



YEAR OF  
TRANSFORMATION

# MISSION

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 value employees and recognize the importance of their contribution in service delivery to the community. 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.

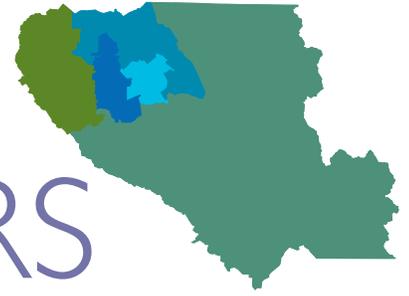
## Encourage innovation and flexibility.

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



Mike Wasserman  
District 1



George Shirakawa  
District 2



Dave Cortese, President  
District 3



Ken Yeager  
District 4



Liz Kniss  
District 5

The County of Santa Clara Board of Supervisors has a proud history of identifying community needs and authorizing the creation of programs to address those needs.

The continued economic pressures and fiscal constraints that contribute to the County's structural budget deficit have eroded discretionary funding and with it our flexibility. This year, the County embarked on a process to begin transforming operations with the goal of streamlining and ensuring the best value for taxpayers' dollars. At the same time, we have supported policies that strengthen the public's health and wellbeing, recognizing that in the long term, this will benefit individuals who enjoy better health and the public which often foots the bill for costly lifestyle related illnesses. Throughout the year, the Board of Supervisors adopted a number of groundbreaking ordinances to ensure a healthy community, a healthy environment, and a healthy economy.

#### Healthy Community

Early in the year, the County drew international media coverage by adopting legislation to limit restaurants' use of toys that induce children to eat unhealthy meals. The new law will help combat childhood obesity by prohibiting restaurants from using toys and other incentives to lure children to meals that are high in fat, sugar and calories. This action responds to the growing problem of childhood obesity and the long-term public health consequences associated with poor eating habits, i.e., diabetes, high blood pressure. Three comprehensive Tobacco Ordinances were introduced to limit the exposure to second-hand smoke in public places as well as multi-residential buildings. The County also became the first government agency locally to offer Community Supported Agriculture to its employees. The program, which

brings pre-ordered farm fresh organic fruits and vegetables directly to worksites, is the County's latest effort to promote employee wellness.

#### Healthy Environment

The County expanded its Green Building certification requirements for all new homes over 1,200 square feet in the unincorporated county, to encompass private property development of commercial, multi-family residential, industrial and institutional buildings as well. Also, several environmental policies were introduced including development standards for solar energy facilities, regulations for water conservation and landscaping, and a ban of single-use plastic bags. Green construction practices are used in County capital improvements projects. This year the County's new Crime Lab received LEED Gold Certification.

#### Healthy Economy

The County facilitated infrastructure improvement projects made possible by the American Recovery and Reinvestment Act (ARRA). Also, Santa Clara County Works, a subsidized jobs program, provided over 850 county residents with the opportunity to earn a salary, while they receive job training. These and other direct payment contributions added 32 cents more value in the local economy for every dollar spent. In addition, the County now has a local preference purchasing policy to help keep jobs in the area.

These transformational policies will go a long way toward ensuring the health and wellbeing of the community and contributing to the health of the economy.

# MESSAGE FROM THE COUNTY EXECUTIVE



Jeffrey V. Smith  
County Executive

This past year has been one of transition and transformation on many fronts. The County of Santa Clara is undergoing an overhaul of the ways in which we conduct our operations. These changes are necessitated by a number of factors. Chief among them is the fact that we are faced with a structural budget deficit in excess of \$200 million – the annual cost of providing services and the revenue to pay for those costs are not equal.

What that means is year after year, the organization has struggled to make changes at the margins. And, over time, this budget balancing process has become increasingly more difficult.

The challenge before us is to embrace the changes needed on a global level. How do we right size County government? Are there ways to deliver services more efficiently, eliminating duplication and waste? Are there services or programs that have outlived their usefulness?

Given the fact that we have to streamline County operations, what is essential? How can we harness the skills, talent, and imagination of the workforce to create a sustainable organization? What kind of organization will we be when all is said and done?

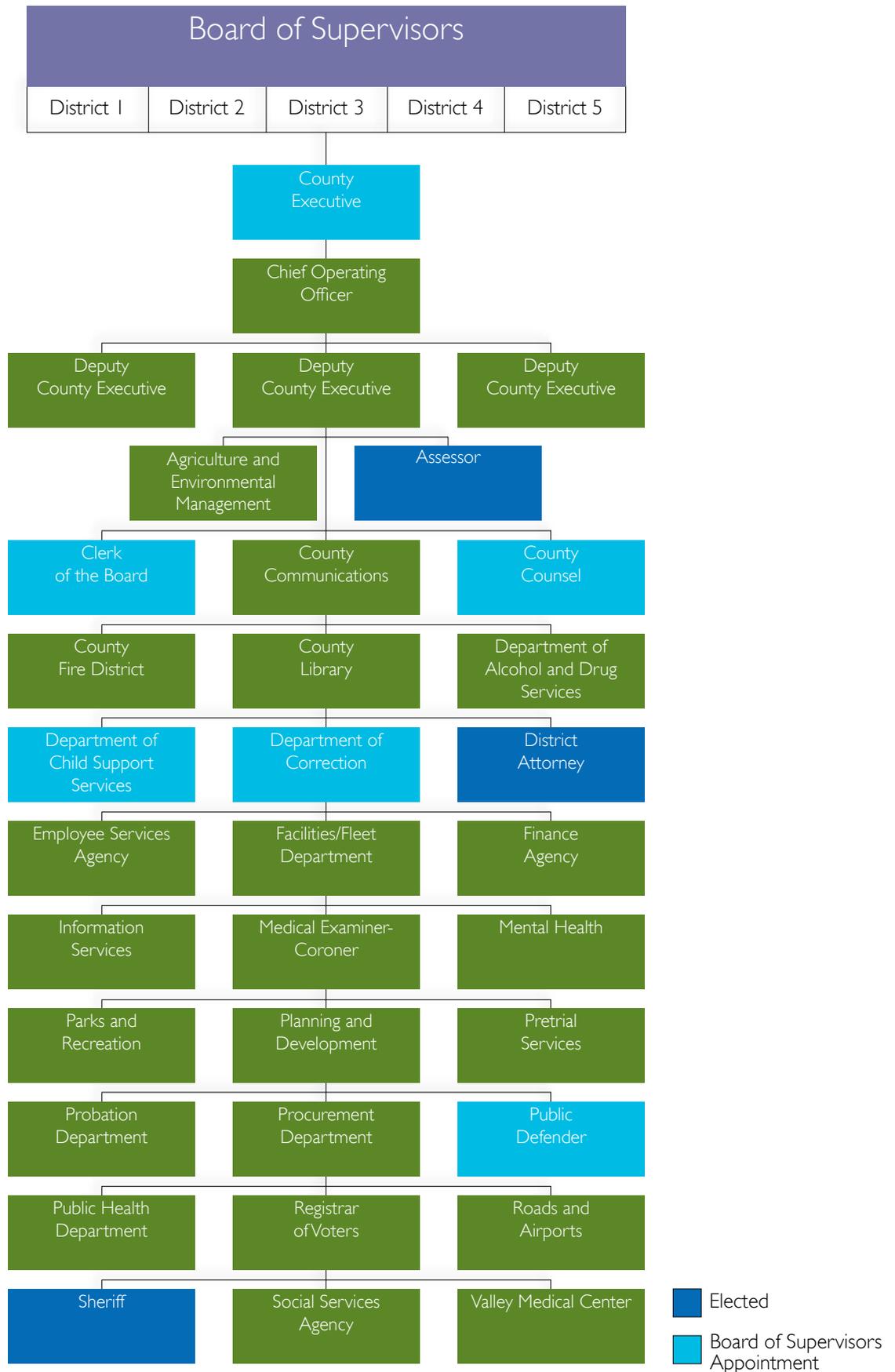
These are some of the questions that are at the center of this quest for transformation. A key initiative underway is the County's new Center for Leadership and Transformation. It gets at the heart of this inquiry by engaging and empowering middle managers, those in the best position to lead the change with the support of both employees engaged in direct service delivery and the senior managers

responsible for the overall direction of agencies and departments. These cross-functional teams have dared to challenge ways of doing business that have been assumed to be sacrosanct. They have looked at the administrative support infrastructure and developed recommendations that will make it easier to accomplish our objectives.

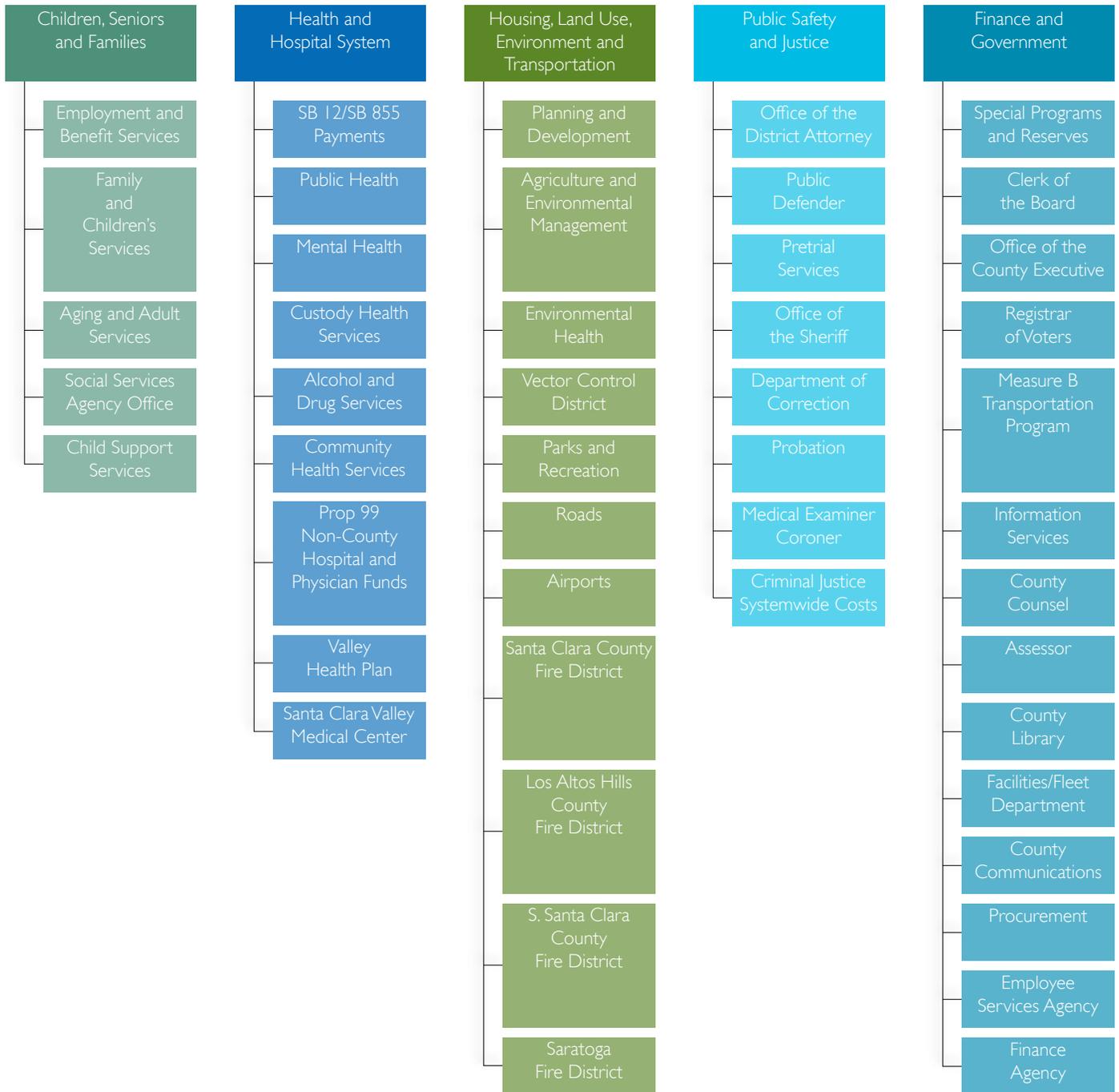
These are difficult times for not only our country, but for our county. I am heartened by the the capability of the County's employees – our greatest asset. Their commitment and compassion to public service is unmatched. The level of interest and enthusiasm for engaging change is encouraging and bodes well for the organization. Working with the support of the Board of Supervisors, we are examining every opportunity to save costs by fully utilizing existing county resources and capturing revenue that may have been left on the table, based on traditional ways of thinking about service delivery.

The fiscal retrenchment at the state and federal levels, makes it clear that we will have to be more entrepreneurial in our thinking. We have begun building a solid foundation during this year of transformation.

# COUNTY OF SANTA CLARA ORGANIZATION



# Board of Supervisors Policy Committees



# COUNTY OUTLOOK

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.

## About Santa Clara County

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 1.9 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 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

Santa Clara County is the largest member of the economic region, called the Silicon Valley. In the past few decades, the Valley has transformed itself from agriculture, manufacturing, high technology to cutting edge innovation and clean technology. In recent years, the Valley has faced economic downturns similar to other regions. It experienced job losses, home foreclosures, decline in personal income, and an increase in office vacancy rates.

Venture capital investment, a leading indicator of innovation and long-term development, was down in the first nine months of Fiscal Year 2010. In contrast, during the last three months of the Fiscal Year, the Silicon Valley region doubled to \$2.9 billion and accounted for 45 percent of venture capital investment nationwide. With clean technology investments leading the way, Silicon Valley had the four largest funding and seven of the top ten startups for the period. Other areas of funding included biotechnology, medical devices and equipment, and health-related information technology.

In the midst of one of the greatest economic downturns since the Great Depression of the 1930s, fiscal challenges have multiplied for the County as well as other public and private entities in the region. Although there are some positive signs, the economic downturn has been very resilient and has created uncertainty and complexity for the County.

The county's economy showed slight improvement in early 2010 but continued to be challenged by the 2008 recession. Approximately 4,800 homes foreclosed in the county during Fiscal Year 2010. The county's taxable sales increased 1.0 percent compared to the State's taxable sales which declined 3.9 percent from the prior Fiscal Year. Despite six straight months of job growth, the county's unemployment rate for June 2010 was 11.4 percent. This is a slight improvement from June 2009 when the unemployment rate was 11.8 percent.

Research and development (R&D), office, and warehouse space occupancy, are leading indicators of economic activity. The vacancy rate for R&D space was 20.3 percent in June 2010 versus 18.6 percent a year ago. The office space vacancy rate was 17.5 percent in June 2010 compared to 16.7 percent in June 2009. The vacancy rate for warehouse space increased from 11.6 percent in 2009 to 12.2 percent in June 2010.

The County has experienced nine consecutive years of general fund deficits. Its budget continues to experience decline from economically sensitive revenues, including property tax, motor vehicle license fees, sales taxes (public safety and realignment), and aid from state government. The collective impact of cutting expenditures and the programs that the County departments support over the past eight years inform the County's approach to closing the deficits and facing a future that, without transformational changes, holds little promise for any kind of financial relief. Required by Charter to adopt a balanced budget, the County has proposed a budget for 2011 that balances a \$223.2 million deficit.

