of Calero closer to that of Almaden Quicksilver. The property's gently sloping hillsides, steep bluffs of serpentine soil and rocky outcrops interspersed with chaparral afford diverse views of Calero Reservoir, the Diablo Range, the Santa Cruz Mountains, the literal edge of San Jose's Urban Growth Boundary and the urban and rural character of the county's cities.

The primary short-term activity will be grazing. Planning for the long-term use and management of the site is necessary before the area will be open to the public. The planning will address how and where to establish trails for public use and how to incorporate the property into a Master Plan for Calero.

## Tulare Hill (Hellyer Park)

Tulare Hill is immediately north of the Santa Clara Valley Water District's Coyote Alamos Canal. The property is bounded by Monterey Road to the east, suburban development to the north, and Santa Teresa Boulevard to the west. On October 26, 2009, a 140-acre portion of the geographic feature of Tulare Hill was purchased by the County for park purposes. The property's acquisition helped provide a partial land bridge and visual buffer between two County parks, Santa Teresa and the Coyote Creek Parkway. The property contains serpentine grassland that can, when properly managed, support the Bay Checkerspot butterfly species. Grazing is a proven habitat management tool that will be utilized on site for this purpose. Tulare Hill provides a critical wildlife cross-valley migration corridor between the Coyote Valley and the Santa Teresa Hills at the southern edge of suburban development. Long-term planning efforts will determine the most appropriate way to manage the natural resources of this property while making it available to County park users.

## Agriculture and Environmental Management

The Department of Agriculture and Environmental Management's mission is to promote and protect the agricultural industry in Santa Clara County and its environment, and to ensure the health and safety of the county's residents.

The total gross value of Santa Clara County's agricultural production for 2008 is \$248 million, a decrease of 2.7% from the prior year. Nursery crops were the county's number one agricultural crop with a value of \$87 million. Nursery production remained stable. Mushrooms continued to be the number two crop, and bell peppers were the county's third leading crop. More than 25 different fruit, vegetable and field crops exceeded \$1 million in crop value. Garlic acreage doubled from 148 acres to 297 acres, with a gross value of \$1 million.

## Retail Food Inspection

The Environmental Health Department inspected more than 12,300 retail food facilities ranging in size from ice cream carts to large restaurants; offered food safety certification classes in English and Spanish; and certified 402 restaurant personnel who passed the examination.

In a new development this year, patrons of chain food establishments will notice brochures or menu labels disclosing nutritional information, such as, calories, fat, carbohydrates and sodium. Environmental health specialists are enforcing these new requirements, which were signed into law last year for the entire state, after the County introduced menu labeling requirements for its unincorporated areas.



Recognizing the department's strong track record in food safety education, the Food and Drug Administration (FDA) awarded the County special funding to further educate food service workers about the hazards of working while ill. Staff also assisted many food business owners to gain Green Business certification, while also disseminating information on how to safely conserve water during the current drought.

### **Swimming Pools and Spas**

To ensure the safety of bathers, over 3,000 pools and spas were inspected. This year, special emphasis on helping pool and spa owners comply with federal legislation (Virginia Graeme Baker Act) was intended to avoid dangerous suction entrapment hazards.

### **Water Supplies and Safe Disposal of Sewage**

Seventy-five small public water systems are under the department's supervision and staff inspects each one regularly, offering technical expertise and assistance to the operators.

More than 100 permits were issued for installation or repair of on-site sewage disposal systems in FY 2009. To protect County residents and preserve environmental quality, staff investigated and resolved several dozen complaints of improper sewage disposal.

### **Childhood Lead Poisoning Prevention Program**

Using sophisticated field x-ray equipment and finely-honed detective skills, Environmental Health investigated the cause of high levels of lead in children's blood and acted on numerous tips and complaints about unsafe practices, such as scraping lead-based paint from buildings without taking proper safety measures.

### **Consumers Encouraged to Utilize Reusable Bags**

Single-use bags pose real harm to the environment, clogging landfills and littering streets and waterways. In 2009, the County began a phased approach for eliminating single-use bags at 51 retailers in the unincorporated areas in Santa Clara County. These retailers distribute an estimated 35,000 paper and plastic single-use carryout bags on an annual basis. The first phase will focus on public education.

### **E-waste Collection**

More than 20 million televisions and computers are stored annually in homes and offices and only 10 percent of unwanted and obsolete computers are recycled. Since these products contain hazardous materials, such as, lead, mercury, and cadmium, improper disposal poses a threat to the environment. The County Household Hazardous Waste (HHW) Program launched a new electronic waste program that will allow Santa Clara County residents to drop-off unwanted e-waste, such as, computers, printers, laptops, cell phones, TV's or VCR's, at no cost and at convenient locations. Offering residents a way to recycle their used electronics keeps e-waste from ending up in landfills and polluting the environment.

### **County Certifies 144 New Green Businesses**

The County of Santa Clara Green Business Program certified 144 new green businesses in 2009. Created in 1996, the program has certified 427 businesses throughout the county ranging from restaurants to automotive repair shops, from entire office buildings to landscaping businesses. In Santa Clara County, Certified Green Businesses adhere to exacting guidelines that ensure each Certified Green Business



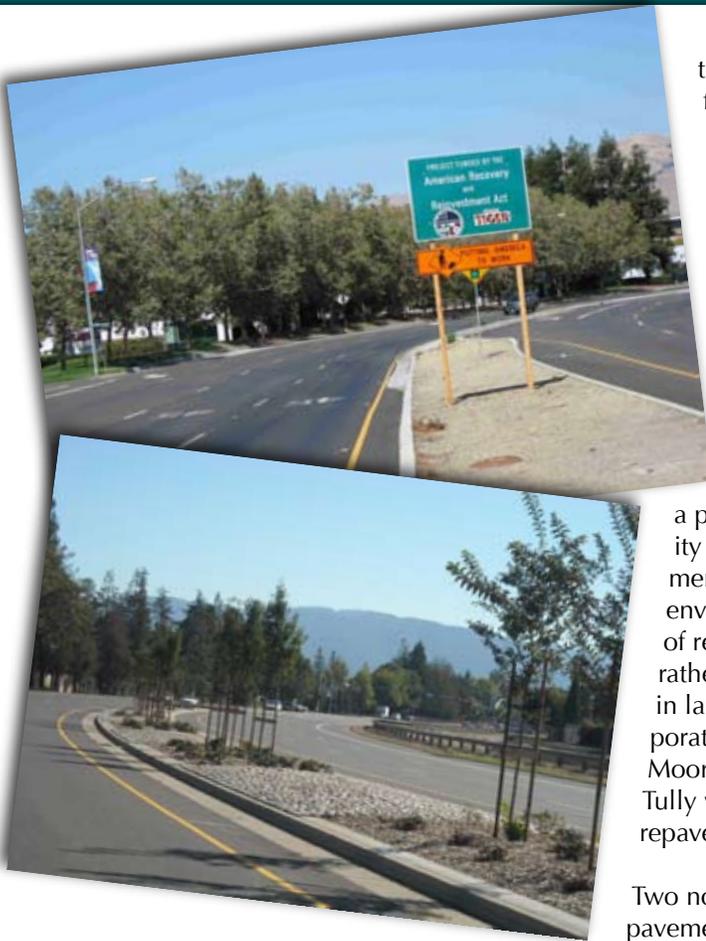
in the county takes steps to lower water and energy consumption, reduce waste, and prevent pollution. The County Green Business Program is a partnership among local government, businesses, utility programs, and regulatory agencies.

### **Vector Control**

Santa Clara County Vector Control District is a dependent special district, formed in 1988 and serves all the municipal and unincorporated areas of Santa Clara County. Funding for the district is supported through benefit assessments and special services agreements. The average assessment rate for 2007-2008 was \$15.05 per parcel.

The district provides one of the most comprehensive vector control programs in California. Services include: preventing and controlling mosquitoes; detecting vector-borne diseases; providing property evaluations for rodents and urban wildlife; and providing identification services and advice for other vectors, such as, fleas, mites, lice, flies, yellow-jackets, bees, pantry pests, and a whole range of other insects of medical significance.

# Housing, Land Use, Environment & Transportation



## County Roads

### Construction Projects Provide Jobs and Safer 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 655 miles of roads, including a 62-mile expressway system that is unique in the state.

In 2009, the department completed several projects to improve conditions for the traveling public. In addition, the County was positioned to quickly benefit from the federal economic stimulus legislation, the American Recovery and Reinvestment Act (ARRA). Santa Clara County was first among the 16 local agencies to save and create jobs in the construction industry by awarding a major construc-

tion contract in just four months and one week after the President signed the legislation.

Two ARRA pavement rehabilitation projects: portions of Montague Expressway were resurfaced with rubberized asphalt concrete,

a premium durability surfacing treatment that includes the environmental benefit of reusing waste tires rather than placing them in landfill; and unincorporated areas of Bascom, Moorpark, White and Tully were repaired and repaved.