## Santa Clara County At-A-Glance

- County of Santa Clara -  
Established by Charter 1850
- Annual Budget –  
Total \$4.0 billion  
General Fund \$2.2 billion

### Population\*

Total in county	1,880,876
Living within 15 cities	1,789,044
Living in unincorporated areas	91,832
Largest City (San José)	1,023,083
Smallest City (Monte Sereno)	3,544

### Racial and Ethnic Background\*\*

White (Non Hispanic nor Latino)	37.2%
Hispanic or Latino of any race	25.6%
Asian	30.3%
Black or African American	2.6%
American Indian/Alaska Native	0.5%
Pacific Islander	0.4%
Two of more races	3.4%

### Registered Voters\*\*\*

As of December 2010	773,902
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\*California Department of Finance:  
Population Estimates for Cities,  
Counties and the State

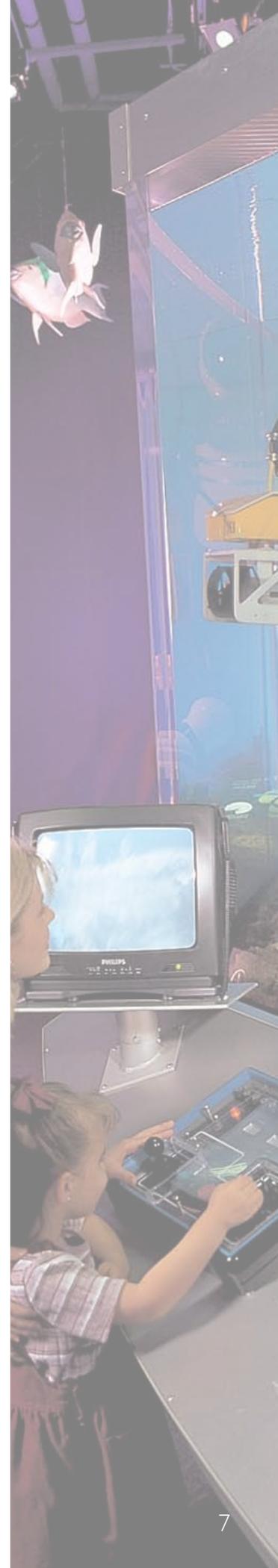
\*\*U.S. Census Bureau: State and  
County Factsheet

\*\*\*County Registrar of Voters

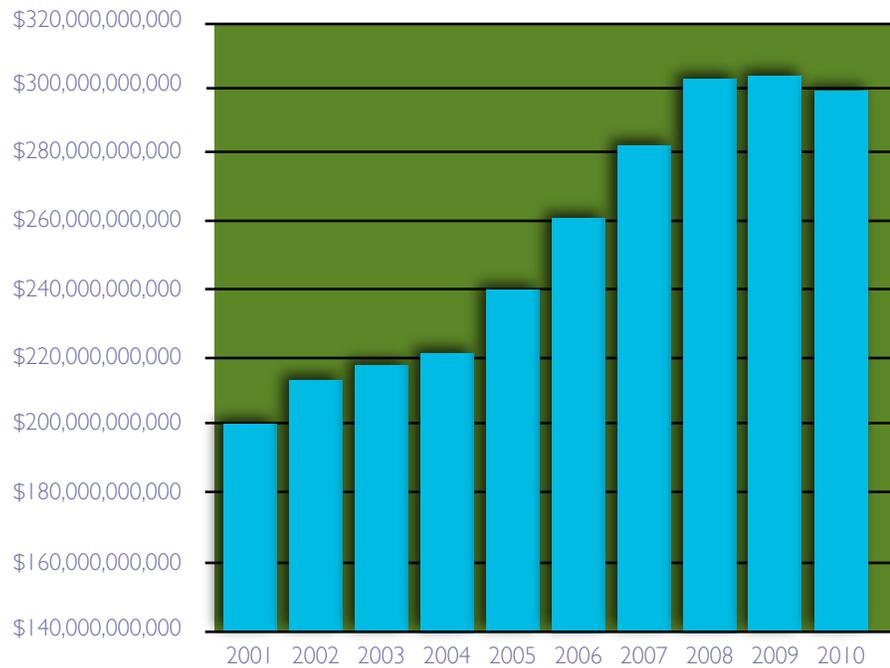
## Assessment Roll Impacts

The 2010-11 assessment roll contains a snapshot of assessed values as of January 1, 2010 and the impact of the 21st Century's first "Great Recession." In total, the net assessed value of all real and business property declined by 2.43 percent or \$7.4 billion to \$296.47 billion.

While growth in revenues from property taxes has fluctuated over the years, not since the Great Depression has Santa Clara County experienced an absolute decline in property tax revenue due to market forces. Assessed values during the decade of the Great Depression were negative for only three years, and even then only one year, 1933, was the reduction (-3.19 percent) worse than this year. In 1978, the only other year in which the County



## Ten-Year Assessment Roll Summary



experienced a negative assessment roll (-21.05 percent), the decline was caused by the passage of Proposition 13, a political, not economic circumstance. The dramatic rate of decline is especially noteworthy when compared to just two years ago when the assessment roll grew by nearly \$20 billion. In 2001, the apex of the dot-com boom, the assessment roll grew by 16 percent.

Assessment roll growth is a result of several major components. For only the fifth time in 100 years has the combination of all these factors resulted in a decline in assessed values. These factors include changes in ownership, reductions when market values fall below the assessed values commonly referred to as Proposition 8 reductions, new construction and the California Consumer Price Index (CCPI). It also includes the value of assessable business personal property, including machinery, equipment, computers and fixtures as well as the application of institutional exemptions that are not reimbursed by the State.



In prior years, major increases to the assessment roll were triggered by changes in ownership and new construction. Real property is assessed at fair market value when a change in ownership or new construction occurs. The newly established value is referred to as the "base year value." The change in assessed value of individual properties reflects the difference between the prior assessed value and the new market value resulting from the change in ownership or new construction. In normal times, substantial roll growth is derived from new construction and changes in ownership at increased sales prices. This year, instead of properties with old, very low assessments transferring to new much higher assessments, purchase prices were frequently below existing assessed values, often the result of foreclosures and distressed sales at substantially reduced prices. In 2010, of the 27,528 changes in ownership, 12,004 resulted in a lower base year value.

Reappraisal as a result of new construction includes only the market value added to the existing assessment by the new construction. Land value or the value of structures that existed prior to the new construction remains constant. New construction hit historic lows in 2010 at less than one billion dollars, or one quarter of that recorded in 2001. Tight credit markets resulted in fewer loans for new construction. The number of building permits dropped by 25.7 percent.

Proposition 13 limits the increase in assessed value to no more than two percent annually, or the California Consumer Price Index (CCPI), whichever is lower. This year, for the first time in history, property owners with very old, very low base year values also received a reduction of 0.237 percent. Consequently, 350,000 property owners received a reduction in the assessed value, totaling \$6 billion.

Another major impact was an unexpectedly high, 8 percent decline in the value of business personal property including machinery, equipment, computers and fixtures. This decline was a direct result of the decrease in the number of businesses, which fell by 8.2 percent from 46,000 businesses to 42,000.

Finally, the number of properties receiving a temporary assessed value reduction as a consequence of the declining real estate market climbed 31 percent to 118,690 properties further reducing the assessment roll by \$23.8 billion. This trend is especially pronounced in the condominium sector and in less expensive single-family residential neighborhoods. Nearly one in two condominiums (36,653) are assessed below their purchase price, reflecting a reduction of \$4.3 billion.

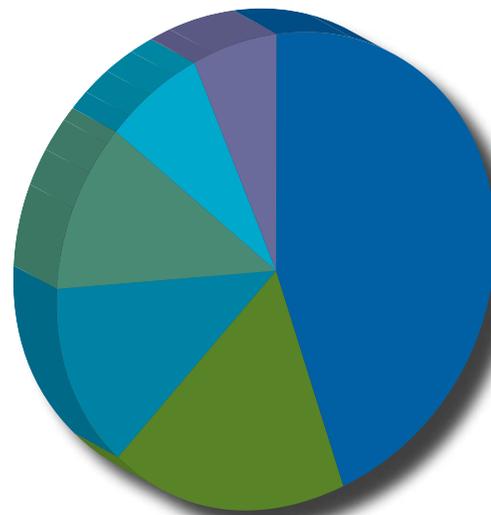
The assessed value of 79,755 single-family residences accounted for a \$14.3 billion reduction in the assessment roll. As a result of steep declines in the market value of higher end housing, which previously had experienced only modest declines, properties located in Palo Alto, Los Altos, Los Altos Hills, Cupertino, Saratoga and Los Gatos contributed significantly to the decline in property tax revenue. However, the countywide rate of decline slowed overall, reflecting what many believe to be the bottom of the residential real estate market.

In addition, the contraction of the number of businesses caused a significant decline in commercial real estate construction and investment. The assessed value of 1,384 commercial, industrial and retail properties were reduced by \$4.9 billion, a 122 percent decline, more than double from the prior year. The average reduction of each commercial property reached \$3.6 million, more than 20 times the \$175,000 average for a residential property.

## County Revenues

The County's largest discretionary revenue source, secured property taxes, declined 2.2 percent in Fiscal Year 2010. This tax source is projected to decrease 1.8 percent in Fiscal Year 2011. Other economic driven revenues are projected to decrease moderately also.

## How Your Tax Dollars are Spent



- K-12 Public Schools - 45%
- County - 18%
- Cities - 13%
- Redevelopment Agencies - 11%
- Community Colleges - 7%
- Special Districts - 6%

## County Reserves

The County has set aside \$91.1 million in contingency reserves for Fiscal Year 2011. The contingency reserve is a major unobligated reserve budgeted in the General Fund, and its use is limited by the Board's policy. The contingency reserve is funded with one-time funds, as is the reserve for economic uncertainty. These reserves are re-examined each year.

## Credit Rating

For its outstanding revenue bonds and certificates of participation, the County has maintained an AA rating from the Standard & Poor's (S&P), and an Aa2 rating from the Moody's Investors Service. S&P has also maintained the County's general obligation bond rating to AA+ and Moody's rating Aa1. 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.

# CENTER FOR LEADERSHIP & TRANSFORMATION

One of the central principles of the Center for Leadership and Transformation (CLT) is unleashing the talents and expertise of the County's most valuable resource, its employees, to transform the way the County operates and provides services. Middle managers and front-line employees are at the core of the County's service delivery, and are best positioned to develop creative solutions to organizational challenges.

## Employee Teams – Most Valuable Resource



The Center for Leadership and Transformation launched 20 innovative, cross-boundary, action-learning teams to tackle some of the County's toughest and most immediate issues. Teams researched and developed proposals that could produce substantial cost savings, generate revenue, improve efficiencies, and yield productivity gains.

During the same period, executive managers took part in training at Stanford University to gain an in-depth understanding of Rapid Transformation concepts, processes and goals. It was the first time that many in the group had spent four days together participating in instruction, role playing, visioning,

and other tools and processes aimed at unifying the organization behind a specific common mission and shared core values. The executive managers also heard presentations from cross-boundary teams and gained more insight on how to support their work. Many teams have executive management sponsors or champions whose jobs are to help turn the recommendations into reality.

Several teams have identified solutions that can be implemented quickly. For example, the VMC Financial Clearance and Compliance Team estimates the revenue potential of administrative enforcement of patient co-pay collection could result in \$1.8 million within the first year, pending technology improvements. The Billing Initiative Team is working on billing for services the County already provides but that are not currently being billed. County administration is working closely with these departments to rapidly implement the recommended solutions.

The opportunity to address "pain points" in the organization, those practices that inhibit productivity, or effectiveness and are often a source of frustration for employees, was met with enthusiasm and dedication. The cross-boundary CLT teams carried out their work while continuing to fulfill their respective responsibilities.

The committed work of the teams demonstrates that there are real opportunities to transform the County into a high-performance organization. The opportunities are within departments and across agencies. A few of the teams are highlighted here. They are tackling the root causes of seemingly intractable problems.

The Center for Leadership and Transformation is elevating core competencies of County employees and inspiring visionary leadership for many who will become future leaders in County government. It is inspiring a sense of personal ownership and empowerment to facilitate change.

In addition to classes, CLT participants receive coaching, training, advising, and facilitation. Teams develop a vision and strategy. They prepare project debriefs, progress reports, quick win actions to sustain momentum. The teams are able to gain visibility for their efforts by presenting Rapid Transformation projects to senior management, organizational partners and other CLT participants.

### **Transforming Information Technology**

A great example is the SCC2 team, which validated the concern that departments are often making IT-related decisions in isolation, which leads to fragmentation, redundancies, and unnecessary costs. The SCC2 team began its work by surveying all County departments to analyze non-core software. Because agencies individually acquired software and implemented systems over time, the result is an information technology system that resembles a patchwork

quilt. The cost each pays for software licenses varies significantly, depending on the number of users and rates in effect when purchased. The team learned of considerable differences paid for similar antivirus licensing software ranging from \$8 per user to \$21.



*"My experience in the Center for Leadership and Transformation training truly inspired and energized me. I believe the County has many excellent, dedicated, and resourceful middle managers; the idea of bringing them together in cross-functional teams and teaching them techniques to lead organizational change is truly powerful."*

*Darlene Gardner,  
Information Services  
Department,  
Information Technology  
Program Manager  
Project Team: SCC Squared*

By consolidating and leveraging the \$13 million annual countywide software and maintenance costs, the IT team projects savings of at least \$1 million, with just a 10 percent improvement.

These findings led to the creation of a countywide IT Governance Committee to create standards that capitalize on economies of scale, and to consolidate where appropriate, to keep costs down and support efforts to a minimum. The expanded team was tasked with researching options for a countywide common directory and common e-mail system. Using the 90-Day Rapid Transformation Model™ model, a three-phase, 90-day process, the Committee is creating an implementation plan. The IT Transformation plan will be implemented over the next nine to twelve months.

A comprehensive assessment of Santa Clara Valley Medical Center (SCVMC) is underway to ensure readiness to implement Health Care Reform and to maximize revenues wherever possible. In addition to the Health Care Financial Clearance and





Billing Initiative Teams, four other teams are working on various issues. The ELMR team conducted an assessment of the Electronic Medical Record (ELMR) system now in place. The Population Health Management System Team worked on improving available patient data. Both of these projects focus on systems improvement and integration which will benefit patient care by streamlining the clinic visit experience and facilitating coordination and information sharing across the current 31 disparate information systems.

The Transitional Care Neurosurgery Unit (TCNU) Team recommended that processes be put in place to improve efficiency in transfers and discharges from the unit, improve patient flow, increase revenue, increase patient and staff satisfaction, and improve patient safety.

The SCVMC Customer Service Team is proposing an organizational structure that supports service for the customer, service standards and a proactive model of service improvement.

### Central Client Services

The Social Services Agency has begun one of the most rapid transformations in its history to address increased public needs for services, to employ innovative communication and technology processes, and to improve access to benefits. The initiative is known as "Central Client Services."

The explosion in client demand for services due to the recession, and the anticipated demand for Medi-Cal benefits in 2014 due to the new Health Care Reform Act, threaten to exceed the County's capacity to deliver. This is exacerbated by the fact that there has not been any growth in administrative services since 2001; and in 2010 alone, nearly 14 percent of county residents, or 253,630 individuals, received CalWORKs, General Assistance, Food Stamps, Medi-Cal or other public assistance benefits. Because of the economic recession, the Food Stamp Program experienced the greatest increase with 22 percent growth over the previous year.

The next wave of increased demand is anticipated in 2014. Health Care Reform will increase the number of people eligible for Medi-Cal. An estimated 50,000 individuals in Santa Clara County will become eligible and many of the children aged 6-18 now on Healthy Families also will have to move over to the Medi-Cal program. This will need to be done while maximizing productivity and efficiencies, as the federal government will only be reimbursing half of the cost for administering the program.





The Central Client Services Team has determined that the number of people eligible for benefits and receiving them is fairly low in California, especially food stamps and Medi-Cal.

The Central Client Services project has two components being addressed by the CLT Teams. The Rapid Assistance Program will improve access to food and healthcare benefits by providing access electronically, by modifying work processes to focus on quick benefit processing, and by offering benefits application services at community-based organizations. SSA will capitalize on partnerships with community-based organizations to expand its capacity. The Bridge to Benefits component engages community-based organizations in assisting clients to fill out online applications. Key staff of the Social Services Agency attended the Center for Leadership and Transformation Training.

**Benefits of Rapid Transformation**

There are many advantages to addressing organizational challenges using the Rapid Transformation process. The tangible ones are clear in the highlighted projects – i.e., cost savings, additional revenue, and process improvements which lead to better customer service. Some of the intangible benefits are: Engaged employees who have a sense of shared vision and ownership in the outcome; breaking down of silos that inhibit information sharing; and new ways of understanding the interrelationship of functions. All of these lead to changes in the organizational culture to one that not only encourages initiative and visionary leadership, but has in place systems and practices to develop or recognize that leadership.



*"It has been truly impressive, seeing how a small group of fellow County employees who have never worked together before in any capacity, have created a vision for transformation within the County that will potentially impact every resident of this [nearly] 2 million metropolis."*

Dan Lloyd, MFT,  
Health Care  
Program Manager II,  
Santa Clara Valley  
Health & Hospital System  
Project Team: iAccess



# THE TEAMS AND PROJECT GOALS

SCC 2 – Santa Clara County Squared – Standardize, consolidate, centralize and leverage information technology throughout the county.

iAccess Team – Improve client access to County services on the Internet.



E-PEA Team – Improve the employee portal to create efficiencies and enhance communication.



VMC Financial Clearance and Compliance Team - Ensure that elective patients are financially cleared prior to receiving an appointment for services. The team has identified a potential missed opportunity of \$11 million in revenues under the current system.



*“The experience has now really broadened the base of my own network of colleagues and my own personal fund of knowledge in how to take a little idea and bring it to the table for discussion and change.*

*I came away hoping transformation might take place even though it may be a slow and possibly uphill struggle ahead. As they say, we should be the change we hope for and I certainly will endeavor to take what I have learnt and apply it in my daily practice.”*

Dr. Gulshan Bhatia, Chief,  
Division of Mycobacterial Diseases and  
International Health VHC@ Lenzen  
Project Team: The Extra Help Employee

Service Agreements and Board Contracts - Streamlining service agreement and Board delegated contracts process with a focus on SCVHHS.



Streamline Direct Pay Process for Small Dollar Purchases - Improve the process for small dollar purchases to make it more efficient, transparent and user friendly.



Billing Initiative Team - Explore methods and processes that will allow for previously unbilled medical services of Advanced Practice Providers to be billed appropriately.



Rapid Assistance Program Improve Access to Food and Healthcare Benefits - Provide access electronically, by modifying work processes to focus on quick benefit processing, and by offering benefits application services at community-based organizations.



Bridge to Benefits - Engage community based organizations in assisting clients to fill out online applications.



VMC Customer Service - Improve the customer's experience at Valley Medical Center.



Transitional Care Neurosurgery Unit Overcrowding Team - Create sustainable bed availability in the Transitional Care Neurosurgery Unit for Valley Medical Center's sickest patients.



Employee Recognition "I Am VINCE" - Develop a culture where employees are made to feel Valued, Inspired, Needed, Creative and Encouraged.



Local Alternative Placement for Probation Youths - Increase options for juvenile wards to be placed within the county, rather than outside of the county, to improve connection to families and increase efficiencies for Probation workers.



21st Century Learning – Provide effective, efficient training, reduce costs, promote professional growth, provide efficient training opportunity to community partners, and utilize web communication tools.



Maximizing Our Resources Effectively (MORE) - Examine use of space throughout the County to use all space as effectively as possible.



Wellness Warriors - Promote wellness throughout the County for the benefit of employees, while achieving cost savings and a greater sense of control over how to improve the health of employees, clients, and the county as a whole.



Population Health Management System - Unite previously nonintegrated aspects of the outpatient clinic and hospital systems, combining direct patient care staff and information technology staff to work together on a large scale data warehouse and patient data improvement project.

SAVE Project - Streamline Process for Hiring Temporary Employees - Save money by creating a process by which temporary employees who have been trained may become permanent.

Rapid Action Force - Create a process to engage employees who are interested in participating in a specific change effort to promote efficiencies, savings, and provide better client services.

ELMR - Improve implementation of electronic medical records system (ELMR).

*"The CLT is one of the best training programs I have ever attended. This program gives you the tools to initiate change and really opens up your creative side to improve your work area."*

*P. Oellerich, CASO, III  
Project Team:  
Rapid Action Force*

# CHILDREN, SENIORS & FAMILIES

The ongoing recession continues to affect Santa Clara County individuals and families. The Social Services Agency's Department of Employment and Benefit Services (DEBS) served the growing population seeking benefits by maximizing existing resources.

## Economic Hardship and Providing the Safety Net

In 2010, nearly 14%, or 253,630 individuals in Santa Clara County received CalWORKs, General Assistance, Food Stamps, Medi-Cal or other public assistance benefits. The Food Stamp Program (now called CalFresh in California), experienced the greatest increase with 22% growth over the previous year. Sixty percent concentrated in a six-month period. It is anticipated that the demand and case growth for benefits will remain constant over the next several years as unemployment benefits expire for those currently receiving them and they become eligible for safety net programs.



## Food Security and Nutrition

To ensure that residents of Santa Clara County were not going hungry, DEBS made changes to its outreach and eligibility processes for the federal Food Stamp Program – CalFresh. The department also focused on improving the nutritional options for many lower income and unemployed residents in the community.

## Elimination of In-Person Interview Requirement

Because the federal government waived the requirement for Californians to have an in-person interview to determine their eligibility for Food Stamp Benefits, applicants are now interviewed over the phone unless they request a face-to-face interview. Waiving the in-person interview eases the application process, increases program access, and removes barriers, such as lack of transportation. For continuing Food Stamp-only cases, the Benefit Service Center will handle these and Medi-Cal cases, allowing over 74,000 families to update and continue their case without an in-office appointment.

## Benefits CalWIN

In May 2010, DEBS pilot tested an online application tool called Benefits CalWIN. The tool enables applicants for food stamps and Medi-Cal to submit applications through a website at their convenience from any computer with internet access. The online application, when combined with the face-to-face waiver, simplifies how clients apply for and, if eligible, receive food stamp benefits. Over 1,100 applications have been received through Benefits CalWIN.

### American Recovery and Reinvestment Act (ARRA) Food Programs

DEBS partnered with the Second Harvest Food Bank and its network of community food pantries to distribute 70,000 stimulus food boxes to Santa Clara County needy families, funded through the Federal "Stimulus," otherwise known as ARRA. This program began in November 2009 and continued through September 2010, when the ARRA program ended. Stimulus boxes included food items not typically provided in a typical food box, such as milk, eggs and poultry. ARRA funding also allowed DEBS, working with the YMCA and number other partners, to operate summer nutrition programs throughout the county. This program allowed children to continue to receive nutritious breakfasts, lunches and snacks, and at the same time have recreational opportunities during the summer months.

### Farmers' Markets

Farmers' markets offer locally grown fresh produce and other food at reasonable prices. DEBS worked with the Pacific Coast Farmers' Market Association (PCFMA) to publicize their farmers' market food stamp incentive program across their 11 farmers' markets in Santa Clara County. During the months of October through December, people who spend \$10 in Food Stamps received \$5 in farmers' market tokens. DEBS publicized this effort by mailing the flier to all food stamp households. Over the next year DEBS will be reaching out to other farmers' market operators to expand the program.

### Daughters of Charity Health Benefits Resource Centers

The Daughters of Charity operate O'Connor Hospital in San Jose and St. Louise in Gilroy. Both hospitals recently opened Health Benefits Resource Centers, which are designed to help patients and community members get connected to benefits, including Medi-Cal, Food Stamps and other food assistance programs such as the Second Harvest Produce Mobile. DEBS worked with the hospitals to develop a streamlined intake process, and has dedicated staff to ensure that all who are eligible are approved for Food Stamp and Medi-Cal benefits.

### Food Stamp Restaurant Meals Program

The Food Stamp Restaurant Program allows elderly, disabled and homeless Food Stamp clients to purchase prepared food at participating restaurants and delicatessens. More than 4,000 people in Santa Clara County are enrolled in this program. DEBS has been focused on increasing the number of participating restaurants, and is expecting the number of locations to expand geographically within the county over the next year.



### People Want to Work

Despite a high unemployment rate, CalWORKS employment services also achieved an average of 39.73% Work Participation Rate in 2010, thus avoiding significant Federal fiscal sanctions that have been imposed on the State of California. What this means is that nearly 40 percent of those receiving aid reported to jobs and fulfilled their obligations. It is a testament to the human spirit that even in the tough labor market, with high unemployment rates, these residents were able to find work to help support themselves and their families. Santa Clara County is the only Bay Area county to meet the Federal requirements.

### For the Wellbeing of Children

The Department of Family and Children's Services (DFCS) has continued progress in implementing its System Improvement Plan (SIP) relating to federal and state child welfare outcome measures. In the past year, the Department met federal standards for keeping children safe while in out-of-home care, finding permanent homes for children who enter the child welfare system, and ensuring children in the child welfare system receive timely medical and dental examinations.

DFCS has partnered with community agencies to strengthen families and support children living in their home. Through the implementation of Differential Response (DR), a strategy for responding in a more flexible manner to reports of child abuse or neglect, DFCS and its primary community partner agencies, Gardner Family Care Corporation and Unity Care, were able to provide early and meaningful responses to emerging family problems. Families are referred to community based services for support and assistance before difficulties escalate and child removal is required. For the Fiscal Year 2009-2010, 1,097 families received preventative services from seven community based organizations and First 5 Santa Clara County.



# Stimulus Funds Soften Economic Impact of Recession



In Santa Clara County, unemployment was at its highest rate with home foreclosures up. Over a six-month period, the County experienced a 60% increase in food assistance requests and a 57% increase in CalWORKs applications. Local families clearly needed immediate assistance to avoid homelessness and hunger.

Nearly 14 percent of county residents applied for aid in 2010 due to the loss of jobs and/or housing. The American Recovery and Reinvestment Act (ARRA) provided a measure of relief. When the funding was announced, the Social Services Agency (SSA) promptly

designed and put in place multiple programs for needy families.

From the summer of 2009 through September 2010, SSA spent \$32 million in Federal funds, providing the following community benefits:

- In partnership with Second Harvest Food Bank, provided more than 70,000 Stimulus Food Boxes containing fresh fruits and vegetables, perishable items and non-perishable staples to needy families.
- More than 4,000 children enjoyed healthy summer meals, snacks and recreational activities at 42 sites countywide.
- More than 1,500 adults found full or part-time jobs through the SCC Works subsidized employment program.
- More than 1,100 teens received valuable skills training and work experience through the summer youth subsidized employment program.
- Community services agencies provided more than \$4 million in emergency financial assistance to more than 5,000 families to prevent eviction, utility shut-offs, or other financial crises.
- 450 employed adults and teens received bicycles, helmets and locks from transportation provider Outreach to enable a "green" commute to work.
- 250 cars were fixed through the Jump Start Automotive Repair Program, to eliminate the lack-of-transportation barrier to work.
- Career Closet and Men's Wearhouse dressed more than 800 job seekers in professional clothing.



## Keeping Families Connected

DFCS recognizes the importance of maintaining family ties and cultural traditions when a child is removed from their home. For children in foster care who may not have the support of their immediate family, connection with a significant adult becomes critical, particularly at the time they age-out of foster care. The DFCS' Family Finding Unit identifies and locates relatives with whom the child never has had contact or has lost contact. Over the year, numerous connections have been made, and a number of them have evolved into permanent homes for children.

DFCS continues the use of Team Decision Making meetings to provide families with the opportunity to help determine the best placement for children removed from their homes. In the past year, more than 700 family meetings were held. And, currently, half of the children who have been removed from their family homes are now living with a relative.

**Services for Youth Emancipating from Foster Care**  
DFCS is now in the fifth year of participation in the California Connected by 25 Initiative (CC25). CC25 provides services to support youth development to successfully transition from foster care to adulthood, by focusing on education, employment, housing, independent living skills, and meaningful adult connections. These services and programs are available through the support of California's Family to Family Initiative and several generous private foundations.

*The following highlights recent CC25 work:*

- Partnership with community based organizations to develop Sobrato House as a community center for foster youth in downtown San Jose. Ten current and former foster youth have been hired into leadership positions to shape services and develop Sobrato House.

- The Career Development Unit (CDU) has found 54 part-time and full-time employment and internship positions with private businesses and County agencies.

- DFCS continues to work with Bill Wilson Center, Unity Care, and Emergency Housing Consortium to provide 97 Transitional Housing Program-Plus slots and case management services to former foster youth for up to 24 months.

### Practice Innovation

Santa Clara County was selected as one of four California counties to apply for a federal 5-year \$2.5 million grant to participate in the Initiative to Reduce Long-Term Foster Care. The grant is part of the federal government's focus on having foster youth live in permanent and caring homes. The grant will help the County identify and address local issues that are factors in children staying a prolonged period of time in foster care. The County, in partnership with the State and other counties, will develop best practice pilots to reduce the period of time children are in foster care. The grant will target those populations that are overrepresented nationally and within the state in long-term foster care: primarily African-American, Native American, and older youth. This coming year will be the planning period for further defining and developing the actual practice model.

DFCS, along with three other California counties, was chosen to work in collaboration with the California Department of Social Services and the State Advisory Committee on LGBT Children, Youth and Families in the Child Welfare System to implement the Putting Pride into Practice Project. The Project was created to provide California counties the resources to implement mandates stipulated in California's Foster Care Nondiscrimination Act (AB458) 2003, which prohibits discrimination in the California foster care system on the basis of sexual orientation, gender identity, or HIV status, among other categories. The project will focus on developing policies, implementing best practices, and promoting training and organizational culture change at the county level.





## Helping Seniors Live Well

### Senior Nutrition Program

Over the past year, the Senior Nutrition Program provided almost 1.2 million meals to more than 14,700 older adults in Santa Clara County. More than 64,800 rides were coordinated to transport seniors to 35 Congregate Meal Program sites. The Meals on Wheels (MOW) program served 1,413 homebound individuals delivering over 609,000 meals. More than 140 Nutrition Education sessions were provided to 10,500 plus seniors, and a Save Your Heart from Trans Fat Campaign was implemented at all 35 senior nutrition sites and with Meals on Wheels participants.

A new Senior Nutrition Program was opened at the Billy deFrank Center in San Jose in response to community need; and three sites were relocated to new facilities.

A Senior Nutrition Task Force was formed in May 2010 in response to the City of San Jose's proposed budget cut to eliminate financial support for the Senior Nutrition Program. The task force's purpose is to identify possible solutions to ensure the long-term financial stability of the Senior Nutrition Program in Santa Clara County, while at the same time maintaining its quality and diversity in choice.

### In-Home Supportive Services

In-Home Supportive Services (IHSS) continued to serve an increasing number of county residents this past year exceeding 17,000 recipients cared for by more than 16,500 home care providers. The care providers worked a combined monthly average of 1.2 million hours. The IHSS program in partnership with the Council on Aging Silicon Valley has created an online enrollment process and successfully enrolled all existing home care providers who now must complete mandatory State requirements. Additionally, the IHSS program has created an enhanced telephone response system which permits both IHSS recipients and providers to obtain real time information regarding case hours, timesheet status and payroll information.