Two non-ARRA federal pavement rehabilitation projects on Capitol Ex-

pressway and Oregon/Page Mill Expressway also were completed. Turn lanes were added on Hamilton Avenue and San Tomas Expressway to improve intersection operations. This federal earmark project also provided for Campbell-financed landscape improvements on San Tomas. The Alamitos Road retaining wall storm damage repair project was completed, allowing restoration of two lanes of traffic west of New Almaden where traffic had been restricted to one stop controlled lane for several years while project funds were assembled. A new traffic signal was installed at Santa Teresa Boulevard and Fitzgerald Avenue. The improvement was suggested by the traffic impact study associated with the opening of the new Gilroy high school. Foothill Expressway was widened under the Loyola Corners overcrossing, providing standard

width shoulders for bicycle use on this popular bike route. Portions of Hyland, Lyndale and Kirk within the Alum Rock area received roadway improvements to add sidewalk and finish shoulders, providing better pedestrian facilities, bicycle area and curbside parking in these neighborhoods near schools.

### Expressway Projects

In March 2009, after city and public review, the Board approved the 2008 Update of the Comprehensive County Expressway Planning Study, which includes over \$2 billion in expressway improvement needs, 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, the Roads Commission and the VTA Board of Directors.

A comprehensive retiming of expressway traffic signals was administered using grant funds, reducing traveler delays. Study of Montague Expressway signal coordination through North First Street was completed and implemented, using new signal controller hardware and software, improving roadway operations by reducing stops, queues, and delay.

### Operational Accomplishments

Annually, the department is responsible for statutory or program compliance activities including certification of compliance with federal National Pollutant Discharge Elimination System (NPDES) regulations, certification to the state of maintained mileage, and Congestion Management Program data collection and compliance.

In addition to these annual activities, there were significant accomplishments in 2009, including: An improved video management system implemented at the William A. Baxter Traffic

Operations Center, allowing for direct video feeds to critical emergency response staff and to the County's Emergency Operations Center. LED green light bulbs were replaced at all traffic signals, and crosswalk signals were replaced with LED illumination. Adaptive signal pedestrian timing was developed and tested on Bascom Avenue at Valley Medical Center to aid crossings by the physically challenged, using a new technologies demonstration grant. Throughout the year, expressway and neighborhood traffic complaints were responded to and problems resolved. Roads and Airports Department successfully received nearly \$5 million in competitive grants, with several grant applications pending, including an ARRA TIGER grant for \$25.2 million.

### Community Partnering Efforts

The Roads Division participated in a number of special community partnering efforts. Extensive public outreach, including hearings at the Palo Alto city council and transportation and environment commission supported the conceptual development of improvement options, and the selection of a preferred alternative for the Oregon Expressway federal earmark project. Active participation in Graystone Lane community meetings in response to concerns about the four-fatality crash along the rural roadway culminated with striping and signing enhancements to provide traffic calming. The County also worked to alleviate neighborhood traffic and parking concerns in various areas such as south county, Bascom Avenue and VMC area, Woodward Road, Lyndale community, Alum Rock area, Burbank community, Kennedy and Shannon area, San Antonio Hills, and Stanford University area.

## County 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. Safety and noise reduction are two major concerns at the County Airports. Installation of a \$1.2 million Noise and Operations Monitoring System (NOMS) at Reid-Hillview Airport is nearing completion, and a project to acoustically treat several homes near the airport has been completed.

The County Airport system is an integral part of the County's Integrated Pest Management program, and received recognition for its role in a recent national award for the County's overall program.

All three of the County's airports hosted open house events in the last year. Over 5,000 local citizens came out to their neighborhood airports to learn about flight operations and talk to local pilots. In addition, Reid-Hillview Airport hosted its second annual "Kids Take Flight" event, co-sponsored by the Valley Medical Center Foundation and the Experimental Aircraft Association (EAA). The EAA's Young Eagles

program provided over 200 at-risk and handicapped children with an opportunity to go flying with local volunteer pilots along with a parent or care-giver. In addition, over 150 educational and non-profit booths were visited by more than 2,000 visitors.

Going forward, the Airports Division will continue its preparation of environmental documents for the draft Reid-Hillview Airport and South County Airport Master Plans; as well as conduct discussions with the City of Palo Alto related to the potential turnover of the Palo Alto Airport to the City in advance of the expiration of the airport lease in 2017.



# Public Safety & Justice



## Law Enforcement

### Sheriff's Academy Ranked Top Five

The Sheriff's Academy continued to rank in the top five out of 40 Basic Police Academies. The academy implemented a new philosophy of Community Oriented Policing to recruits to emphasize the importance of interacting with the community and working together to address local public safety needs. As a direct result of the quality of training provided by the Sheriff's Academy, two new local public safety agencies committed to sending their new recruits to this facility. The Sheriff's Academy provided basic police training to future law enforcement officers representing 15 public safety agencies in California.

### Sheriff's Office Fiscal Year 2009 Statistics

Total Number of Arrests	9,830
Traffic Citations Issued	37,995
Crime Reports	15,159
Accident Reports	1,137
Radio Calls for Service	83,581
Self-Initiated Calls	132,362
Applicant Fingerprinting	28,458

### Recovering Stolen Property

The Sheriff's Office Investigative Services Division increased the recovery of stolen property being sold through pawn shops, second hand dealers and Internet auction and marketplace sites by using the services of a private software vendor. The collaboration resulted in a significant increase in the recovery of stolen property and a ten-fold return on the cost of the contract, as well as the arrests of several individuals.

### Bomb Squad

The Bomb Squad in the Sheriff's Office responded to more than 36 calls in 2009. The Bomb Squad collects and disposes of dangerous chemicals, mitigates improvised explosive devices, disposes of dynamite, defuses old military ordinances (including hand grenades), and disposes of picric acid. The Bomb Squad participated in 13 community related events including demonstrations and safety lectures, and recently recovered and safely removed from a residence more than 5,000 pounds of illegal commercial fireworks.

### Eradicating Marijuana Gardens

The Sheriff's Office Marijuana Eradication Team (MET) eradicated 24 marijuana growing sites and destroyed

over 204,000 marijuana plants with a street value of more than \$614 million. The team participated in 22 media relations events. Tasked with investigating and eradicating illegal marijuana cultivation operations, the team often flies along with the Air Support Division's STAR1 helicopter to spot garden sites. The team works collaboratively with National Guard resources and volunteers to clean up the environmental damage caused by illegal marijuana cultivation on private lands and in County parks.

### Sexual Assault Felony Enforcement

The Sexual Assault Felony Enforcement (SAFE) Task Force in the Sheriff's Office formed a 12-county coalition to reduce violent sexual assault crimes and increase compliance of the Sex Offender Registration Act. The task force conducted 542 investigations, three high-risk offender surveillances, 10 sex-registration compliance sweeps in Santa Clara County and 1,630 regional compliance checks, resulting in 151 arrests. The task force is funded through a grant from the Governor's Office of Emergency Services.

### Methamphetamine Team

Trained in clandestine lab clean ups, environmental impacts, and methamphetamine investigations, the Sheriff's



### **Fresh Start Program Helps Clear Records for Residents with Misdemeanor Convictions**

Residents with misdemeanor convictions often face challenges in obtaining employment, housing and education services, and can even be impeded from entering the armed services. The Fresh Start program in Santa Clara County is giving many residents a second chance.

The Office of the Public Defender expanded its misdemeanor criminal record clearance program in 2009 using federal stimulus funds. The Fresh Start Program is a cost effective and efficient program that emphasizes reintegration into society.

When a prior conviction is expunged by the Court, it is dismissed and removed from a person's criminal history record. Expungement is an essential part of economic development, community reincorporation, and judicial rehabilitation processes. The Fresh Start program gives residents a second chance after they've paid their dues to society, effectively erasing past acts that could prevent clients from getting a good job or an education.

Working with San Jose State University, residents whose cases are expunged are given training on how to fill out job application forms. The Office of the Public Defender also works with Santa Clara University Law School to run a misdemeanor clinic.

Through this program certified law students are given the opportunity to argue expungement cases under attorney supervision.

The Fresh Start program enhances workforce eligibility for a significant needy population. Since the programs inception in July 2009, nearly 200 residents have been interviewed, and expungements have been obtained in 19 criminal cases. It partners the County, higher education and justice system members in a common goal of providing legal relief to those who seek job re-entry. The program is available to all residents including veterans and seniors.

Lending a hand to residents who qualify for a record clearance allows those who have paid for their mistakes to move beyond them, giving them the assistance to provide for themselves and their families.

Office Methamphetamine Team executed 29 search warrants, seized seven weapons, initiated 57 investigations, arrested 42 suspects, and recovered over 44 pounds of methamphetamine and 4,028 pounds of cocaine. Narcotic deputies worked with the Drug Enforcement Agency in a task force as part of a six month investigation of a major drug trafficking case involving south Santa Clara County and connections with the Midwest. This successful case involved the execution of multiple-search warrants that resulted in the following seizures and arrests: over \$1 million, 191 kilos of cocaine, five pounds of methamphetamine, half kilo of tar heroin, two firearms, and the arrests of 14 suspects. The team is funded by a grant from the State of California Office of Emergency Services.

### **Sheriff's Emergency Response Team**

The Sheriff's Emergency Response Team serves as the Special Weapons and Tactics Team (SWAT) for the Sheriff's Office. Over the past three years several members have participated in Urban Shield, a local, large scale training exercise hosted by the Alameda County Sheriff's Office. Urban Shield is

designed to simulate the conditions of a large scale natural disaster or critical incident such as a terrorist attack. During the 50-hour event, members faced scenarios designed to test the many SWAT skill sets. Over the past three years, the team's ranking has improved from tenth to eighth to a third place finish in 2009. The team ranked third amongst 25 teams from across the country and one from France.

### **Transporting Correctional Inmates**

Responsible for transporting all Santa Clara County Department of Correction inmates for court, medical appointments, state prison runs and inter-jail movement, the Sheriff's Office Transportation Division is moving over 200,000 inmates and logging over 700,000 miles per year. In 2009, the division joined the Northwest Shuttle program that allows Sheriff's Offices throughout the state to coordinate with each other and state correctional facilities to efficiently transport prisoners while minimizing prison runs. The Northwest Shuttle moves prisoners into and out of California at no cost to the individual Sheriff's Offices, eliminating the use of private transportation companies. The division

saves approximately \$100,000 per year through the program.

### **AVOID the 13 DUI Enforcement**

The Sheriff's Office worked closely with the California Office of Traffic Safety and 12 local law enforcement agencies on the AVOID the 13 Drunk Driving Enforcement Program. The AVOID the 13 Campaign in Santa Clara County aims to reduce fatalities and injuries related to alcohol and drug related driving offenses. The program was responsible for 1,126 arrests in Santa Clara County in 2009. As part



of the program, the Civil/Warrants Division received funds to conduct Driving Under the Influence (DUI) warrant sweeps to target suspects who either failed to show up for a court date or violated terms of their probation in a DUI case. During the four day warrant sweep a total of 70 DUI warrant attempts were made and 16 subjects were arrested.

## **Air Support Unit**

STAR 1, used for patrol operations, disaster relief, surveillance, search and rescue, and fire department support, continues to be the only law enforcement helicopter in the South Bay area with night vision capabilities. In 2009, STAR 1 was updated with a digital recording device that can be used for evidence or tactical plans. STAR 1 is a resource often first on scene to assist patrol units with the apprehension of suspects, location of missing and at risk subjects, and other public safety functions. STAR 1 assisted fire departments with spotting "hot spots" and tracking the travel direction of fires during the last fire season, including the Santa Cruz Mountain Fire, Henry Coe Park Fire, as well as smaller fires throughout the county and neighboring counties.

## **School Resource Officers**

The Parent Project is one of the tools the Sheriff's Office uses to address

youth behavior issues and the growing concern for juvenile alcohol and narcotics use in the community. Implemented by the Sheriff's Office West Valley Patrol Division, the "Parent Project" trains School Resource Officers to facilitate this program in the community. Resource Officers work with schools to reach parents that have children involved in or in danger of becoming part of the legal system. The 12-week course for parents will help them develop skills to be effective in changing and developing acceptable juvenile and family behavior.

## **Crisis Intervention Training**

The Sheriff's Training Unit successfully facilitated 162,000 hours of professional development and critical skills training to public safety personnel from throughout the United States in 2009. The Sheriff's Office led the creation of the California Crisis Intervention Training Association as part of a comprehensive strategy to drive innovation in Crisis Intervention Team training programs in the county and state. The association aims to reduce injuries and increase safety for police and mentally ill in crisis. The association works to increase access to training services and reduce the use of force, unnecessary arrests and unnecessary incarceration of the mentally ill through training programs.

## **Sheriff's Headquarters Patrol Division**

In 2009, the Sheriff's Headquarters Patrol Division was directly involved in the investigation and response to the telecommunications tampering event in southern Santa Clara County that caused all phone, Internet, and 911 services to be interrupted for approximately 24 hours. Additional vehicle and foot patrol units were dispatched

to maintain an effective line of communication between the community and emergency services. The division also has been extremely active in the investigation and suppression of gang activity in the south county region.

## **Medical Examiner-Coroner's Office**

The Santa Clara County Medical Examiner-Coroner's Office serves the community by conducting objective death investigations into all sudden, unusual, violent or unattended deaths in the county. The office investigated nearly 5,000 events in 2009, and completed case work on additional events for surrounding rural counties that didn't have the technical expertise to complete complicated investigations. The staff routinely provides on-site educational training to local health care professionals, law enforcement personnel, and fire/rescue employees.

## **Detention and Rehabilitation**

### **National Leader in Corrections**

The Department of Correction continued in 2009 to solidify its position as a national leader with a number of innovations in public service and inmate programs.

The Santa Clara County jail system remains among the 20 largest local systems in the nation, with an average daily inmate population of about 4,350. Each year, approximately 70,000 individuals are processed through the booking area of the Santa Clara County Main Jail.

In this challenging financial climate, the department remains committed to public safety and security, continuous recruitment and training of custody staff and housing inmates in the least-restrictive manner possible. The Department strives to offer quality programs to assist inmates with education, substance abuse rehabilitation and job training.



### **Domestic Violence Prevention**

In an innovative approach to providing domestic violence prevention information, the Department of Correction hosted a Domestic Violence workshop for 200 female inmates at Elmwood. The workshop, an effort involving the Office of Women's Policy, the Santa Clara County judiciary, community service groups and the offices of the Public Defender and District Attorney, provided invaluable information about services available to assist women in domestic violence situations.

### **Helping Veterans to Succeed**

The Department of Correction created Veterans Educating to Succeed (VETS), a program to connect honorably discharged veterans in custody with employment, medical and housing assistance through the U.S. Department of Veteran Affairs.

The program also provides in-custody substance abuse prevention and education, violence prevention and healthy relationships education. The program is another example of the department's leadership in correctional rehabilitation.

### **Inmate Programming**

The Department of Correction expanded its offerings of inmate programming opportunities for male and female inmates of all security levels. Approximately 680 female and 900 male inmates have already participated in this program dealing with anger and stress management, communication and relationship skills and grief, loss and spirituality.

### **Roadmap to Recovery**

In the spring, the Department of Correction added the Roadmap to Recovery program for medium and maximum security inmates. The program for male and female inmates is a journaling exercise to assist in behavior modification and self-reflection. More than 300 female inmates and approximately 200 male inmates have participated in the Roadmap to Recovery program.

### **Community Service**

Community service and giving remain a major focus of the Department of Correction's mission. In 2009, the department continued its traditional support of Special Olympics and the U.S Marine Corps Toys for Tots Program and the anti-drunk driving Every 15 Minutes program. Through the Public Service and Weekend Work programs, the department also provided extensive support to the City of San Jose's Christmas in the Park display and the Graffiti Abatement programs.

### **Investigation and Prosecution**

#### **Protecting Consumers**

The District Attorney's Office settled a consumer protection lawsuit against a Milpitas-based Internet retailer of aftermarket automobile parts and accessories. The company failed to honor the Mail Order Rule that requires a merchant to ship products within 30 days after accepting payment for the sale of goods. The business accepted payments for sales of auto parts but failed to deliver them to customers within the promised time; and charged unlawful cancellation or restocking fees when customers tried to cancel or send back nonconforming products. The business charged customers \$144,784 in fees between 2006 and 2009 in violation of state law. The business consented to a judgment entered in Santa Clara County Superior Court requiring it to pay \$75,000 in penalties and \$144,784 in restitution.

#### **Shutting Down Fraudulent Inspections**

The Department of Consumer Affairs/Bureau of Automotive Repair, in conjunction with District Attorney's Office, shut down seven Santa Clara County Smog Check shops and arrested their technicians for "Clean Piping," a method to fraudulently

inspect and certify vehicles that otherwise would not pass a Smog Check. When a shop illegally certifies vehicles that do not meet emissions standards, it's not only against the law but also contributes to air quality problems.

#### **Mortgage Fraud Legislation**

Legislation originally written by the District Attorney's Office was approved by the California State Assembly to establish California's first stand alone mortgage fraud law treating the crime as a felony. Earlier, the California State Senate approved the measure. The legislation would make it a felony for any person to knowingly make or use any deliberate misstatement or omission during the mortgage lending process, with the intention that it be relied on by a mortgage lender, borrower, or any other party to the lending process. Nationally, reports of mortgage fraud have risen by more than 1,400% from 2000 to 2008.





## Parent Project

Parent Project is a nationally acclaimed curriculum that is designed to help parents of strong-willed or out of control children. The District Attorney's Office, working with several community partners, is sponsoring the training of facilitators who will offer parents prevention and intervention tools to combat the most destructive behaviors in today's youth, including truancy, gang involvement, alcohol and drug use, poor academic performance, and violence.

The 12-week course for parents will help them develop skills to be effective in changing and developing acceptable juvenile and family behavior.

## Gang Enforcement and Crackdown on Youth Crime

In April 2009, the District Attorney's Office launched a new anti-gang media campaign designed to prevent youth in the community from getting involved with gangs. The campaign goal was to encourage youth, parents, family members and friends to call the Gang Free Resource Hotline to get referrals for community resources. The District Attorney's Office partnered with the City of San Jose Mayor's Gang Prevention Task Force, the Santa Clara

Valley Transportation Authority, and others. The ad campaign resulted in over 1,000 phone calls and visits to the Gang Free hotline and webpage.

Using asset forfeiture money, the District Attorney's Office contributed \$100,000 to the San Jose Mayor's Gang Prevention Task Force. The funds supplemented additional money set aside for the City of San Jose's Safe Summer Initiative, a program designed to increase the community's capacity to keep youth safe and active during the summer.

## Prosecuting Misuse of U.S. Stimulus Funds

The District Attorney's Office is involved in a state and regional effort to ensure the appropriate use of U.S. stimulus dollars. Top federal and local prosecutors, along with city auditors and controllers, came together in October in San Francisco at the United States Attorney's Office. The group will vigorously prosecute any waste, abuse and misuse of U.S. stimulus funds. Officials estimated that somewhere between 10-15 percent of stimulus dollars could be lost to fraud.