### Adult Protective Services

Adult Protective Services continued to promote community outreach and conduct Mandated Reporter Training while providing services to protect, prevent and remedy abuse of elder and dependent adults. Santa Clara County's Law Enforcement Agencies, District Attorney's Office, County Counsel's Office, Victim Witness and Long Term Care Ombudsman Program joined Adult Protective Services to complete an updated version of the Elder and Dependent Adult Abuse Protocol for Santa Clara County Law Enforcement. The purpose of this protocol is to institute a coordinated Law Enforcement response to promote a comprehensive method of addressing abuse, neglect and exploitation of dependent adults and older persons.

### Collaboration and Community Outreach

The Department of Aging and Adult Services (DAAS) continued to participate with the Aging Services Collaborative to provide leadership and promote the future well-being of older adults and caregivers. A Senior Resource Faire was held at the fairgrounds where guests received information about resources that are available to seniors in this county. Health screenings (flu shots, blood pressure, and bone density measurement) and nutrition information also were available.

## Child Support Services

The Department of Child Support Services (DCSS) establishes and enforces court orders for the support of minor children. An active participant in improving the financial wellbeing of children and the self-sufficiency of families, the Department assists those hit hardest by the economic downturn. DCSS child support professionals are responsible for collecting and distributing over \$90 million each year while delivering services to approximately 50,000 families. These numbers include many first time recipients of Child Support Program services, consisting of previously intact families, children whose parents were never married, newly and chronically unemployed families, and parents that just need a little help to ensure regular receipt of support payments. Approximately 75% of child support collections go to families with the remaining 25% going to repay costs of public assistance for families currently or formerly on aid.

DCSS is funded by a combination of federal and state dollars and operates with minimal impact to the General Fund. In fact, the Department returns approximately \$1 million to the General Fund each year as partial reimbursement of the County's share of cost in funding CalWORKS and other aid programs. The state budget provides relatively stable funding for County child support programs although allowances for local cost increases are not generally granted.



The federal government measures the Child Support Program in five areas – collections of current support obligations; collections of past due support obligations; establishment of child support orders; establishment of paternity; and cost effectiveness. Following years in which the State's priority was to implement a new statewide automation system, the focus of the program has returned to core program functions and efforts to improve performance against these federal measures. More recently, the cost effectiveness measure has been stressed as the legislature is interested in seeing a greater return on the state's investment in the program. The cost effectiveness measure compares program administrative costs to dollars collected. The federal minimum is \$2 collected for each dollar spent. As a whole, California returns approximately \$2.10 in collections for each dollar of program costs. Santa Clara County returns approximately \$2.48 in collections for each dollar of program costs.

### Key Accomplishments

- In an environment of high unemployment, the Department collected in excess of \$90 million, supporting local families needing a reliable source of income and returning in excess of \$1 million to the County General Fund.
- The Department exceeded the statewide performance average in four of five federal performance measurements, a significant accomplishment for a large county, and reflective of the continued hard work of child support professionals in Santa Clara County.
- The partnership with the Family Law Facilitator continued to deliver services to unrepresented parents, providing alternatives to lengthy court procedures. This is a model program which is in the final year of federal grant funding.
- Local child support professionals continue to demonstrate a giving attitude in support of the County's Combined Giving Campaign, bike giveaway, and the 5th annual backpack event, sponsored and hosted by DCSS and supported by many County departments, employees and local businesses.



# HEALTH & HOSPITAL SYSTEM

On December 29, 1970, the Santa Clara Valley Medical Center (SCVMC) Burn Center received its first patient; it continues to serve Santa Clara County, as well as the surrounding region. Over the past 40 years, the Burn Center has treated thousands of pediatric and adult burn patients with an innovative interdisciplinary team, providing hope to patients and families after significant trauma. Since the initial year when 36 patients were treated, the program now averages 250 inpatients per year.

## Health and Hospital Committee Santa Clara Valley Medical Center

### Burn Center and Rehabilitation Center Celebrate 40th Anniversary

Recognized nationally as a center for excellence, the Rehabilitation Center treats patients with severe brain, spinal cord and stroke related injuries. For 40 years this Center has been restoring lives – one patient at a time. The Rehabilitation Center's 40th Anniversary celebration included a half-day conference with noted speakers in the field of Traumatic Brain Injury (TBI) and Spinal Cord Injury, and an extraordinary documentary by a patient with TBI. The Center has an exciting future with major technological partnerships, such as Berkeley Bionics Human Exoskeleton – eLEGS, which will be testing a robotic prosthetic. The prosthetic will enable paraplegics to possibly walk again using a bionic model that was originally developed for military personnel to carry heavy backpacks.

### VHC Milpitas Opens

The newest addition to Santa Clara County's public healthcare system, Valley Health Center (VHC) Milpitas, opened in August. The three-story, 60,000-square-foot facility offers Obstetrics and Gynecology, Pediatrics, Internal Medicine and Family Practice Medical Homes, pharmacy and laboratory services. It includes 49 exam rooms and three treatment rooms. VHC Milpitas serves county residents from the Berryessa, North San Jose and Milpitas communities.

### Medical Home

The successful Silver Creek Primary Care Redesign clinic, known as the Medical Home Model, was expanded to three new sites: Sunnyvale; Gilroy; and Moorpark. The teams are utilizing an innovative approach for providing comprehensive care that focuses on actively encouraging patients in their medical care, coordinating care, ensuring superb access to care, utilizing a systems-based approach to quality and safety, and ultimately improving the cost effectiveness of care.

### Paneling

In order to prepare for an increase in patients expected through the enactment of healthcare reform, SCVMC successfully established an Office of Panel Management. A panel consists of a group of patients who are managed by a physician. This office will ensure accurate and updated information of patients assigned to physicians, an appropriate ratio of patients per physician, and a consistent status of system capacity.

### Enhancing Emergency Department Services

SCVMC has the busiest emergency department in the county and with the economic downturn is seeing a steady increase of people seeking care. To support this increase in emergency department activity, SCVMC implemented some changes. In the late fall, renovations began to create a state-of-the-art intake model for emergency care that will enable patients to be triaged (interviewed) about why they need care and more rapidly be processed to see a

physician when urgently needed. A special 12-bed unit was established to support patients requiring longer evaluation before they can be discharged from the Emergency Department. A new scoring system called National Emergency Department Overcrowding Score (NEDOCS) helps quantify hospital and emergency department overcrowding to prevent delays in treatment.

#### Traumatic Brain Injury Study

Approximately 1.5 million people suffer from Traumatic Brain Injuries (TBIs) each year, and TBIs are the leading cause of disability for individuals under age 44. A TBI can be a life-threatening medical emergency, and accounts for 40 percent of all deaths from acute injuries in the U.S. Each year, one out of 1,000 Americans sustains a TBI. Santa Clara Valley Medical Center joined Stanford University Medical Center in the Progesterone for the Treatment for Traumatic Brain Injury (ProTECT) collaborative study to research if the administration of progesterone improves patient recovery. Through this clinical study, researchers want to determine if giving the hormone progesterone with standard medical care will work better than standard medical care alone in reducing the brain damage caused by a Traumatic Brain Injury. Previous studies suggest progesterone, when given immediately, may reduce brain swelling and damage. The national trial will involve a maximum of 1,140 individuals from more than 30 hospital complexes. The study is part of the Neurological Emergencies Treatment Trials (NETT) which have 17 institutions nationwide with collaborations from emergency physicians, neurologists and neurosurgeons.

#### Fostering Innovation in Nursing

The SCVMC medical-surgical unit staff is one of 32 pilot hospital units nationwide participating in Transforming Care at the Bedside (TCAB). The two-year program focuses on creating innovative processes to strengthen the link between the quality of care and the caregiver work environment. TCAB units share best practices to improve nursing practice and patient care outcomes through innovative change and interdisciplinary collaboration. Projects that the medical-surgical staff at SCVMC has undertaken include: reducing patient falls, preventing pressure ulcers, and enhancing communication and effectiveness of caregiver handoffs (transferring care from one caregiver to another). Successful best practices are being shared across the organization and integrated as the nursing department launches a new model professional practice and care delivery.

#### SCVMC Patient Safety

Patient safety is a priority for SCVMC; during 2010, the focus was on creating an organization-wide culture for safety. SCVMC was selected to

participate in the national Patient Safety Initiative sponsored by the National Association of Public Hospitals. SCVMC conducted several patient safety activities including: a Patient Safety Symposium; creation of the SCVMC Safety Hot Line for reporting concerns and improvement ideas; Patient Safety Rounds; and successful completion of the California Department of Public Health Patient Safety Licensing Survey.

#### Seismic Safety Project

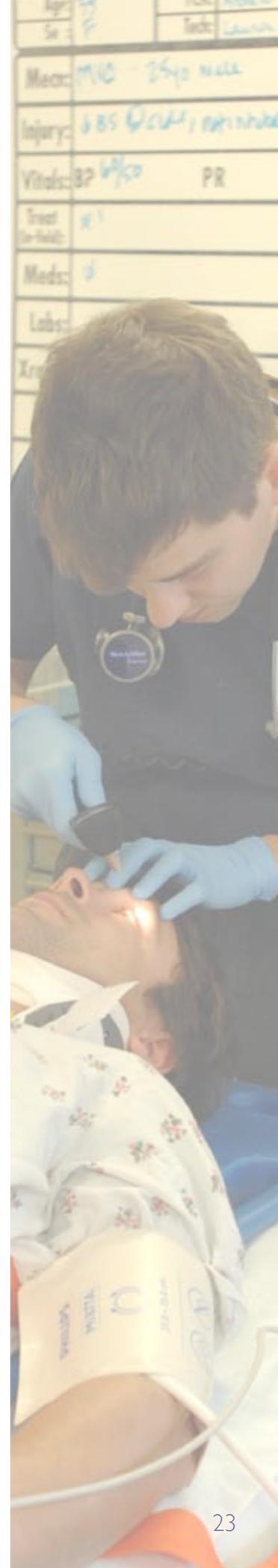
On November 4, 2008, the Santa Clara County voters approved an \$840 million General Obligation bond measure. The measure provided funding needed for Santa Clara Valley Medical Center (SCVMC) to replace seismically deficient facilities in order to meet the 2013 state earthquake safety requirements, as well as provide \$50 million toward the construction of outpatient medical services in downtown San Jose. The six story Bed Building will house 64 beds on two floors for the Rehabilitation Center complemented by Rehabilitation and Aquatic Therapy Services on the ground floor. It will also provide 32 state-of-the-art intensive care beds, and 72 acute care beds – all with telemetry capability. The building is expected to open in 2013.

During 2010, the site was cleared for the first Bed Building and the steel framing has begun; Ginger Lane was extended to link Moorpark and Enborg; Parking Structure 2 opened, equipped with solar system; and the Rehabilitation Building Seismic Retrofit began. Other related SSP projects such as rerouting of campus utilities, expansion of the Central Plant, Old Main demolition and structural retrofit, renovation, relocation and equipment procurement are also in progress.

#### Children's Health Initiative

The Children's Health Initiative started in 2001, focusing on 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 available to 100% of the children living in the county with family income at or below 300% of the Federal Poverty Level (\$5,513 per month for a family of four).

Over the first 10 months of 2010, the countywide collaborative assisted more than 11,000 children to apply for one of the three insurance programs: Medi-Cal, Healthy Families or Healthy Kids. More than 6,400 children renewed their existing coverage. Since its launch in 2001, over 182,000 children have received application assistance through the Children's Health Initiative.



# Preparing for Health Care Reform



Passage of the federal Patient Protection and Affordable Care Act of 2010 (PPACA), along with adoption of California's Section 1115 Medi-Cal Waiver (which provides the structure through which county hospitals receive reimbursement for care provided to Medi-Cal patients), ushered in a new era for health care in the nation, the state, and in Santa Clara County. These new policies will extend health coverage and access to care to millions of Californians. The Medi-Cal Waiver will accelerate enrollment of residents by three years, building a bridge to Health Care Reform. The policies also will redesign the delivery system, align financial incentives, and improve quality.

The new PPACA sets forth a vision for enhancing the health of the population through many interconnected, prevention-related activities. It calls for a movement away from the hospital-centered disease treatment model to a more integrated approach that not only focuses on the treatment of disease, but calls for strengthening disease prevention and overall wellness across a continuum of services.

The County brought in consulting support services to facilitate an in-depth examination of its healthcare delivery system - Public Health, Mental Health, Drug and Alcohol Services, Community Health Services and Valley Medical Center - to make sure it is well organized and focused to make the best of the new healthcare model. The system has many organizations and multiple plans that have been developed primarily in response to laws and regulatory requirements, as well as Board priorities to ensure services for unmet needs among residents.

Under health care reform, counties are being challenged to strategically offer services in a cost effective, integrated manner that will promote health and well-being for the entire community. This new strategic planning effort underscored the importance of the development of data-driven health agendas. The outcome of this introspective examination has been the development of a strategic framework and direction for health services offered through the County organization and building on a tradition of providing quality health services.

The Board approved several actions to begin the transformation, including:

- Developing a unified managed care strategy and structure for Santa Clara Family Health Plan and Valley Health Plan.
- Establishing an Office of Program Integration to guide the healthcare system integration.
- Advancing a policy of "health in all programs" across all County agencies and departments.
- Aligning physicians and employees with the new strategic direction.
- Adopting a new vision statement and goals.
- Exploring renaming the new model as "Valley Health" and engaging the public for feedback.

The County's health related programs and services are well positioned to be a premier model for Health Care Reform. The vision articulated in the strategic framework represents the beginning of a process to address operational, financial and systemic barriers that exist based on a hospital-focused approach to health care delivery. It will serve as a roadmap for the organization and guide for all future and budgetary decisions for the County's health and hospital system. A Health Care Reform Advisory Team composed of stakeholders and clients will discuss and identify strategic issues that need to be addressed.

## Public Health Department

### Events That Shaped the Year

In Fiscal Year 2010 and Fiscal Year 2011, the Board-approved budget augmentations of \$5 million arrived at a critical time as the scope of public health's role began evolving due to factors such as health reform, emerging threats and diseases, and environmental changes. The infusion of funding is allowing the department to: build capacity to expand prevention efforts; illuminate the community health status through reports and publications; implement strategies aimed at organizational change; and develop the Public Health workforce.

In 2010, Public Health focused on several health prevention efforts. It secured two large Federal grants, tobacco and obesity, designed to create a healthier and safe environment for county residents. The County also implemented initiatives to combat obesity including the establishment of the Nation's First Childhood Obesity Ordinance to Address Restaurant Toy Giveaways. The County also passed three tobacco ordinances that will aggressively lead the community and the nation in preventing youth access to tobacco and protecting residents from secondhand smoke.

### County Passes Landmark Tobacco Ordinances

A recent survey by the California Department of Public Health found nearly 17% of tobacco retailers in Santa Clara County illegally sell to minors. And nationwide each year, 420,000 people die from a tobacco related disease. Feeling strongly that residents in Santa Clara County deserve policies to safeguard their health, the County adopted three tobacco ordinances for tobacco control in the unincorporated areas of the county that require licensing of tobacco retailers, ban smoking inside multi-unit residences, and strengthen other protections against secondhand smoke.