## Workers Compensation Insurance

As part of the District Attorney's ongoing effort to ensure businesses comply with California law to provide workers' compensation insurance for their employees, the office cited 14 business owners for knowingly failing to maintain workers' compensation insurance. Without coverage, employees who are injured on the job face the dim prospect of being unable to work and losing income. Uninsured workplace injuries add a substantial financial burden to public and private hospitals due to the staggering costs of medical care. The cited owners were among approximately 180 randomly selected businesses visited by the investigators.

## Juvenile Justice

### Diverting Youth from the Legal System

The Probation Department redesigned its Restorative Justice Program with the goal of diverting youth from the juvenile justice system. The program, which focuses on low and early juvenile offenders, works to assess at-risk youth early enough to help them refocus before they penetrate the juvenile system. According to national data, 80 percent of early offenders do not re-offend and do not need any further intervention beyond a letter of reprimand from a Probation Officer. Based on County data analysis, of 4,984 youth who were referred to the diversion program as a result of being accused of a crime on a police report, 87 percent were first time offenders and 95 percent of them were low level offenders.

Probation's new strategy is a smarter way to reach kids and their families with the right resources, including: referrals to competency development workshops focusing on violence and gang prevention, law-related education dealing with property offenses, and substance abuse prevention and counseling. Individual, parenting and family counseling services may be provided. Job search, community service and community volunteer mentoring programs may also be provided. Based on projections, approximately 1,000 early offenders would be referred to the Restorative Justice Program for services.

### Alternate Reception Center for Juvenile Intervention

The Probation Department, Sheriff's Office, and the Gilroy and Morgan Hill Police departments, partnered to bring an Alternate Reception Center to south Santa Clara County for early juvenile intervention. The Alternate Reception Center, made possible by a federal earmark is geared for mid-level offenders, whose offenses do not warrant a stay at Juvenile Hall, yet need to be held

accountable and diverted so Probation can provide immediate intervention and referral. The center allows law enforcement officers to conveniently drive youth to the center for immediate screening and intervention. The goal is to have better outcomes for kids and a safer community by making resources readily available, from substance abuse counseling to gang intervention.

## Fire Prevention, Emergency Preparedness and Response

The Santa Clara County Fire Department exemplifies the benefit of regional fire protection. The department proudly serves the communities of Campbell, Cupertino, Los Altos, Los Altos Hills, Los Gatos, Monte Sereno, Morgan Hill, Saratoga, and unincorporated areas. With a staff of 308, the department operates 17 fire stations.

Of fewer than 130 fire departments accredited internationally by the Commission on Fire Accreditation International (CFAI), Santa Clara County Fire Department is one of four located in California, and is the only accredited fire department in the Bay Area. County Fire completed its 2009 annual compliance report to maintain accreditation, and initiated the reaccreditation process for 2010 by conducting an organizational self-assessment, developing a 5-year Strategic Plan, preparing a new Standards of Cover document, and preparing a new 5-year Business Plan. CFAI accreditation recognizes a department's high-caliber performance and identifies improvements to be addressed and reported upon within each of the five annual reports.

County Fire monitors operations using an annual performance measurement procedure: the results of which are presented for customer review. Department performance measures include 14 key functions of the fire

department related to overall community service. The department maintains a high level of resident satisfaction, with an overall rating of 95% or above for more than a decade now.

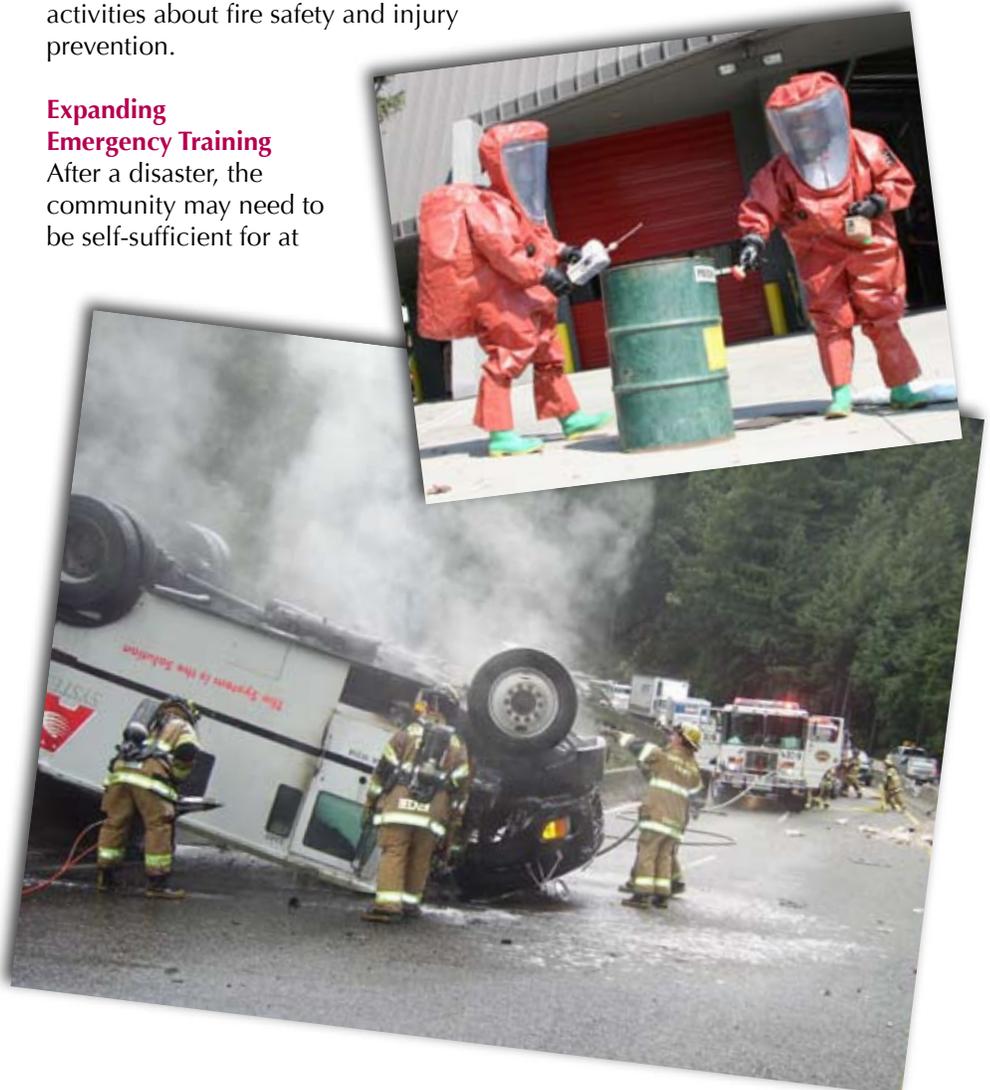
### Fire Prevention Week

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. Local firefighters from 17 County Fire Department 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.

### Expanding Emergency Training

After a disaster, the community may need to be self-sufficient for at

least 72 hours. To ensure that County Fire is doing everything possible to promote preparedness, it has expanded free Personal Emergency Preparedness and Community Emergency Response Team (CERT) training in Campbell, Cupertino, Los Altos Hills, Los Gatos, Monte Sereno, and Saratoga. Open to all residents of Santa Clara County, the 3-hour class prepares families for earthquakes and fires, and the 24-hour CERT 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.



# Finance & Government Operations



## Developing the Workforce Today and Tomorrow

Promoting careers in the public sector by working with colleges and universities is one strategy undertaken to ensure an adequate labor pool as the baby boomers age out of public service. Accelerated degree programs are offered for County and other public employees who want to increase their knowledge and expand their career opportunities by taking teacher-led and online classes. In 2009, the first cohort of County employees obtained Master

Degrees in Public Administration from National University. Associate and Bachelor degree programs also are offered. The County continued offering college internships that help prepare students for future employment.

Entry level positions are made available to qualified youth transitioning out of the foster care system in the Emancipated Foster Youth Employment Program. Through the Special Qualifications Worker Program, unemployed individuals who are developmentally and physically disabled, or untrained find employment.

Technological improvements are underway. The County's online employment application system reduces paper and streamlines the candidate evaluation process. Promotional opportunities are now available online. Working with the Information Services Department, progress is being made to create secure Electronic Personnel Files and Online Training Schedules.

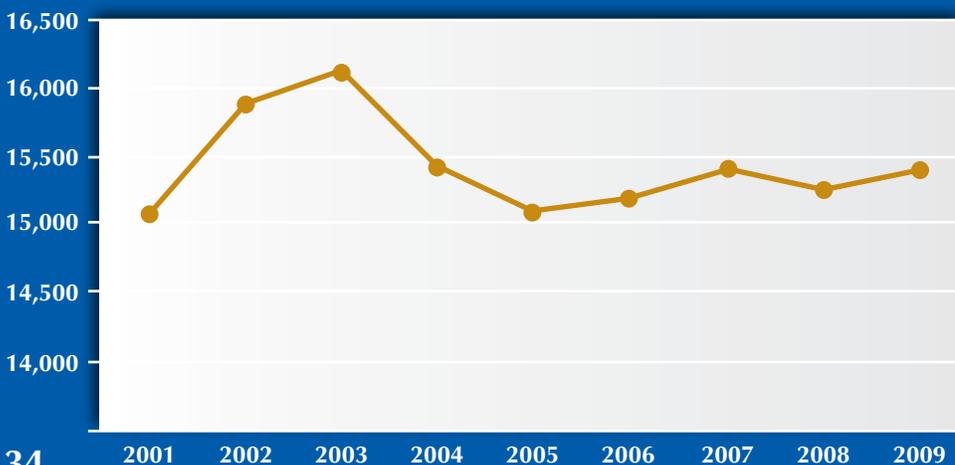
### Employee Representation

The Office of Labor Relations is responsible for collective bargaining between the County and 22 bargaining units representing approximately 15,392 employees; representing about 255 Santa Clara County Fire District employees; and nearly 16,000 In-Home Supportive Services (IHSS) Independent Providers. This past year, Labor Relations successfully negotiated two-year extension agreements with 18 bargaining units and a wage deferral for three other bargaining units.

### Escalating Cost of Benefits

A Benefit Advisory Roundtable was launched in October and will continue throughout the year. Its purpose is to begin a dialogue about the rising costs for health insurance and retirement benefits for employees and retirees. Health insurance premiums are increasing faster than inflation or revenue growth and employer contribu-

## Full-time County Employees





## Impact Litigation and Social Justice

Santa Clara County Counsel's Office conducts affirmative litigation on behalf of the County, and develops novel policies and programs to advance the County's goal of ensuring social and economic justice for all its residents. The Impact Litigation and Social Justice Section (ILSJS) is part of a growing movement to use the power and unique perspective of local government to better serve the community and to drive long-lasting social change.

The ILSJS maintains an active caseload and is engaged in developing new projects on an ongoing basis. Starting in 2008, County Counsel sponsored a Fellowship Program that selects talented new lawyers and trains

them as local government litigators and advisors, whose goal is to advance social justice. The following are exemplary cases:

**St. John's Well Child and Family Center v. Schwarzenegger** – In the summer of 2009, Governor Schwarzenegger used his line-item veto power to make a series of budget cuts to state social services programs. Many of the state programs cut by the Governor's vetoes are administered by County agencies, which depend on state funding to provide vital services to the most vulnerable residents. The County filed a "friend of the court" brief in state court in support of a coalition of low-income individuals, healthcare clinics, and disability support centers, arguing that the Governor's budget cuts were an unlawful

use of his line-item veto power and must be repealed.

**Martinez v. Astrue** – For years, the federal Social Security Administration (SSA) had followed an unlawful policy of terminating individuals' social security benefits if they had an outstanding felony warrant. As a result of a class-action lawsuit, in 2009 the SSA agreed to stop this practice, to give benefits to individuals who were wrongfully denied benefits before, and to provide retroactive benefits to thousands of people. The County intervened in the settlement proceedings to argue that SSA should use more effective mailing procedures to make sure that eligible individuals are notified about their rights. As a result of the County's arguments, SSA has agreed to use improved notice procedures, which will result in at least 5,000 additional individuals nationwide receiving notice of their rights, which could translate into \$50 million more in benefits distributed to eligible individuals.

tions to PERS are expected to increase significantly over the next few years as a result of the stock market losses during fiscal year 2008-09. Both of these factors are major contributors to the County's structural budget deficit. The Roundtable will examine the cost of County benefits, how they compare to other benchmark agencies, and explore options for achieving long-term sustainability and alignment with industry-wide practices.

## Risk Management

Providing a safe environment and ensuring that employees are aware of OSHA and environmental regulations continue to be a priority. The County was not cited nor fined for any regulatory environmental or safety violations. In April 2009, the media reported that the County has one of the lowest injury rates and lowest workers compensation costs of the major California governmental organizations surveyed.

## 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 information and services through the Web.

### Health Clinics Location Map

Valley Health Plan's location search is a Web application that enables intelligent search on Valley Health facility locations based on the specific characteristics such as services offered, languages spoken, and distance from patient's home. The aggregated results are presented on a Google map.

### Improved Voting Information Access and Delivery

The Registrar of Voters' website was redesigned to make it easier for users to access information through current Web technologies such as: RSS; rich media interfaces for podcasts and video; and mouse-over navigation.

## "AddThis" Social Media Feature—Promoting Accurate H1N1 Awareness

"Add This," a social media service, was implemented to allow the County of Santa Clara's website visitors to bookmark and share the County's H1N1 fact sheets, vaccine information, FAQs and other Web resources with friends on blogs, Facebook, Twitter, and other social media websites.

## Facilitating Public Access

The Clerk of the Board (COB) provides support to the Board of Supervisors and ensures that the public has opportunities to participate in the County's governance. This year, COB led a major effort to upgrade the audio-visual systems in three public meeting rooms to accommodate filming and streaming live webcasts of Board of Supervisors meetings. Now the public can watch and listen to policy-making decisions while they are occurring or access archives of the meetings on demand. [www.sccgov.org/boardwebcast](http://www.sccgov.org/boardwebcast)

This year, COB made substantial progress digitizing a portion of historical Road files dating back to the 19th century and a portion of 29 years of accumulated historical Board of Supervisors meeting audio from reel-to-reel tapes dating from 1970. The COB also handled assessment appeals.

## Emergency Preparedness

The County implemented AlertSCC, a Regional Mass Notification System for the unincorporated areas and the 15 cities. AlertSCC will be used to provide information and instructions for a variety of emergency response notifications involving situations such as fires, floods, crime incidents, hazardous materials incidents, infectious disease information, contaminated food warnings, and road 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.

Public safety and emergency officials from the County and all 15 cities were trained to use the system this year. On two occasions, the City of Morgan Hill sent notifications to residents to inform them of local public safety incidents, and the community responded with positive feedback. The system's mapping capability was used to notify

residents in the specific geographic area affected by the incidents.

AlertSCC was officially announced to the public at a news conference in September. Officials asked people who live or work in the county to visit the AlertSCC website at [www.alertscc.com](http://www.alertscc.com) to register their contact information, especially cellular phone numbers and e-mail addresses. Traditional land-line phone numbers from the emergency (9-1-1) and non-emergency listings have already been loaded into the system. During the coming year, the County will launch a major public awareness campaign in concert with the City of San Jose to encourage residents to register.

## Emergency Mass Evacuation Planning Using Geographical Information System (GIS)

The County received Homeland Security Grant funds to develop GIS mass evacuation planning capability and a Mass Evacuation Plan in support of and in conjunction with the County's Mass Sheltering Plan. There are several parts of mass evacuation routing, these include: identification of likely areas of structural building damage for anticipated events, generating estimates of the number and location of people requiring the use of public shelters, defining the number and location of shelters and estimating the traffic flows given road closures.

Currently the County is developing an allocation model to define the number and locations of shelters needed for those anticipated to require the use of public shelters. The final step in the process will be to model and estimate the traffic flows, travel times and road closures. Once the Information Services Department completes the system,

it will be used by the County Emergency Operation Center.

## Employee Readiness – Disaster Service Workers

The County launched an internal/external communications initiative to ensure that public sector employees and the public they serve are familiar with their roles as Disaster Service Workers. State law requires that all government employees serve as Disaster Service Workers as needed to assist with response and recovery activities in the event of a large-scale emergency or disaster. As a part of the "Be Aware. Prepare." campaign, employees were encouraged to make preparations for their families, have disaster kits and supplies on hand, and be ready to report for duty if called. The internal campaign included informational meetings, quizzes, contests, and ensuring that personal contact information is up-to-date. The external campaign included sharing informational toolkits with the cities and will culminate with airing public service announcements on websites and local public access channels.

## County Communications

During an emergency, minutes and seconds can mean the difference between the life and death. County Communications completed enhancement of the 9-1-1 telephone system to route 9-1-1 wireless calls directly to its dispatch center. The change reduces call processing time by eliminating the initial call answer and transfer by a CHP dispatcher. The new routing process also provides more direct caller location information.

Ensuring that Santa Clara County public safety personnel will be able to communicate with counterparts in other counties is the objective of the \$4.9 million Public Safety Interoperable Communications (PSIC) grant funding. The funding is to complete a countywide microwave voice and data transport infrastructure upgrade



project known as Silicon Valley Radio Communications System (SVRCS). The SVRCS project will build a countywide hybrid 700/150 MHz radio voice and data communications system that will enable all of the county's law enforcement, fire protection and emergency medical services agencies, and other radio-based local government operations, to communicate with each other while operating on different radio frequencies and different data systems.

### South County Phone Outage

In the early morning hours on April 9, 2009, phone systems through South Santa Clara County went down, including 9-1-1. Approximately 52,000 customers were without land lines, cell phones and Internet service because of severed AT&T fiber optic cables.

Concerned about the welfare and safety of residents, the County activated the Emergency Operations Center to focus on communicating with emergency and law enforcement agencies to organize a response, put alternate communications (emergency radio systems and Ham radio volunteers) systems in place, and increase the public safety presence in south county.

The County, cities, law enforcement agencies and fire departments coordinated a multi-agency response. Public information officers responded quickly to disseminate public safety information to advise residents of where to seek assistance in the event of an emergency. County Fire worked with Gilroy and Morgan Hill to conduct welfare checks on the residents of board and care facilities, and made additional personnel at South County Fire Stations available to assist residents. The Sheriff's Office increased staffing and patrols in the South County area, and deployed search and rescue crews to six locations in unincorporated areas to request response for residents reporting emergencies. The Emergency Medical Services Agency established an ambu-

lance station with additional ambulances at St. Louise Hospital in Gilroy. At approximately 10:00 p.m., most services were restored.