On November 9, 2010, the County adopted two ordinances that will reduce exposure to secondhand smoke by creating smoke-free environments where people work, live and play, including smoke-free common areas and all units within multi-unit residences, County parks and trails, hotel/motel guest rooms, in or within 30 feet of services areas, County fairgrounds, and within 30 feet of enclosed areas.

On November 23, 2010, the County became the first government jurisdiction in Santa Clara County to adopt a strong tobacco retail permit ordinance that gives county officials the tools to adequately enforce laws on youth access to tobacco, and to prevent over-exposure of youth sales and marketing of tobacco near schools. The County also became one of only a handful of jurisdictions in the United

States to ban the sale of flavored tobacco products, recognizing the direct marketing of these products to priority population groups, including youth. The comprehensive measures make Santa Clara County one of the most aggressive jurisdictions in the nation in preventing youth tobacco use and protecting residents from secondhand smoke.

### ARRA Funds to Reduce Adult and Youth Smoking

In Santa Clara County, 10.5% of youth and 10.7% of adults are smokers, and nationwide tobacco smoking costs more than \$190 billion in lost productivity and health care costs. The Santa Clara County Public Health Department was awarded a \$6.975 million, two-year grant for its new Communities Putting Prevention to Work (CPPW) Tobacco Prevention and Control Program to reduce smoking, help prevent tobacco-related deaths, and reduce exposure to secondhand smoke. Santa Clara County is one of 44 communities around the country to receive a portion of the \$372.8 million CPPW grant awards funded by the American Recovery and Reinvestment Act (ARRA). The initiative is designed to improve the health of the American public by reducing chronic disease and promoting wellness.

### Obesity Prevention Efforts

The 2010 Health Profile report for Santa Clara County revealed that 50 percent of adults and 1 in 4 children are overweight or obese. These numbers are important because overweight and obesity has been shown to lead to heart disease, diabetes, cancer and other chronic diseases. The Santa Clara County health system has seen rapid increases in children seeking healthcare for obesity-related problems at a cost of millions of dollars each year. The Santa Clara County Public Health Department received \$3.6 million of a \$31 million grant through the Affordable Care Act to expand its Communities Putting Prevention to Work (CPPW) initiative administered by the Centers for Disease Control and Prevention (CDC). The two-year grant will expand countywide obesity prevention efforts and will focus on increased physical activity and safe places to play, as well as access to healthier foods and education on healthy eating options.

### New Ordinance Addresses

#### Restaurant Toy Giveaways

Restaurants encourage children to choose specific menu items by linking them with free toys and other incentive items, and research shows that parents frequently make purchases based on requests made by children. While there are currently no nutritional standards for meals marketed to children, a 2008 study by the Center for Science in the Public Interest found that 10 out of 12 meals exceeding the recommended caloric limits for children came with toys. The County passed the Nation's First Childhood Obesity Ordinance to Address Restau-



rant Toy Giveaways that will help combat childhood obesity by preventing restaurants from using toys and other incentives to lure kids to meals that are high in fat, sugar and calories. The ordinance supports the health of children in the county by setting basic nutritional standards for children's meals accompanied by toys or other incentive items. It permits restaurants to offer toys and other incentive items as long as it is with food that meets national nutritional criteria for children. The ordinance affects all restaurants in the unincorporated areas of Santa Clara County.



#### Nurse-Family Partnership Program

The Santa Clara County Public Health and Mental Health departments collaborated to implement the Nurse-Family Partnership Program that will help young, low-income, expectant mothers have healthier pregnancies, become better parents, have emotionally and physically healthier children, and gain greater self-sufficiency. Specially trained Public Health nurses will work with first-time mothers and provide case management through the home visiting model from pregnancy until the child's second birthday. One of the many strengths of the program is the collaboration between Public Health and Mental Health that enables the program to focus on improving pregnancy outcomes, improving child health and development, improving economic self-sufficiency, and decreasing the need for intensive behavioral health services. The program will work with approximately 125 women the first year.

#### County Residents are Healthy Overall; Closer Look Reveals Disparities

The Santa Clara County Public Health Department and the Community Benefits Coalition released the Santa Clara County Health Profile Report in 2010, which examined the health of county residents. While the report indicated that Santa Clara County is a healthy county on the surface, it also revealed some disparities that show certain populations are more at risk for poor health and disease than overall results would indicate. In addition, some health factors that increase the risk for chronic diseases like heart disease, cancer, stroke, and diabetes are on the rise. These chronic diseases are a major cause

of death and disability in Santa Clara County, with heart disease and cancer accounting for more than half of all deaths.

The good news: fewer county residents are smoking, teen birth rates are declining, more children are getting immunized, and more adults are practicing safe sex. However, access to health care has declined in the past decade, risk factors that lead to chronic disease are on the rise, obesity among teens remains high, the adult diabetes rate is up, and air quality has worsened in the past decade.

#### Childhood Lead Poisoning

Children under the age of 6 are most at risk to suffer from the effects of lead poisoning, ranging from behavioral problems and learning disabilities to seizures and death. Lead is a toxic metal found in and around many homes built prior to 1978. When not done properly, renovations to pre-1978 homes often disturb lead-based paint, creating dangerous exposures for young children and their families. Santa Clara County is one of several Bay Area counties to receive a childhood lead poisoning prevention grant from the U.S. Environmental Protection Agency. The \$96,000 grant will go to the Public Health Department's childhood lead poisoning prevention program to help reduce lead-based hazards during renovation activities at pre-1978 housing and child-occupied buildings. These efforts throughout the Bay Area will help ensure that an increased knowledge of lead-safe work practices is received by contractors, the Spanish-speaking labor force and the general public.

#### Free Whooping Cough Vaccinations

Whooping cough reached epidemic levels in California in 2010, according to the California Department of Public Health. Whooping cough is a highly contagious bacterial infection that can cause severe coughing fits that make it difficult to breathe. Santa Clara County experienced nearly four times the number of cases in 2010 than in all of 2009. To curb the recent whooping cough (pertussis) epidemic, the Santa Clara County Public Health Department offered free vaccinations to prevent the spread of the disease. Babies are most at risk for serious illness and even death from whooping cough, so people who live with or care for an infant were encouraged to get a whooping cough shot.

#### Binational Health Week

For the sixth consecutive year, the County and the Consulate of México in San José partnered with community organizations to launch Binational Health Week (BHW). The series of health events and activities provided much needed services and resources for thousands of underserved Latin American immigrants living in Santa Clara County.

Compared to other ethnic groups, Latinos have the lowest rate of healthcare coverage in Santa Clara County. Only six out of 10 are covered under a health insurance plan. According to informal surveys conducted last year during Binational Health Week, only 31 percent of participants reported having some form of health coverage. Local research indicates that Mexican immigrants use fewer preventive services than U.S. born Mexican Americans. Binational Health Week activities are held in the United States, México, Canada, and several countries in Central America and South America. The 2010 initiative implemented five national campaigns for oral health, obesity and diabetes, disability and autism, prevention of addictions and gangs among adolescents, and health care access.

#### Public Health Issues on the Horizon

The Department is preparing a follow-up to the Health Profile report released in 2010. The next report is in the works and will be released in early 2011, and, will address the root causes of health inequities namely the social determinants - poverty, housing, neighborhood conditions, immigration and its relationship and effect on health.

The Public Health Department continues to work developing food standards for Santa Clara County. The Department will continue to identify and develop opportunities for policies and system changes to address climate change and built environments.

## Alcohol and Drug Services

The Department of Alcohol & Drug Services offers a comprehensive continuum of care with a range of services including early prevention, intervention, treatment, rehabilitation and aftercare. Specialized services are available for persons with opiate addiction, pregnant women, new mothers and youth.

In 2010, the Department of Alcohol & Drug Services admitted over 7,000 clients to treatment services, down from an average of 9,000 clients in previous years. At discharge, the majority of clients (63%) had either completed treatment or was making satisfactory progress, and showed reduction or elimination of drug use following treatment. The majority of substance abuse clients (66%) were referred from the criminal justice system, compared to a statewide referral average of 31%. Ethnic minorities accounted for over 60% of admissions as compared to 50% statewide, and 40% of the admissions were for methamphetamine abuse compared to 26% statewide. More than one in four clients entering treatment was homeless.

#### Adult System of Care

The Adult System of Care (ASOC) is collaborating with the Drug Treatment Court to create special services for veterans, including those returning from Operation Enduring Freedom and Operation Iraqi Freedom. ASOC also received two grants in 2010 to provide services to homeless clients and parolees in the Drug Treatment Court. Grant funds will be used to provide residential treatment and case management for veterans and homeless clients referred from the Drug Treatment Court.

#### The Moorpark Medical Home

Through a partnership with primary ambulatory care, the Department of Drug & Alcohol Services has assigned an addiction specialist within the Moorpark Medical Home Clinic. Using a model that was co-developed by the Moorpark primary care team and the department, medical staff screen and refer to the on-site addiction specialist for full assessment, brief intervention and referral to treatment if needed. Research has shown that concurrent substance use conditions are pervasive in primary care settings and that integrating treatment results in improved outcomes and health care cost savings.

#### Addiction Treatment

The Addiction Medicine Treatment (AMT) program offers medication assisted treatment including methadone and buprenorphine for opioid addicted adults. More than half these clients (53%) sustained health drug-free lifestyles for at least one year. This is defined as abstinence from compulsive drug seeking and use, contributing to a stable and healthy home environment, and improved social relationships and coping skills. The AMT program also provides psychiatric services to 1,000 clients with dual diagnosis of mental health and substance abuse problems, annually. The HIV Intervention Program provides hepatitis and HIV education and testing for clients in the Department of Alcohol & Drug Services residential treatment programs. Of the 275 HIV and 269 Hepatitis C tests administered, 90% of clients returned for results.

#### Partnerships with Universities

The Department of Alcohol & Drug Services has forged strong partnerships with California universities to pursue projects of mutual interest. The department is currently collaborating with San Jose State University to assess the effectiveness of patient reported outcomes as a clinical decision support tool.

#### Juvenile Drug Treatment Court

Alcohol & Drug Services has continued to be an active partner in the County's Juvenile Drug Treatment Court. A federal grant, which expired at the end of September, supported a focus on increasing the gender-responsiveness of services, with an emphasis on addressing the impact of



trauma in the lives of participants. This provided valuable groundwork in being able to expand this focus to other sites and providers.

#### Youth System of Care

Santa Clara County provides substance abuse treatment to adolescents through County staff and a network of community based organizations. The emphasis, for the last few years, has been on developing evidence-based practices. During the past year, the first steps were taken to create an even more integrated Youth System of Care by standardizing practices and formalizing elements across the system.

#### Community Prevention Coalitions

During the past year, DADS funded two new community coalitions in addition to five already receiving funding. Most of thirteen coalitions previously funded by DADS have continued to sustain themselves to address such areas as under-age drinking, reducing the use of substances during pregnancy and the impact of methamphetamine use.

#### Prevention Strategies

Clinicians noted a significant increase in the use of ecstasy being reported by youth. Alarm was further triggered by reports of 10 deaths of Santa Clara County residents in which ecstasy was apparently a factor. This became a call to action for the department, which responded by mobilizing resources and engaging stakeholders to address this emerging trend.

## Mental Health Department

#### Mental Health Matters

The Mental Health Department continues to move ahead with initiatives to improve the health and well-being of the community. The past year has seen exciting new possibilities presented by the passage of new federal Health Care Reform and parity legislation that will change the way in which mental health services are available through private insurance and the Medi-Cal program.

Mental Health has been involved in significant planning efforts locally with Santa Clara Valley Health and Hospital System partners and stakeholders to think strategically about how to best position the system to be ready for the implementation of Health Care Reform in 2014; and to best shape resources to the maximum benefit of the community's overall health and well-being. A key element of the future will be the continuum of effective mental health promotion, prevention, early intervention and treatment and recovery services. The Department's Health Agenda Report outlines five overarching priority areas.

*Priority 1:* Expand the focus of public mental health service delivery to incorporate three new dimensions of care: developmentally appropriate interventions, longitudinal life course services, and interventions that consider social-ecological systems.

*Priority 2:* Introduce capacity-building strategies with key system partners to assure basic mental health competency, improved access to mental health interventions, and better coordination of care.

*Priority 3:* Employ new and innovative strategies to improve ethnic and cultural population access to and engagement in services.

*Priority 4:* Increase mental health knowledge and understanding in order to prevent problems, reduce stigma, and support appropriate responses to mental health concerns.

*Priority 5:* Improve the system infrastructure to include more robust quality and accountability systems that offer reliable measures of practice and program effectiveness and valid outcome information.

#### First Suicide Prevention Plan Unveiled

Death by suicide is a tragedy that can leave family, friends, loved ones, coworkers and neighbors grieving. It is the leading cause of death by fatal injury in Santa Clara County, and more people die by suicide than homicide in the county. Following several adolescent suicide deaths in Palo Alto in 2009, the County brought the community together in an initiative to develop countywide suicide prevention strategies.

The Suicide Prevention Advisory Committee, a group comprised of 36 experts, professionals in related fields, law enforcement, addiction experts, school officials, policy makers, suicide attempt survivors and family members who have lost loved ones to suicide, studied suicide data and created a plan of action. The plan's five overarching strategies identified needed services, highlighted the importance of reaching out to cities and school districts to adopt their own prevention policies, and clearly underscored how critical community education is in this important work.

The County implemented several action items from the plan including the establishment of a single 1-800 Suicide and Crisis Phone Line in Santa Clara County, the creation of a part-time Suicide Prevention Coordinator position in the Mental Health Department, and the enhancement of support and education for Foster Parents through the Social Services Agency.

### Adult and Juvenile Custody Health Services

The Custody Health Services Department provides health care services to inmates incarcerated in Santa Clara County Jails. Adult Custody Health Services (ACHS) specifically provides Medical, Nursing, Pharmacy, Dental and Mental Health Services. Other Department services conducted, such as Staff Development, Infection Control and Quality Improvement, ensure that health care services provided to the inmates meet regulatory standards and are comparable to health care services provided in the community.

Achievements in 2010 for the Department, included:

- Re-accreditation for two years from the Institute for Medical Quality recognizing ACHS as a model program for other jails due to its evidence of clear and concise documentation of problem identification, corrective actions, and follow-through on all identified problems.
- Two phases of the Electronic Medical Record were deployed.
- A rapid HIV testing program for inmates was conducted at the Elmwood Men's and Women's Facilities.
- An inmate Co-Pay system was implemented which generated approximately \$30,000 in revenue.
- Comprehensive screening of inmates for H1N1 Flu, administration of vaccines and treatment of infected inmates proactively.

Medical providers at ACHS conducted approximately 140 outpatient clinics per month, seeing approximately 800 patients at Elmwood and 260 patients at the Main Jail monthly. Every weekday at Main Jail, a physician spends a morning making rounds to see infirmary patients. In 2010, there were 503 admissions to the infirmary. This a 38% increase from 2009, in large part as a result of a change in isolation practices due to novel H1N1 influenza epidemic.

On-site HIV and Orthopedics clinics continue to be conducted on a regular basis, resulting in substantially decreased numbers of inmates needing SCVMC clinic appointments. The number of off-site visits for specialty care and diagnostic studies has remained stable at about 209 per month. A program on HIV education and testing was started in collaboration with Public Health, which resulted in 40 presentations to 1,750 Elmwood inmates. Approximately 520 inmates were tested. Two were identified as HIV+ and have been directed for treatment. A similar program is expected to move to Main Jail next fiscal year. The number of patients sent to the SCVMC Emergency Room has remained stable at about 88 per month.