## County Counsel

### Teen Court

County attorneys partnered with the Superior Court to expand the existing Girls' Court and make it available to all teens in foster care, male and female. The new Teen Court gives extra help to foster youth who are exhibiting high-risk behaviors or have the potential to engage in high-risk behaviors that could jeopardize their safety and trigger involvement with the juvenile justice system. County attorneys appear in all Teen Court hearings and work with the Department of Family and Children's Services to provide intensive services to these high-risk youth.

### Middle School Educational Court

The Office of the County Counsel, the County's Social Services Agency and the Superior Court launched an ambitious new Middle School Educational Court, which is designed to ensure better educational outcomes for middle-school-aged foster youth. The pilot phase is scheduled to begin in 2010.

### State Prison Litigation

County Counsel acted as lead counsel for other California counties in a first-of-its-kind federal trial before a three-

judge panel to oppose the issuance of a state prisoner release order, which would have significant financial and social consequences for the County. The three-judge panel ultimately asked the state to provide a plan for the release of thousands of prisoners. The state is currently appealing this matter to the U.S. Supreme Court.

### H1N1 Planning and Prevention

County Counsel assisted several County departments—including Public Health, Custody Health and the County Executive—in preparing a County response to the H1N1 pandemic. County Counsel advised on declaring a local emergency, obtaining facilities to hold vaccination clinics, and obtaining a standing court order to ensure that juveniles in custody are vaccinated to prevent the spread of flu among this particular population.

## Office of the Assessor

In response to the declining real estate market the Assessor's Office proactively reduced, by the July 1 deadline, the assessed value of 90,836 properties as of the valuation (lien) date, January 1, 2009. In addition, the office reviewed more than 30,000 additional requests for reduction between July 1 and August 15, 2009, for a total of 98,000 reductions totaling \$19.3 billion in assessed value. This was a 400% increase in the number of property owners requesting a reduction.

## Assessor's Office Fiscal Year 2009 Statistics

Supplemental Assessments	24,068
Net Increase in Assessed Value	\$540 million
Re-assessable Changes in Ownership	27,692
New Construction Permits	8,017
Real Property Assessments Completed	98%
Business Personal Property Assessments Completed	99.9%
Audited 1,023 Businesses Required by Law	99.8%
Title Documents Processed	75,315
Number of Taxpayers Assisted by Telephone	67,000
Properties Receiving Proactive Reduction in Assessed Values	98,000
Requests For Assessed Value Reductions Reviewed and Processed	30,000

Due to the unexpectedly large volume of requests, the Assessor's entire appraisal staff was redirected from processing, valuing and enrolling assessments resulting from changes in ownership and new construction, to processing requests for reduction.

The temporary reductions in assessed value are mandated per a state proposition passed by California voters in November 1978. It provides that property owners are entitled to the lower of the fair market value of their property as of January 1, 2009, 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 include properties that were purchased or newly constructed in recent years. Properties where the market value exceeds the assessed value as of January 1, 2009, are not eligible for an adjustment.

## State Board Of Equalization

Santa Clara County was one of three counties selected by the Board of Equalization and the California Assessors' Association to participate in the study of the "economic life" of equipment and fixtures used in the semiconductor industry. The study is used to value billions of dollars in business equipment throughout California.

## Technology Integrated To Provide Accurate and Timely Values

The Assessor's website and property look up tool received a stunning 3.9 million hits in 2008, a 79 percent increase over the prior year. The site remains the third most-visited website in County government. Nearly 50 percent of the property owners visiting the website are doing so after hours and on weekends. A short PowerPoint presentation, designed to educate the public about how to request a reduction, received 60,000 downloads during the first six months of 2009.

## Customer Service

In 2008, 479 customers responded to various, random customer satisfaction questionnaires. Overall, the Assessor's Office received a customer service grade of 92 percent.

## Library

### Strategic Plan outlines Ambitious Goal for the Library

Santa Clara County Library has been ranked as one of the 100 best public libraries in the U.S., every year since 2002. Visitor count this year surpassed 3.5 million, a five percent increase, and circulation was 11.3 million items, a seven percent increase. An in-depth and far-reaching strategic planning process that involved more than a thousand residents

and 200 employees was concluded this year. Its vision for the future of Santa Clara County Library is an ambitious goal – to have the most Library cardholders (per capita) in the U.S. The plan outlines specific strategies through 2013 to improve convenience, increase public awareness, and expand information literacy among county residents.

## New Library Opens in Milpitas, Coming to Gilroy

In January 2009, a 60,000 square foot new library opened in Milpitas, combining the treasured historic elements of the former Milpitas Grammar School with stunning modern architecture. The two-story, \$39 million project was funded by the City of Milpitas Redevelopment Agency and was completed on time and on budget.

In Gilroy, voters approved a \$37 million bond measure for the construction of a new library to replace the small, outdated building that has served the community since 1975. The new library will be located on the same site adjacent to City Hall but will be four times larger and will feature technological advances and the best in "green" design. Gilroy Library will be housed in a temporary location during construction that will begin in 2010. The new library is expected to open in 2012.

## Partnership Brings Health to the Library

A partnership with PlaneTree Health Library and grant support from the MetLife Foundation and the California State Library brought a series of programs to Santa Clara County Library this year to promote lifelong health and wellness. Topics included physical activity ideas for all age groups, multicultural therapies, and brain health; more than 600 people attended. In addition, a new "Get Healthy @ the Library" Web portal was developed for the SCCL website to focus on the health concerns of adults over 55.



### A New Chapter for Silicon Valley Reads

Silicon Valley Reads, the “community reads” program presented each year by Santa Clara County Library in conjunction with the Santa Clara County Office of Education and the San Jose Public Library Foundation, became the first in the nation this year to select companion books for children to accompany the featured book, *Not A Genuine Black Man* by Brian Copeland. Both children’s books – *The Other Side* by Jacqueline Woodson and illustrator E.B. Lewis for grades K-3 and *The Liberation of Gabriel King* by K.L. Going for grades 4-8 – had themes similar to Copeland’s memoir about growing up as one of the first African American families in a suburban neighborhood. It was hoped that families would read and discuss topics of diversity, empathy and tolerance together.

### Technology Upgrades Enhance Library service

Several new technology changes at the Library this year are making it easier for county residents to access information. Library patrons can now ask librarians questions by text message as well as in person, by phone, or by email. Tech Tool Kits help residents explore the Library’s collection of free e-books and downloadable audio books. The Library’s online tutoring service through Brainfuse continues to be popular for students in grades 3-12. New features include a writing lab, 24/7 Help Center, and Test Center for practice exams such as SAT, GED. New desktop video magnifiers help those with low vision to see materials more easily. The equipment can magnify from 2.5 to 56 times the original size.

## Capital Improvements Program Constructs Facilities for Essential Services

The County continues to construct facilities to keep pace with the needs of county residents, including major public safety and health facility projects. Between 2006 and the end of 2010 Facilities and Fleet Capital Programs Division will have completed projects valued at more than \$700 million in capital funding, providing 1.4 million square feet in added new facilities, and renovating and seismically reinforcing numerous existing facilities.

After evaluating 29 different sites, the County opted to purchase the 13.39 acres site formerly known as San Jose Medical Center to establish a new medical clinic in downtown San Jose. The purchase price was \$24 million. The former San Jose Medical Center site is located at 725 East Santa Clara Street, San Jose and bounded by East Santa Clara Street, North 14th Street, East Saint John Street, and North 17th Street. Five parking lots are adjacent to or near the campus. The site has an existing 37,000 square foot medical office building which will be remodeled.

This key acquisition is important because residents in the area have been without convenient access to medical services since San Jose Medical Center closed in 2004. The site won out over others because of its central location, access to public transportation, adequate supply of parking, and there is an existing medical office building on

## Capital Improvements Projects

### Projects Completed in 2009

- New James Ranch Dormitory
- Muriel Wright Center Water System Upgrades
- Elmwood Central Control Room Expansion
- San Martin Courthouse Demolition
- Security Upgrades to County Government Center
- New Morgan Hill Courthouse\*

### Projects Completing in 2010

- New Valley Health Center at Milpitas\*
- Consolidated Fleet Facility, Junction Avenue\*
- Elmwood Refrigeration Facility Expansion
- New Warehouse on Junction Avenue
- Alterations to Vector Control Building, 1580 Berger Drive
- Lighting Upgrades to Elmwood Correctional Facility
- Inmate Restroom at Elmwood Food Services

\* Denotes bond funded projects

the site that could be remodeled cost-effectively. In 2010, demolition of the building and site cleanup will take place to ready the site for construction. The excess acreage will be retained for possible future development.



# 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 budget process. It is important to note that all data presented in the section are actual

expenditures and actual revenues collected. Budgeted figures are not included but can be accessed at <http://www.sccgov.org/budget>.

This report presents the highlights of the significant economic and

financial activity of the County of Santa Clara for the fiscal year (FY) ended June 30, 2009. 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 \$1.74 billion (net assets) for the year.

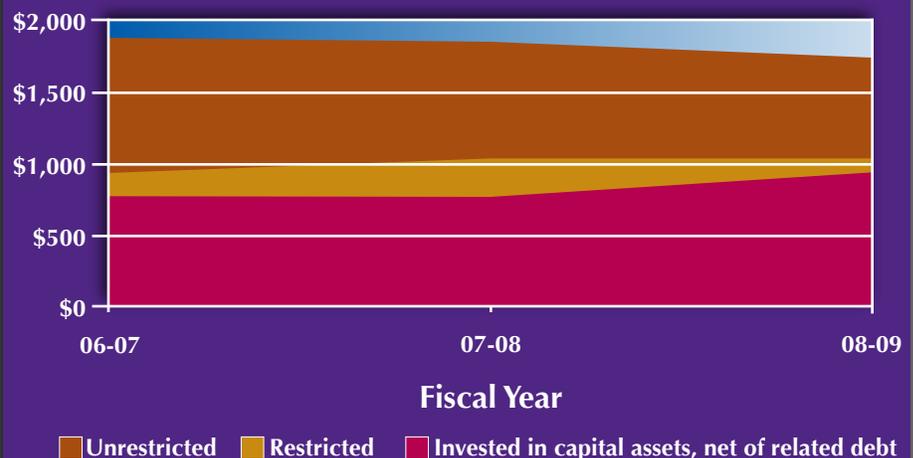
There are three components of net assets:

- \$876.9 million or 50.4% 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.
- \$161.0 million or 9.2% are restricted net assets. These resources are subject to external restrictions on how they are used.
- \$703.7 or 40.4% 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 2008 <sup>(1)</sup>	Fiscal Year 2009	Dollar Change	Percent Change
Current & Other Assets	2,439,183	2,609,295	170,112	7.0%
Capital Assets	1,436,046	1,601,645	165,599	11.5%
<b>Total Assets</b>	<b>\$3,875,229</b>	<b>\$4,210,940</b>	<b>\$335,711</b>	<b>8.7%</b>
Current & Other Liabilities	314,667	416,554	101,887	32.4%
Long-term Liabilities	1,691,245	2,052,785	361,540	21.4%
<b>Total Liabilities</b>	<b>\$2,005,912</b>	<b>\$2,469,339</b>	<b>\$463,427</b>	<b>23.1%</b>
<b>Net Assets:</b>				
Invested in Capital Assets, Net of Related Debt	759,695	876,934	117,239	15.4%
Restricted Net Assets	282,353	160,996*	(121,357)	(43.0%)
Unrestricted Net Assets	827,269	703,671*	(123,598)	(14.9%)
<b>Total Net Assets</b>	<b>\$1,869,317</b>	<b>\$1,741,601</b>	<b>(\$127,716)</b>	<b>(6.8%)</b>

## Net Assets (In Millions)



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

\* In accordance with GASB staff guidance, the County reclassified \$350.0 million from restricted to unrestricted net assets.

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.

### 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 \$47.1 million or 1.5 %, to \$3.2 billion, while its total expenses increased by \$133.6 million or 4.2 %, to \$3.3 billion. The County's total net assets decreased by \$126.8 million for the year.

### Change in Net Assets (In Thousands)

#### REVENUES:

##### Program Revenues:

	Fiscal Year 2008 <sup>(1)</sup>	Fiscal Year 2009	Dollar Change	Percent Change
Charges for Services	991,298	1,069,400	78,102	7.9%
Operating Grants & Contributions	1,150,560	1,107,795	(42,765)	(3.7%)
Capital Grants & Contributions	25,407	15,839	(9,568)	(37.7%)

##### General Revenues:

Property Taxes	748,462	781,914	33,452	4.5%
Sales & Use Taxes	15,176	14,053	(1,123)	(7.4%)
Other Taxes	59,542	53,315	(6,227)	(10.5%)
Unrestricted Grants & Contributions	25,862	30,927	5,065	19.6%
Unrestricted Investment Income	33,706	3,717	(29,989)	(89.0%)
Securities Lending Activities		306	306	100%
Other Revenue	60,757	80,565	19,808	32.6%

<b>Total Revenues</b>	<b>\$3,110,770</b>	<b>\$3,157,831</b>	<b>\$47,061</b>	<b>1.5%</b>
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#### PROGRAM EXPENSES:

General Government	252,828	260,666	7,838	3.1%
Public Protection	728,482	770,776	42,294	5.8%
Public Ways & Facilities	83,103	64,907	(18,196)	(21.9%)
Health & Sanitation	424,495	419,663	(4,832)	(1.1%)
Public Assistance	641,710	677,714	36,004	5.6%
Education	33,640	31,687	(1,953)	(5.8%)
Recreation & Culture	29,433	32,070	2,637	9.0%
Interest on Long-term Liabilities	22,008	23,296	1,288	5.9%
SCVMC	928,986	997,496	68,510	7.4%
Airport	3,589	3,713	124	3.5%
Sanitation District	2,772	2,672	(100)	(3.6%)

<b>Total Expenses</b>	<b>\$3,151,046</b>	<b>\$3,284,660</b>	<b>\$133,614</b>	<b>4.2%</b>
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<b>Increase/(Decrease) in Net Assets</b>	<b>(\$40,276)</b>	<b>(\$126,829)</b>	<b>(\$86,553)</b>	
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# Countywide Financials

## Capital Asset Activity

The County's net capital assets increased by \$165.6 million or 11.5% to \$1.6 billion. During the year, governmental activities added the following capital assets in the amount of \$38.7 million:

- Land increased by \$6.0 million due to Parks and Recreation department's acquisition of a park from the Town of Los Gatos.
- Buildings and improvements increased by \$3.4 million
- Infrastructure increased by \$9.0 million. This was due to the following projects: Signal Synchronization (\$3.6 million), Montague Expressway/Trimble Road Paving (\$2.7 million), and Alamito Road at Cinnabar Hills Road repair (\$1.6 million), and Cen-

Capital Assets (Net of Depreciation in Thousands)	Fiscal Year	Fiscal Year	Dollar	Percent
	2008	2009	Change	Change
Land	198,448	204,453	6,005	3.0%
Buildings & Improvements	477,852	736,126	258,274	54.0%
Infrastructure	159,659	168,679	9,020	5.6%
Equipment & Vehicles	61,716	68,363	6,647	10.8%
Leasehold Improvements	881	778	(103)	(11.7%)
Construction in Progress	537,490	423,246	(114,244)	(21.3%)
<b>Total</b>	<b>\$1,436,046</b>	<b>\$1,601,645</b>	<b>\$165,599</b>	<b>11.5%</b>

tral Expressway at Lawrence Expressway Seismic Retrofit (\$1.1 million).

- Equipment rose by \$1.7 million due to furnishing the new Crime Lab, which opened during this fiscal year.
- Construction in progress activities increased by \$18.5 million during the year.

Net capital assets for business-type activities increased by \$126.9 million for the year. This increase was mainly due to construction of the specialty center and seismic upgrades at Santa Clara Valley Medical Center (SCVMC) and Valley Health Specialty Centers at Bascom and Gilroy.

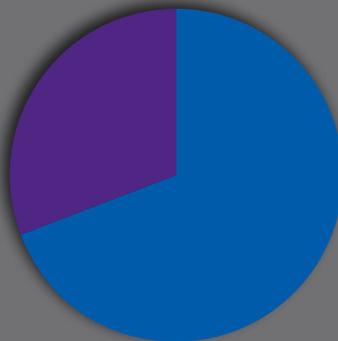
## Outstanding Debt

The County's total debt obligation at June 30, 2009 was \$1.74 billion. Total long-term debt net of debt service principal pay-off of \$33.2 million, increased by \$340.0 million or 24.3%. This increase resulted from issuance of 2009 series A General Obligation bonds in the amount of \$350.0 million at a premium of \$12.2 million and increase in other long-term liabilities of \$12.3 million.

Outstanding Debt (In Thousands)	Fiscal Year	Fiscal Year	Dollar	Percent
	2008	2009	Change	Change
Lease Revenue Bonds (net of discounts and deferred loss on refunding)	886,766	885,242	(31,524)	(3.6%)
Pension Obligation Bonds	394,716	400,044	5,328	1.3%
Certificates of Participation	4,438	4,279	(159)	(3.6%)
Capital Lease Obligations	3,119	652	(2,467)	(79.1%)
Capital Appreciation Bonds	110,911	117,544	6,633	6.0%
General Obligations Bonds	-	362,173	362,173	100.0%
<b>Total</b>	<b>\$1,399,950</b>	<b>\$1,739,934</b>	<b>\$339,984</b>	<b>24.3%</b>

## Total Revenues

The County's revenues increased by \$47.1 million or 1.5%, to \$3.2 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



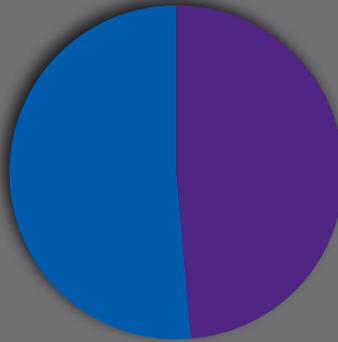
## County Revenues

- Program Revenues - 69.4%
- General Revenues - 30.6%

operating and capital. General revenues support government programs by defraying costs, which those programs cannot cover from their own revenues. The County's programs generate about 69.4% of its total revenues. The general revenues account for the remaining 30.6% of the total revenues.

### Program Revenues

The County's program revenues increased by \$25.8 million to \$2.2 billion for the year. Federal and state grants and contributions are the largest source of County's revenues and contributed 51.2% 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 48.8% of the County's total program revenues.