A ongoing research project, a study of Santa Clara County's incarcerated population in collaboration with UCSF investigators, is expected to provide valuable information about inmates' medical and mental conditions, patterns of substance abuse and access to systems of health care delivery.

### Valley Health Plan

Valley Health Plan (VHP) is a Health Maintenance Organization that is owned and operated by the County of Santa Clara since 1985. VHP continues to be a health plan choice for medical care offering a wide range of healthcare benefits to employees and dependents from the County of Santa Clara, Valley Transportation Authority, In-Home Supportive Service workers, and many other employer groups. Valley Health Plan currently offers access to an extensive network of providers in Santa Clara County, including over 700 doctors, 10 urgent care centers, and 5 network hospitals. In order to continue to provide excellent choices for members and to support the County's health agenda, VHP is actively expanding its Network to continually improve access, choices and satisfaction for over 13,500 commercial members and 65,000 government subsidized enrollees.

With member health status and satisfaction as its priority, Valley Health Plan's various departments are committed to responding to member and provider needs quickly and effectively. Valley Health Plan is committed to improving the health status of residents by leading healthy living projects and partnering with other county and community agencies such as the Public Health Department, Parks & Recreation, Breathe California, and Community Health Partnership. Valley Health Plan currently provides over 35 different health education classes focusing on Exercise & Fitness, Chronic Disease Prevention and Management, Nutrition & Weight Management, Prenatal Classes and Community Resources for members. Classes range from supporting members' choice to be physically active to teaching them about tobacco cessation to preparing them for childbirth.

Through a partnership with ESA and Employee Wellness, Valley Health Plan currently offers over 70% of the wellness classes available to County employees. Classes such as yoga, tai chi and Jazzercise are held at various locations throughout the county. VHP also sponsors the Weight Watchers at Work series for both VHP and non-VHP members to attend.



# HOUSING, LAND USE, ENVIRONMENT & TRANSPORTATION

Using the foundation of the County's greenhouse gas emissions inventory and subsequent Climate Action Plan, Santa Clara County established an Office of Sustainability shortly before the close of the year. Sustainability expands the concept of community planning for climate change, to full-spectrum planning for progress in economic development, environmental integrity, and social equity (the "3 E's" of sustainability). Sustainability is the method by which communities extend their lifespan, improve public health, and realize their potential. Sustainable communities are desirable to residents and visitors, and are a magnet for business and economic development. At the same time, sustainability is only attained when opportunity, awareness and access are equitably distributed.

## Office of Sustainability

Sustainability Myth #1: Changing the way we consume goods, time and resources means sacrifice.

Sustainability Myth #2: These changes will only benefit residents and generations of the future.

Every day, without realizing it, everyone wastes - squandering water, energy, and infrastructure. Those losses commonly divert personal and public finances from their highest and best use, and result in lost opportunities. The Office of Sustainability is working with other County departments, the 15 municipalities, local utilities, and business and civic organizations to innovate the way regional resources are used, conserved and planned. It will also work with these same parties to demonstrate that conservation is not sacrifice, and that ingenuity in the use

and replenishment of our human, natural and built resources allows us to actually use less yet perform at a higher level. The Office will forge regional collaborations to enhance and create new economies, increase productivity, improve air and water quality, promote energy conservation and innovation, enhance public health, and sustain the region's rich agricultural and ecological assets. A number of Santa Clara County governments, businesses and organizations have already adopted these principles and are leading change, and a key objective of the Sustainability Office is to promote systemic transformation so that sustainability is reflected throughout the regional culture.

Through its Facilities and Fleet Division, the County is continuously building upon its record for leadership in right-sized fleets, alternative fuels, green building and procurement standards, and renewable

energy initiatives. The Office of Sustainability connects that stewardship to the community at large, to build programs, projects and tools that will promote the County's resilience, adaptation to change, and competitiveness. For 2011, the Office has set a number of performance goals, including (1) the County's participation in ABAG's Energy Upgrade California Program, which offers energy upgrade incentives and rebates, contractor training and certification, and momentum for emerging green economies; (2) development of a countywide Adaptation and Sustainability Plan, a charter for circumventing or reducing adverse economic, ecological and social impacts of climate volatility; (3) water footprinting and water-wise programs; (4) to seek grant, alternative funding and public-private partnerships (P3) for additional community projects, programs and initiatives; and (5) a multi-purpose website, envisioned as an information resource and interactive tool for use by residents, schools, businesses and visitors.

Sustainability is not only about the future. New economies and jobs are critical now. Energy innovation means contemporary energy independence. An integrated urban ecosystem, enhanced public health, and smart growth distinguish our community in real-time. Social equity and opportunity define who we are today. In Santa Clara County, sustainability is measured in months and years, not generations.

## Planning and Development

Services provided by the Department of Planning & Development include implementation of the General Plan, issuance of Building Permits and completion of Permit Inspection, review and approval of Planning & Zoning Applications, Historic Preservation, administration of the Williamson Act, application for and inspection of Land Development Engineering permits, Code Enforcement, Surveying, administration of the Clean Water Program and services provided by the Fire Marshal. Earlier in the year, the Office of Affordable Housing was transferred to the Department of Planning & Development.

### Office of Affordable Housing

This office administers a number of state and local housing programs as well as the federal Community Development Block Grant (CDBG) and HOME programs for the unincorporated county and seven cities. Programs include financial assistance for new affordable housing units, first time homebuyers, eligible homeowners for housing rehabilitation, and non-profit agencies providing housing related services. Since 2003 the County has assisted in the development of 1,925 new housing units for the

county's "special populations" -- seniors, the disabled, at-risk youth, extremely low income households, and the homeless. Units subsidized for these populations will remain affordable for 55 years. The County Office of Affordable Housing applied for and received \$1.2 million in federal stimulus funds for jobs and housing. The funds are helping county residents who are in severe economic distress make their rent payments and avoid eviction and possible homelessness. Stimulus funds were also used to rehabilitate seriously deteriorated dormitories for women with drug and alcohol problems and their babies. CDBG housing funds in the amount of \$1.8 million was received by the County in 2010. Funds were distributed to local cities and non-profits for new housing development and housing related services for low income households.

### Williamson Act

A variety of viable agricultural operations continue to flourish in the county, including, cattle production, row crops, orchards, grape and wine production, and nurseries. Since the late 1960's, 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. As of December 2010, approximately 349,000 acres of land in unincorporated Santa Clara County are restricted by Williamson Act Contracts.



### Open Space Easement Agreements

The Open Space Easement Program allows 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.



# Alviso Marina County Park Boat Launch



The County of Santa Clara struggled for many years to keep its waterfront open to boaters, anglers, duck hunters and residents. With the closing of the original Alviso Marina in the 1980s, because of the high cost of dredging and maintenance, the County lost its only access to the San Francisco Bay. The original boat launching facility, constructed in 1966, was located in an inlet just off the Alviso Slough. The inlet is approximately four miles away from the open waters of the San Francisco Bay. The inlet, leading from the old boat launch ramp to the slough was found to silt in too quickly and the cost to keep dredging proved to be a

heavy financial burden on the County. Because of the high cost, the boat launching facility was abandoned and quickly silted in.

In June 2003, efforts to re-establish the much desired access to the Bay were re-energized with two grants garnered from the California Department of Boating and Waterways. By far, the most complex and time consuming challenges to the construction of the Alviso Marina Boat Launch Ramp Project was securing the many required environmental permits from several Federal, State and local agencies. The permitting agencies included the US Army Corps of Engineers, Regional Water Quality Control Board, Department of Fish & Game, San Francisco Bay Conservation Development Commission and the Santa Clara Valley Water District.

The County's Alviso Marina project team, composed of professional staff and a team of consultants, spent the greater part of nearly two years processing and securing environmental permits. The project's proximity to the Don Edwards Federal Wild Life Refuge and location within the Alviso Slough complicated obtaining the necessary permits. The site of the boat ramp is the habitat of several protected species that live both in the waters of the slough and the surrounding lands. The protected species include the California Clapper Rail, the Western Snowy Plover, the Burrowing Owl, the Green Sturgeon, the Longfin Smelt, Steelhead Trout, and the Harbor Seal.

The construction of the Alviso Marina Boat Launching Facility has had a tremendous favorable impact on the Alviso community and to the boating community throughout the county. Approximately 600 people including men, women, children and local elected officials, attended the Grand Opening Dedication Ceremony on June 5, 2010. Through years of concerted effort and very strong support from the community, other individuals and governmental leaders, the ramp was completed. Once again, the launch ramp provides valuable access to San Francisco Bay through the Alviso Slough after nearly 25 years.

### Historic Preservation

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.

### Housing Element Update

The Planning Office successfully completed the 2009-2014 Housing Element Update for the County of Santa Clara. The Board of Supervisors adopted the revised Housing Element on August 24, 2010, and in November, the State Department of Housing and Community Development (HCD) certified it as being in full compliance with State housing element law. The Housing Element is one of seven required elements of a General Plan and addresses the housing needs of a jurisdiction. It must be updated every five years or as otherwise determined by the State HCD. The Housing Element contains important information regarding population, demographics, and other housing-related statistical data, County policies and objectives regarding housing opportunities, the County's Regional Housing Needs Allocation (RHNA), how the County meets its regional housing need, and extensive data on 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. The adoption and certification of the 2009-2014 Housing Element culminates a three-year work effort.

### Urban Island Annexations

City 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 development 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. The City of San Jose annexed five large urban islands in 2010 as part of its programmatic efforts to complete the annexations of all islands of 150 acres

or less that are eligible for streamlined annexation procedures adopted by the State. The goal is to complete all such annexations by April 15, 2011. Eight islands of greater than 150 acres remain in San Jose's Urban Service Area. In conjunction with the Local Agency Formation Commission, the County will continue outreach and discussion with all cities in which urban islands remain.

### Green Building Ordinance

In September 2010, the Board of Supervisors adopted the second phase of the County's Green Building Ordinance which requires green building certification for commercial and multi-family residences in Santa Clara County. Starting in January 2011, the ordinance will require most new buildings to reduce energy and water usage, minimize construction waste, reduce consumption of natural resources, and create healthier indoor environments. The first phase of the Green Building Ordinance addressing single family homes was adopted in 2008 and went into effect in 2010.

### Alternate Energy Systems

In 2010, the Board of Supervisors adopted two changes to the County Zoning Ordinance that addresses alternative energy systems. This includes changes addressing small wind energy systems and commercial solar facilities. These changes provide clear standards and also streamlined permitting for certain types of facilities to facilitate alternative energy development.

### Quarry Regulation

The State Surface Mine and Reclamation Act (SMARA) and County Zoning Regulations require surface mines to have and to implement reclamation plans. There are eight mines that are subject to SMARA within unincorporated Santa Clara County. All eight mines have reclamation plans approved by the County; one mine is currently processing amendments to its reclamation plan. Five of the mines are active operations that extract and sell minerals that are used primarily in construction. The remaining three mines are being reclaimed, but no further mineral harvesting is taking place. Each year, County staff inspects the mines for compliance with their reclamation plans, prepares the annual inspection reports, and files those reports with the State Office of Mine Reclamation.

### Code Enforcement

The Code Enforcement Program, responsible for the enforcement of the County Ordinance Code related to land use, has continued to expand with the creation of a division to coordinate the efforts of the building, planning, fire, and housing divisions in



addition to providing liaison services to other county agencies such as Environmental Health and Roads and Airports. The Code Enforcement Division responds to citizen complaints and other department referrals systematically, inspects each site for possible code violations and notifies the responsible parties when violations are verified. Inspectors work with property owners and other responsible parties to bring sites back into compliance with code requirements. A majority of violations are resolved through voluntary compliance and a better understanding of the land development process by clients. Historically, those who failed to bring their properties into compliance with applicable ordinance code were issued citations and cases were resolved through criminal court actions. The Division now uses an Administrative Fee and Fine program that processes unresolved violations through the issuance of fines and hearings. This program has resulted in several longstanding cases being resolved through a system much better equipped to deal with complicated land use issues than criminal prosecution. The Code Enforcement Division continues to work with the Office of the District Attorney and the Office of the County Counsel to represent the County on civil and criminal land use issues.

#### 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 prevention of storm water pollution. 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 for both the County's own roads, parks and other special development projects and in the County's review of private development projects. Santa Clara County obtained its second mandated NPDES permit for the South County (Pajaro River/Monterey Bay Watershed Area) on April 5, 2010. The County is currently implementing the first year of the stormwater management plan.

#### Fire Marshal

The County contracts with the Santa Clara County Central Fire Protection 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.

#### Looking Ahead to 2011 - Issues on the Horizon

As in previous years, land use issues set the framework for agricultural, preservation, and development policies addressed by Planning and Development. Throughout 2010, 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 2011. The Office of Affordable Housing will leverage funding for affordable housing development consistent with the County's Housing Element. In 2011 the review and inspection program for combustible vegetation management associated with development in the Wildland Urban Interface will be implemented, to include processing procedures, staff training and development of informational guides for applicants. The Fire Marshal's Office will also be taking on the responsibility of the mandated inspections of County jail facilities (Main Jail North & South, Elmwood and Juvenile Hall) previously conducted by the State Fire Marshal's Office.

## Santa Clara County Parks and Recreation



#### Casa Grande

In 2010, Santa Clara County Parks dedicated the newly restored Casa Grande, a 150 year-old historical building associated with the early development of the New Almaden Mines. Nestled in a

canyon 11 miles south of San Jose between the Pueblo Hills and the spurs of the Santa Cruz Mountains sits the tiny village of New Almaden, the once world famous quicksilver mining community that evolved on Jose Reyes Berreyesa's Rancho San Vicente during the early 1850s. This National Historic Landmark district was California's first mining operation, started in 1845 before the Gold Rush of 1849.

To continue to educate children and their families about the valuable history to be learned at the Casa Grande, the department has integrated curriculum content standards for California public schools into tours, programs and activities for school groups. Both 3rd and 4th grade students studying California history - from Native Americans to the Gold Rush - learn about the direct connection to New Almaden's mining, economic and community history. All activities are linked to the content standard in multiple disciplines from reading to science and social studies. A variety of public and family oriented weekend programs and events that highlight the county's heritage, history and cultural diversity are offered throughout the year.

#### Daycation Program

The Department of Parks & Recreation is committed to overall health and wellness of the community and to providing access to its many parks, trails and facilities for the public's enjoyment. The department has hosted many programs and events to introduce parks, trails and facilities.

This year the department launched its first Daycation Program at Mt. Madonna County Park in Gilroy. Through the Healthy Trails Partnership with the Public Health Department's Chronic Disease and Injury Prevention Division and working with the community-based group Mexican American Community Services Agency (MACSA) - Gilroy, County Parks provided an outing (day camp experience) to 40 low-income residents from the Glenview community of Gilroy. Families were treated to a day filled with outdoor games, camp crafts, nature & interpretive talks, a Healthy Trails hike, a healthy lunch and snacks, and free bus transportation. The Daycation Program helps to acquaint underserved, low income ethnic populations with nature at Santa Clara County parks, while focusing on exercise and fitness in the outdoors, exposing children and youth to outdoor careers, and helping families to make new memories for life.

#### Healthy Trails

The County Parks Department continues to move forward with a second edition of the very popular health and wellness program, Healthy Trails. Healthy Trails is a program created by the County Parks and



Recreation Department to encourage individuals and families to discover and enjoy the expansive regional parkland very near to them, and increase their fitness levels and healthy behaviors for life. Over 11,750 individuals have registered with the program. This number includes men, women, boys and girls, seniors and disabled people. The program is presented in equal partnership with the Santa Clara County Public Health Department, Kaiser Permanente San Jose, and Steps to a Healthier California of Santa Clara County.

Through targeted outreach activities, lower-income residents and ethnic populations are becoming aware of and visiting Santa Clara County Parks for the first time, and discovering that exercising in the out-of-doors can be both fun and beneficial to one's health and wellness. Many participants have expressed their appreciation that the program is a fun activity that they can do with the whole family at no cost, or for the cost of a vehicle entry. The activity associated with Healthy Trails decreases stress and assists with overall functioning of the immune system, resulting in less illness. Individuals and families become healthier which benefits the local health care provider systems by preventing and/or reducing the incidence of obesity or the complications associated with chronic disease.

## Agriculture and Environmental Management

#### Canine Parcel Inspection Team Message: "Don't Pack a Pest"

Funding under the federal Farm Bill made it possible for the Division of Agriculture to create a Canine Parcel Inspection Team and deploy "Hawkeye," a coon hound mixed-breed dog, to inspect packages at parcel shipment facilities. The aim of the effort is to keep invasive pests out of California.



Hawkeye was rescued from an animal shelter in Georgia. He and his Agricultural Biologist handler trained intensively for three months at a specialized school to prepare them for their work in Santa Clara County. Their primary goal is to identify unmarked packages that contain illegally transported fruits and vegetables shipped through air freight and private parcel carriers. They also conduct public outreach to spread the "Don't Pack a Pest" message. The Canine Parcel Inspection Team serves as the first line of defense in protecting our local agricultural production from unwanted, non-native pests such as the Mediterranean Fruit Fly, Oriental Fruit Fly, and Japanese Beetle.

#### European Grapevine Moth

During the 2010 grape harvest, an infestation of European Grapevine Moth (EGVM) was discovered in southern Santa Clara County, leading to an eradication program and quarantine.

Native to Mediterranean Europe, the EGVM was first found in the United States in September 2009 in the Napa Valley. State-wide trapping ensued, and moths were found in a number of counties, including Sonoma, Solano, Mendocino, San Joaquin, Merced and Fresno. Quarantine restrictions are now in place in each of these counties.

County biologists are working with commercial grape growers, haulers and handlers in the regulated area to safeguard crops and prevent the spread of EGVM. In addition, State and County crews removed and disposed of fruit from home yard grapevines near infested sites.

A multidisciplinary committee of technical experts formed by the United States Department of Agriculture has assessed EGVM biology and behavior as well as the efforts to eradicate and manage the pest in other countries; and has developed a set of recommendations on how to combat this pest in California. County staff will continue to work with growers within the regulated area to implement the committee's recommendations leading to eradication of EGVM.

### Environmental Health

#### Drug Lab Clean-Up

The Drug Lab Clean-Up Program works to protect human health by assuring that properties formerly used in illegal drug manufacturing are properly evaluated, decontaminated, and deemed safe for re-occupancy. A methamphetamine (meth) laboratory can be set up using common household equipment and chemicals. Meth labs have been found in diverse locations, including motel rooms, apartments, rental properties, storage units, RVs, sheds, garages, vacant buildings, and campgrounds.



Meth labs may cause great danger to nearby residents due to the potential contamination of drinking water supplies, soil and air. These clandestine labs pose a high risk of explosion and can cause health problems including respiratory illness, skin and eye irritation, headaches, nausea and dizziness. The Drug Lab Clean-Up Program provides guidance for the clean-up of meth labs to ensure the safety of Santa Clara County residents, and to preserve natural resources.

#### Voluntary Clean-up Program

Santa Clara County has long been known as the home of Silicon Valley and the birthplace of the computer industry. An unfortunate side effect of this prestigious designation is the fact that some parcels of real estate have been contaminated by releases of hazardous materials from manufacturing, research, service and support operations surrounding this industry. In 2010, the Department of Environmental Health launched an innovative Voluntary Clean-up Program (VCP) for remediation of properties that have been contaminated by hazardous materials. The VCP permits the Department to act as the lead agency, using its in-house expertise to oversee site clean-up activities. The Department recognizes that no one benefits by leaving sites contaminated and unusable.

This new program allows motivated parties to expedite the clean-up process and quickly return properties to productive use. The program's main goal is to work collaboratively with clients to facilitate the most efficient and effective approach to cleaning up contaminated sites. The program is becoming popular; and in the coming year, the VCP is expecting to oversee the clean-up of more than a dozen contaminated sites.

### Consumer Protection: Egg Recall

Approximately 288 people across the state and 2,403 people nationwide were sickened by a multi-state outbreak of salmonella associated with eggs produced in Iowa. Environmental Health Specialists investigating local food borne illness outbreaks performed some of the crucial initial detective work that linked the type of bacteria found here to other cases across the state. The investigation was soon expanded to a national scale, eventually resulting in the recall of over 500 million eggs.

### Lead Hazards

Working in partnership with Marin and San Mateo counties, Environmental Health successfully applied for U.S. Environmental Protection Agency (EPA) funding of \$96,750 to conduct outreach to remodeling contractors, provide presentations on lead-safe renovation practices, and encourage completion of EPA-mandated training on the new Lead Renovation, Repair, and Painting rule. The three counties are sharing the educational and outreach tools they have developed with a goal to reduce health hazards associated with exposure to lead, especially when removing old lead-based paint. The website - [www.stoppinglead.org](http://www.stoppinglead.org) - has been updated and now provides tips on lead-safe work practices.

### Vector Control

Santa Clara County Vector Control District is a dependent special district which serves the municipal and unincorporated areas of Santa Clara County. The District's new office at 1580 Berger Drive, San Jose, offers easier public access and includes a state-of-the-art laboratory.

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

In 2010, Vector Control put special emphasis on mosquito control after an unusually high number of dead birds were found to harbor West Nile Virus very early in the season. Aerial photographs helped pinpoint over 1,000 neglected swimming pools that are prime breeding sources of mosquitoes.

When laboratory testing revealed mosquitoes infected with the virus in several neighborhoods, the District conducted three ground fogging operations to reduce the mosquito population. This interrupted

the disease transmission cycle and protected people from West Nile Virus infection. Before each fogging operation, door-to-door notifications and community meetings were held to provide information to residents.



### Santa Clara County Green Business Program 2010

Now in its 12th year, the County of Santa Clara Green Business Program continues to attract environmentally-minded businesses who want to keep their communities "green." In Fiscal Year 2009-10, the Green Business Program certified 111 businesses in Santa Clara County. Of those, 104 received certification for the first time and seven were re-certifications.

The County of Santa Clara Green Business Program is part of the Bay Area Regional Green Business Program and is managed by the County's Integrated Waste Management Division. Partnering with local cities, the Santa Clara Valley Water District, Pacific Gas & Electric and the Bay Area Air Quality Management District, the Program certifies businesses that demonstrate environmental stewardship and responsibility in the areas of water and energy conservation, waste reduction and pollution prevention. Since the program's inception, 514 businesses have been certified in Santa Clara County.

### County Roads

Counties and cities own and operate 79 percent of the entire road system in California – some 310,000 lane miles. The Roads and Airports Department is responsible for operating and maintaining the County's 646 miles of roads, including a 62-mile expressway system that is unique to the state.

### Infrastructure Improvement Projects

A significant focus of the Department's efforts in 2010 was execution of the projects funded by the state Proposition 1B infrastructure bond to: upgrade intersection safety lights to achieve better energy efficiency, traffic video cameras to enhance



collection of traffic operations data, and software to enhance monitoring of signal synchronization and performance. Funds also were used to resurface Watsonville Road with an asphalt rubber overlay utilizing rubber from recycled tires, thereby reducing the solid waste stream and extending the life of the pavement. Street name signs and guide signs were replaced countywide.

The Department also secured a number of other federal and regional grants to address safety issues and operational efficiencies. A federal earmark and remaining federal stimulus funds were put to use widening Central Expressway to add an auxiliary safety lane for entering and exiting the expressway between Fair Oaks and Mathilda avenues. Federal Highway Bridge Rehabilitation and Replacement (HBRR) funds were used for widening and improving railings on the Church Creek Bridge on Center Avenue in San Martin. Federal Highway Safety Improvement Program and High Risk Rural Road program grants were captured to make safety improvements on Hicks, Quimby, and Sierra roads. Additionally, the federal Safe Routes to School Program funded construction of new sidewalk segments along portions of Florence and Wilbur, near local schools within the Alum Rock area.



Regional Bicycle Expenditure Plan (BEP) funding was directed to the Lawrence Expressway bicycle detection project and the San Tomas bicycle delineation project. Bay Area Regional Transportation Funds for Clean Air and MTC Regional Signal Timing Program covered costs of retiming signals on Almaden, Central, Lawrence, and San Tomas expressways, reducing traffic delays and vehicle emissions. Also, regional Local Streets and County Roads funds were used to upgrade signal equipment and add traffic video cameras along Bascom Avenue near Valley Medical Center.

### Operational Accomplishments

The Department met its annual statutory and program compliance activities including certification of compliance with federal National Pollution Discharge Elimination System (NPDES) regulations, certification to the state of maintained mileage, and Congestion Management Program (CMP) data collection and compliance. In addition to these activities, other significant accomplishments in 2010 include:

- A number of challenging development reviews were coordinated and responded to in timely fashion, including High Speed Rail and BART to San Jose.
- Audible confirmation pedestrian crosswalk activation buttons were installed at several high use intersections to enhance safety for the visually impaired.
- Battery backup units were replaced at all expressway intersections to ensure continuous and safe signal operations during electrical power outages.
- The positive outcome of the demonstration project sponsored by the State Office of Traffic Safety for passive pedestrian detection and traffic signal adaptive timing at intersections resulted in a 2010 press release and plans for expanded use.
- The Department secured over \$5 million in grants including federal Surface Transportation Program (STP) pavement funds, the distribution formula for which was influenced by the Department's aggressive negotiations.

### Community Partnering Efforts

The Department participated in a number of special community partnering efforts in 2010:

- Achieved consensus among all stakeholders on the conceptual plan for traffic calming on Junipero Serra Boulevard, culminating a 12-year effort.
- Cooperated with and provided interviews to various media outlets regarding the successful demonstration project for the adaptive pedestrian signal operations.
- Worked to alleviate neighborhood traffic and parking concerns in various areas such as South County, Bascom and VMC area, Alum Rock area, Burbank community, San Antonio Hills, and Stanford University area.

### Looking Ahead to 2011

At the federal level, changes in 2011 could potentially transform the way revenue is generated and distributed for road-related programs as Congress tackles reauthorization of the multi-year federal transportation bill.

One of the Department's priority activities in 2011 will be following through on the Expressway Planning Study update expenditure plan, to the extent that regional funds are available and support those programs, particularly the widening of San Tomas Expressway south of El Camino Real, which will use traffic mitigation fees collected by the City of Santa Clara. Other priorities include developing implementation strategies for improvements on Montague Expressway at US 101 and I-680, and between Trade Zone Blvd. and Park Victoria Blvd., as well as securing funds for repairs to the San Tomas Expressway box culvert.

The Department also is anticipating the start of construction of two major federal earmark projects: Almaden Expressway widening between Blossom Hill and Branham, and Oregon Expressway traffic signal operational improvements. These projects involve extensive civil and electrical work and will be a major source of 2011 workload for inspection staff.

Other capital projects planned for 2011 include bridge replacements, traffic signals, spot safety, and bicycle and pedestrian improvements.

### 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.



### Community Partnering Efforts

All three of the County's airports hosted open house events in 2010. Over 5,000 local citizens came out to their neighborhood airport to learn about flight operations and talk to local pilots. In addition, Reid-Hillview Airport hosted its third annual "Kids Take Flight" event, co-sponsored by the Valley Medical Center Foundation. The Experimental Aircraft Association (EAA) Young Eagles program provided over 400 children with an opportunity to go flying with local volunteer pilots at four separate events.

### Looking Ahead to 2011

County Airports will focus its efforts on the following priority issues in 2011: Preparation of environmental documents for the draft Reid-Hillview Airport Master Plan; and completion of the Noise and Operations Monitoring System (NOMS) at Reid-Hillview Airport.

Two other key areas of focus will be the development of a multi-year airport pavement maintenance program to solicit FAA grant funding for improvements at all three airports; and discussions with the City of Palo Alto related to the potential turnover of the Palo Alto Airport back to the City in advance of the expiration of the airport lease in 2017.



# PUBLIC SAFETY & JUSTICE

## Patrol Enforcement

It was an extremely busy year for the Sheriff's Office Headquarters Patrol Division. The Headquarters Patrol Division was directly involved in the response to an officer-involved shooting that occurred in South County when the Marijuana Eradication Team encountered an armed adult male. Headquarters Patrol set up command of the detail and established an Incident Command System.

## Law Enforcement

On June 21, 2010, two deputies from the Headquarters Patrol Division were having coffee at Goodies Restaurant in Campbell when a distraught woman entered the restaurant and yelled that her granddaughter was not breathing. Without hesitation, both deputies rushed out and assisted by calling for medical aid. The deputies performed first aid to the baby by thumping on the baby's back and dislodging mucus that prevented the baby from breathing. The deputies were both recognized as heroes by the baby's family, the community, and local media.

In August 2010, South County deputies responded to a homicide that occurred in unincorporated Morgan Hill. When deputies arrived at the location, they observed an adult male lying on the roadway. Deputies attempted to assist the male but quickly realized the subject was deceased. Patrol deputies immediately secured the crime scene and conducted a search of the area for additional victims or suspects. As a result of the investigation, a large marijuana garden was located on the property. The homicide investigation was turned over to Investigative Services and Special Operations took over the marijuana garden investigation.

South County Patrol was also involved in three indoor marijuana investigations and eradications. Deputies determined there were indoor marijuana operations in different areas of South County. South County deputies followed up on the leads, wrote investigations, search warrants, and eventually eradicated several thousand plants from two of the locations.

## West Valley Patrol

While recognizing the growing concern for juvenile activities in the communities, especially those relating to alcohol and narcotics use, the Sheriff's Office West Valley Patrol Division continues to work with the community to create and facilitate programs to change and develop acceptable behavior of local youth. One way this has been accomplished is through "Parent Project," a 13-week program to address parental needs and frustrations to help guide and inform parents of difficult juveniles.

The Sheriff's Office West Valley Patrol Division has taken another proactive step to address community needs and awareness by providing informative forums and media releases to ensure that the community is aware of the criminal activities taking place in their area. This was done both in person and by ensuring that the city websites include a weekly update on incidents occurring locally.

## DUI Enforcement

Through a grant from the California Office of Traffic Safety, all of the patrol divisions within the Sheriff's Office have been working closely with every police agency in Santa Clara County to put an end to drunk driving in the county. As the administrator of the Avoid the 13 grant, the Sheriff's Office allocates grant funding for DUI enforcement activities to 13 other Avoid partner agencies and has worked year-round to educate the public about the dangers of drunk driving through press conferences, radio interviews and television news stories. The Santa Clara County Avoid program has been extremely successful in its crusade to save lives and

prevent DUI-related injuries. In FY 2010, there were 1,255 DUI arrests made during the four major Avoid holiday enforcement periods: Winter-Christmas/ New Year's Day, Memorial Day, Fourth of July, and Summer/Labor Day.

### Investigative Services

In FY 2010, the Sheriff's Office Investigations Services Division was awarded over \$162,000 in grant funding from the American Recovery and Reinvestment Act-Justice Assistance Grant (JAG) Program to investigate cold case homicides. The Unit has prioritized four cold case homicides, with one dating back to 1981. Due to new information that has come to light during new investigations, one cold case is in the process of being submitted to the District Attorney's Office for the issuance of a search warrant. The other 3 cases all have possible suspect information. In these cases, numerous individuals have been re-interviewed and latent evidence is being analyzed and submitted to the Crime Lab.