### Program Revenues

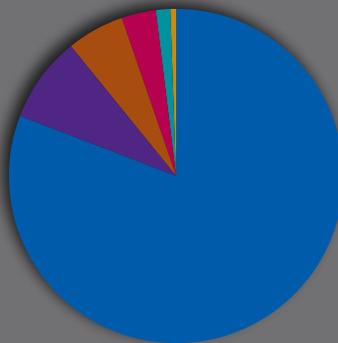
- Grants & Contributions - Federal and State - 51.2%
- Charges for Services - 48.8%

### General Revenues

- Property Tax - 81.0%
- Other Revenues - 8.4%
- Other Taxes - 5.5%
- Unrestricted Grants & Contributions - 3.2%
- Sales Tax - 1.5%
- Investment Earning - 0.4%
- Securities Lending - 0.0%

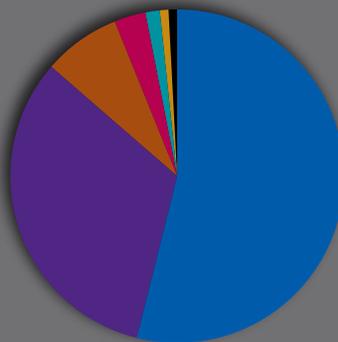
### General Revenues

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 third largest revenue source—grants and contributions being the largest and charges for services being the second largest. The County earned \$849.3 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 88.1% of the general revenues, and 26.9% of the total current year revenues. These general revenues provide the County most of its discretionary spending ability.



### General Fund Revenues by Source

- Intergovernmental Revenues - 54.1%
- Taxes - 32.4%
- Charges for Services - 7.4%
- Fines, Forfeitures & Penalties - 3.2%
- Other Revenues - 1.5%
- Interest & Investment Income - 0.7%
- Licenses & Permits - 0.7%
- Securities Lending - 0.0%

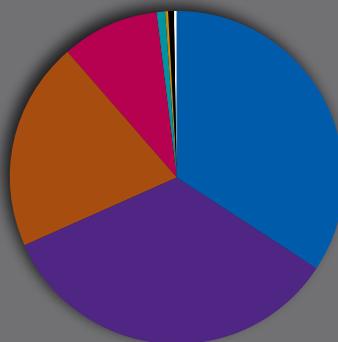


### General Fund Expenditures by Function

- Public Assistance - 34.4%
- Public Protection - 34.2%
- Health & Sanitation - 20.2%
- General Government - 9.5%
- Public Ways & Facilities - 0.6%
- Debt Service Interest & Fiscal Charges - 0.5%
- Debt Service Principal Retirement - 0.4%
- Capital Outlay - 0.2%

### General Fund

The General Fund is the chief operating fund of the County with revenues of \$2.0 billion and expenditures of \$1.9 billion. While its revenues increased by \$9.2 million or 0.5% for the year, its expenditures increased by \$42.1 million or 2.2%.



# Awards & Recognition

## **International Integrated Pest Management Award**

The County of Santa Clara received the International Integrated Pest Management Award of Recognition from International Integrated Pest Management Symposium Awards Committee in recognition of the County's exemplary leadership in promoting environment-friendly pest control methods.

## **ABAG Leadership Recognition**

The Department of Planning and Development was recognized by the Association of Bay Area Governments for its outstanding accomplishments and exemplary leadership in achieving Green Business Certification.

## **Crime Stoppers Award**

The Financial Abuse Specialist Team (FAST), which includes District Attorney's Office, Adult Protective Services, Public Guardian, and County Counsel's Office, won the Crime Stoppers Award for working tirelessly to fight fraud against seniors and dependent adults.

## **First 5 2009 High 5 Award**

Let's Go! Let's Grow! Public Health Nursing Home Visitation Program for medically fragile infants received the First 5 2009 High 5 Award.

## **Green California Leadership Award**

The Santa Clara County's Integrated Pest Management Program received a Green California Leadership Award from the Green California Summit Advisory Board in recognition of the County's efforts in using environment-friendly products and services.

## **Unity and Diversity Achievement Award**

The Public Health Department's Regional Nursing Services received a Unity and Diversity Achievement Award for valuing the importance of diversity in the workplace and in the community.

## **Northern California Solar Energy Association Commendation**

The County of Santa Clara was recognized by the Northern California Solar Energy Association for ranking first among Bay Area counties in the number of solar photovoltaic system installations.

## **Harvard University's Innovation Finalist**

The Department of Correction's online inmate visiting registration system, a collaborative project between the Department of Correction and the Santa Clara County Information Services Department, received national recognition as a finalist in Harvard University's Ash Institute for Democratic Governance Innovations in American Government awards. The online system has simplified and made convenient the inmate visiting process at the Elmwood Correctional Facility in Milpitas, where approximately 8,000 inmate visits occur each month.

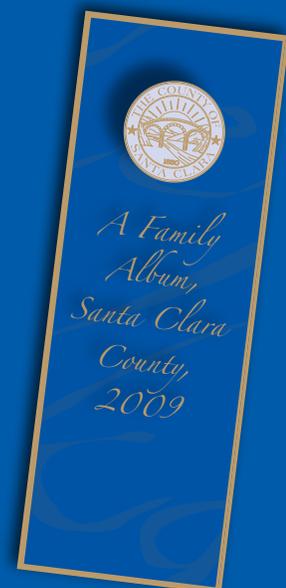


**Nils Peterson**

## **Santa Clara County's First Poet Laureate Selected**

Nils Peterson, professor emeritus from San Jose State University and co-founder of the Poetry Center San Jose, was selected the first ever Poet Laureate of Santa Clara County. During his two-year term, Peterson will present multiple readings and educational programs to raise awareness of the power of poetry and the spoken word. One of his first projects was to invite the public to submit individual lines of poetry that he compiled into a 100-line poem about life in Silicon Valley - *A Family Album*. The Poet Laureate program is a joint effort of the County, the Library and Arts Council Silicon Valley.

<http://nilspetersonpoet.wordpress.com/>



# Acknowledgements

## Photos

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Los Altos Main Street Clock  
*Photographer: Roger Kumpf*

HP Pavillion  
*Photographer: Larry Steinhaus*

Marigold Field  
*Photographer: Nancy Barrera*  
*Agriculture & Environmental Management*

### **Page 7**

Traffic  
*Courtesy of Roads & Airports Department*

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Exploration Chair  
*Courtesy of The Tech Museum*  
*of Innovation*

Girl Reading  
*Courtesy of County Library*

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CalWorks Presentation  
*Photographer: Valerie Altham*  
*Office of the County Executive*

Family  
*Photographer: Jerome Brunet*  
*Office of the District Attorney*

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Meals on Wheels  
*Photographer: Jerome Brunet*  
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Trauma Room; Check-up;  
New Valley Specialty Center  
*Courtesy of SCVHHS*

Spinalcord Injury Rehabilitation  
*Photographer: Jerome Brunet*  
*Office of the District Attorney*

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H1N1 Flu Vaccination  
*Courtesy of Office of Public Affairs*

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Teen Counseling  
*Photographer: Jerome Brunet*  
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Nurse Treating Child; Man on Treadmill  
*Courtesy of SCVHHS*

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Vaccination  
*Photographer: Valerie Altham*  
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Nutrition Class  
*Courtesy of SCVHHS*

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Downtown Campbell Transit Center  
*Courtesy of Measure B*  
*Transportation Program*

Corde Terra Housing Development  
*Courtesy of ROEM Development*

Peach Blossoms  
*Photographer: Nancy Barrera*  
*Agriculture & Environmental Management*

Rooftop Solar Panels  
*Courtesy of SCVHHS*

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Rancho San Vicente (Calero Park);  
Tulare Hill (Hellyer Park)  
*Courtesy of Parks &*  
*Recreation Department*

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Farmers Market; Jalepeño Harvest  
*Courtesy of Agriculture & Environmental*  
*Management*

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Mosquito  
*Photographer: M.J. Higgins*

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Montague Expressway;  
San Tomas Expressway  
*Courtesy of Roads & Airports Department*

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Propeller  
*Photographer: Jerome Brunet*  
*Office of the District Attorney*

Plane in Flight  
*Courtesy of Roads & Airports Department*

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Bomb Squad; Court  
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*Office of the District Attorney*

Fire Education  
*Courtesy of Santa Clara County*  
*Fire Department*

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Corrections Officer  
*Photographer: Jerome Brunet*  
*Office of the District Attorney*

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Sheriff's Helicopter  
*Courtesy of Office of the Sheriff*

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Elmwood Correctional Facility  
*Photographer: Jerome Brunet*  
*Office of the District Attorney*

Inmate Computer Training  
*Courtesy of Department of Correction*

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Juvenile Counseling  
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*Office of the District Attorney*

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Hwy 17 Accident  
*Courtesy of Santa Clara County*  
*Fire Department*

Haz Mat Team  
*Photographer: Valerie Altham*  
*Office of the County Executive*

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Boy with Books and DVDs  
*Courtesy of County Library*

Wedding Chapel  
*Photographer: Valerie Altham*  
*Office of the County Executive*

Office of Safety &  
Environmental Compliance (OSEC)  
*Courtesy of OSEC*

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Emergency Operations Center  
*Photographer: Valerie Altham*  
*Office of the County Executive*

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Man Reading to Children;  
New Milpitas Library  
*Courtesy of County Library*

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Valley Health Center at Milpitas  
*Courtesy of Capital Improvements Program*



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