In FY 2010, the Sheriff's Office Investigative Services Division was awarded \$250,000 in Sexual Assault Specialized Response Unit Program monies through the California Emergency Management Agency with American Recovery and Reinvestment Act - STOP Violence Against Women Act funding. The grant funds one full-time Sexual Assault Investigation Unit detective, one full-time Rape Crisis Advocate, and training. The increased funding allows for more thorough investigations, assistance with case backlogs, immediate assistance to victims, and increased collaboration between the Sheriff's Office and victim advocates, thus improving services to victims.

Through a grant from the California Emergency Management Agency, the Sheriff's Office has continued to operate its Sexual Assault Felony Enforcement (SAFE) Task Force. The grant funds a 12-county coalition to reduce violent sexual assault crimes and increase compliance of the Sexual Offender Registration Act. During FY 2010, SAFE conducted 225 investigations, seven sex registration compliance sweeps in Santa Clara County, 150 compliance checks and 36 arrests. The Regional statistics, which are gathered from all 12 counties, resulted in 950 investigations, 62 sex registration compliance sweeps, 1,978 compliance checks and 225 arrests.

### Special Operations

#### Air Support/Search and Rescue/Mutual Aid

The Sheriff's Air Support Unit was established to provide air support services in all aspects of law enforcement activities in Santa Clara County and currently operates a Eurocopter EC120 helicopter designated as STAR 1. STAR 1 has acquired high



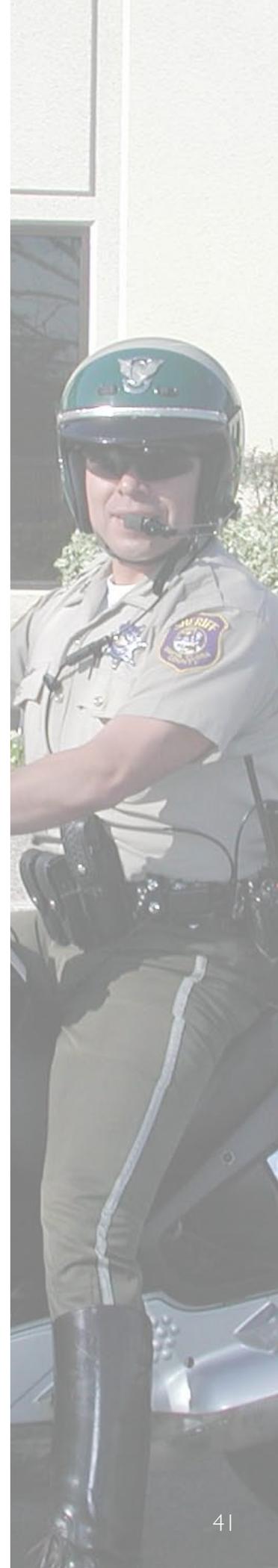
tech equipment from grants and donations, including a recent updated digital recording device that can be used for evidence or tactical plans and a new FLIR system. STAR 1 continues to be the only law enforcement helicopter in the South Bay area with night vision capabilities enabling the Sheriff's Office to do night operations in elevated or mountainous terrain. The services provided by STAR 1 include, but are not limited to, patrol operations, disaster relief, surveillance, search and rescue, and fire department support.

The Sheriff's Office Search and Rescue Team, comprised of highly-trained volunteers, assisted multiple law enforcement agencies throughout Santa Clara County and bordering counties during 2010. The team located missing persons at-risk, helped homicide investigators locate victims through the use of cadaver canines, and coordinated the search efforts and recovery of injured officers involved in critical incidents in rural terrain.

The Sheriff's Office coordinated several mutual aid requests from bordering counties in 2010. The Sheriff's Office Special Operations Division is the primary point of contact to ensure that all mutual aid requests from the county are efficiently coordinated to meet the needs of the requesting agency. Some examples of mutual aid requests that were received in 2010 were from the City of Oakland for the Mehserle trial and verdict, and for the City of San Francisco for the World Series.

### Sheriff's Office Fiscal Year 2010 Statistics

Total Number of Arrests	12,658
Traffic Citations Issued	39,072
Crime Reports	9,597
Accident Reports	1,137
Radio Calls for Service	181,513
Self-Initiated Calls	292,651
Applicant Fingerprinting	26,425



# Santa Clara County Commended for Being Best Practice Model



The County was commended by the National Legal Aid and Defender Association's National Defender Leadership Institute for serving as a best practice model to the nation for ensuring that attorneys are provided for misdemeanor arraignments of the indigent.

Under state and federal law, a criminal defendant is entitled to counsel at all critical stages of the proceedings against him or her, including arraignment. Legal experts agree that justice is better served when a lawyer is present at all arraignments.

Although Deputy Public Defenders always appeared at felony arraignments, Santa Clara County historically did not provide public defenders or prosecutors at misdemeanor arraignments. Defendants charged with misdemeanors were arraigned by a judge who often offered an on-the-spot resolution of a case in exchange for a plea.

Recognizing that the presence of counsel at the arraignment is highly desirable, the Santa Clara County Board of Supervisors added staff to the Office of the Public Defender for the purpose of providing attorney representation at in-custody misdemeanor arraignments in San Jose. Now lawyers from the Public Defender's Office meet with many defendants before they even go to court. Before the largest in-custody misdemeanor arraignment calendar in the county, defenders and prosecutors go over the cases to see if the charges should be dismissed, amended or negotiated.

Attorneys began appearing at in-custody arraignment calendars in San Jose in May 2010. Attorneys have also begun appearing at misdemeanor in-custody arraignments in Drug Court, Palo Alto and Morgan Hill. Approximately 15 – 20% of cases are dismissed by prosecutors as a result of this program. Many other defendants resolve their cases in a fair way after being carefully advised by Public Defender lawyers about the consequences of pleading guilty. The Public Defender also investigates the cases of defendants who dispute the charges and sets matters for trial. This new program has received positive feedback from the community and other justice system partners.

### Bomb Squad

In 2010, the Sheriff's Office Bomb Squad responded to 26 calls for service, including assisting with a robbery that occurred at a bank in the West Valley area where a hoax-device was left on-scene. Bomb Squad callouts involve the collection and disposal of dangerous chemicals, mitigation of improvised explosive devices, dynamite disposal, and the defusing of old military ordinances (primarily hand grenades). The Bomb Squad participated in 11 community-related events, and hosted a Homeland Security event.

### Marijuana Eradication

The Sheriff's Office Marijuana Eradication Team (MET) is tasked with the investigation and eradication of illegal marijuana cultivation operations within the Santa Clara County region. MET often conducts air scouting missions with the Air Support Unit's STAR1 helicopter in order to locate existing garden sites in rough terrain locations.

During FY 2010, the MET team seized five weapons, eradicated four outdoor marijuana growing sites and two indoor sites, and destroyed 100,176 marijuana plants with a street value of over \$300 million. They also participated in eight media relations events. The MET team works in partnership with the State of California National Guard, State of California Parks, Fish and Game Departments, California State Bureau of Narcotic Enforcement, and Federal Land Resources and Management Services in order to provide resources and volunteers to assist with the clean up of untenanted gardens. Their clean up efforts have limited the environmental damage and impact caused as a result of the chemicals used during the cultivation processes and operations of illegal marijuana gardens on private and public lands, and county parks.

### Sheriff's Multi-Jurisdictional Methamphetamine Enforcement Team

The Sheriff's Office continued to operate its California Multi-jurisdictional Methamphetamine Enforcement Team (Cal-MMET) with a grant from the California Emergency Management Agency. The highly skilled detectives on this team are trained in clandestine lab clean ups, environmental impacts, and all facets of methamphetamine investigations, including: undercover operations, case management, preparing warrants, investigative techniques, expert witness testimony, search warrant execution, arrest tactics, proper handling of confidential sources, and report writing.

During 2010, Cal-MMET executed 31 search warrants, seized 15 weapons, initiated 30 investigations, arrested 58 suspects, recovered over 150 pounds of narcotics, and seized approximately \$251,530 in US currency and assets.

### Sheriff's Emergency Response Team

The Sheriff's Emergency Response Team (SERT) is specially trained to respond to critical/high-risk incidents or planned events which require the use of special weapons and tactics. SERT serves as the S.W.A.T. team for the Sheriff's Office. In 2010, SERT updated and/or obtained two vehicles. The first was an update to an armored vehicle currently in SERT's fleet. Active members of the team took on the vehicle update as a project and sought help from local companies. One company, BAE Systems, donated over \$100,000 in equipment and labor. The vehicle is now a proper means of transporting tactical operators into potentially violent areas. The second vehicle is a brand new, state-of-the-art armored vehicle. This vehicle, a LENCO Corporation BearCat, was obtained through grant funding. It is the first vehicle of its kind specifically designed to safely transport tactical operators off-road and greatly needed due to the high volume of tactical operations that SERT performs in rural areas.

SERT members created and conducted three complex and cutting edge classes including an 80-hour Basic SWAT and a 50-hour Basic Sniper course, which are both POST-certified and offered through the Santa Clara County Justice Training Center. A new 50-hour Advanced Sniper course was also taught in 2010. This advanced course builds upon the Basic Sniper training and expands the knowledge base of law enforcement snipers.

### Court Security

With 213 assigned personnel, Court Services is the largest division of the Sheriff's Office. Deputies assigned to Court Services screen nearly two million people annually at court facilities in Santa Clara County. They ensure weapons and contraband are prevented from entering County courthouses.

Deputy sheriffs assigned to Court Services also work as bailiffs and perform holding cell duties. Bailiffs assigned to courtrooms are responsible for the safety and security of all judicial and civilian staff, in-custody persons, and the public attending court. Deputies providing holding cell security ensure the timely and safe movement of in-custody persons for their court appearances and act as another layer of protection within the court security system.

### Court Services Fiscal Year 2010 Statistics

Court Services Budget: \$31.7 million  
Public screened at entry: 1.98 million  
In-custody inmates attending court: 93,500  
On view arrests: 294  
Vehicle Citations: 916



### Transporting Correctional Inmates

The Custody Bureau Transportation Unit is responsible for transporting Santa Clara County inmates, including transportation for court dates, medical appointments, state prison runs, and inter-facility movement within the County jail system. The Unit moves over 200,000 inmates and logs over 700,000 miles annually.

The Transportation Unit participates in both the Northwest Shuttle (NWS) and Transportation of Prisoners in California (TOPIC) Programs. These two programs allow agencies to work together by coordinating the transport of inmates throughout the region in a safe, cost-effective manner. The TOPIC Program agencies then work together in coordinating prisoner movement throughout California. This transport sharing program has eliminated the use of private transportation companies, thereby creating a cost savings for the participating agencies. The Unit saves \$100,000 annually through the program.

### Training Unit

The Sheriff's Office Training Unit accomplished many of its goals in 2010. The Training Unit also became entirely self-reliant in the delivery of this required training, eliminating the need to use providers from other municipalities. This had a direct effect on efficiency, productivity, and employee morale.

The Training Unit absorbed the responsibility for the delivery of training of all Correctional Officers assigned to the Custody Bureau. This added responsibility came as a result of the restructuring of the Sheriff's Office and the Department of Correction. This monumental task was facilitated without any interruption of service to employees.

### Academy

The Sheriff's Academy provides basic police training to future law enforcement officers representing 17 public safety agencies in the state. In FY 2010, the Palo Alto Police Department and the Santa Clara County Fire Department began sending their recruits to the Academy. This is a direct result of the quality of training provided by this facility.

During FY 2010, Justice Training Center staff introduced the use of K9's and the Sheriff's Helicopter in training scenarios to provide more realistic training to Academy recruits, as well as "scenario-based" first aid training, which utilizes actors to help teach basic first aid and CPR.

The Academy also introduced Emergency Vehicle Operations Course supplementary (EVOC) training to remedy the issue of recruits failing out of Alameda County's EVOC training course. Justice Training Center staff has been providing two voluntary days

of EVOC training, and since this extra training has been offered, no recruits have failed their basic training due to EVOC testing.

### Pharmaceutical Take-Back Program

The Sheriff's Office continued to operate the County's Drug Take-Back Program in conjunction with Valley Medical Center and the Department of Environmental Health. The program provides the public with a safe and convenient solution for the disposal of controlled substances, prescription and non-prescription drugs. The Office collects pharmaceutical waste from 10 Valley Medical Center pharmacies and from two Sheriff's substations and headquarters. Since the inception of the program in February 2009, over 10 tons of pharmaceutical waste (20,324 lbs.) has been collected; in the first 10 months of 2010, the Office collected over 11,862 pounds, which could have otherwise ended up in county waterways.

### Medical Examiner-Coroner's Office

The Medical Examiner-Coroner's Office serves the community by conducting objective medicolegal death investigations into all sudden, unusual, violent or unattended deaths in Santa Clara County. Staff investigated almost 5,000 events in 2010, and completed case work on additional events for surrounding rural counties that do not possess the technical expertise to complete complicated investigations. Staff provided on-site educational training to local health care professionals, law enforcement personnel, and fire/rescue employees.

### Department of Correction



The mission of the Department of Correction (DOC) is to serve and protect the citizens of Santa Clara County and the State of California, by detaining the people under its supervision in a safe and secure environment, while providing for their humane care, custody and control.

One of the County's cost savings initiatives was to create a single reporting model between the Office of the Sheriff and certain jail operations to streamline overhead costs and reduce administrative redundancy.

Under this model, the Chief of Correction reports to the Board of Supervisors. The Sheriff's Office and DOC work in cooperation regarding the daily jail functions. The change shifted the appointing and reporting authority to the Sheriff for badge positions, custody support assistants, non-badge administrative staff responsible for fiscal, information technology, professional standards, training, detention screening and programs. The Chief of Correction maintained appointing authority for non-badge operational staff, including administrative booking, food services, inmate laundry and warehouse.

The single reporting model eliminated the need for a Memorandum of Understanding between the Sheriff Office and DOC, brought staffing levels into alignment with other correctional facilities in the area, and integrated like services such as Personnel, Internal Affairs and Administrative Services. It also made it possible for the County to cut expenditures by \$5.4 million.

In 2010, the DOC housed and cared for an average inmate population of approximately 3,870 per day. The county's inmate population ranks among the top 20 largest jails in the nation. Approximately 65,000 individuals are processed through the booking area of the Santa Clara County Main Jail annually. Over six million meals are served each year. Medical and mental health care services are provided for an inmate population that seldom has any contact with the health care system. In previous years, the DOC received a grant through the Mentally Ill Offender Crime Reduction Program. People with mental health issues who are leaving jail custody are provided with follow-up services. The program's goal is to enable detainees access to community-based organizations to support and assist with the transition from incarceration to the community. This is crucial to the successful transition of inmates in need who are released without any resources into the community.

Educational, rehabilitative, and vocational programs enable inmates to learn valuable job skills that can benefit them upon release. Inmates may take individual classes or participate in a comprehensive program. Classes are conducted by County employees and community based organizations. The DOC contracts with Milpitas Unified School District through Milpitas Adult Education division to provide a wide variety of academic classes. These classes include GED, English as a Second Language, literacy tutoring, and computer literacy. Trauma

Recovery, Anger Management, Substance Abuse Prevention and other counseling services are also available to inmates.

The department also offers various professional inmate-training programs such as woodworking, welding, carpentry and upholstery. Another program being offered is the Food Service Workshop training. Inmates learn proper food handling techniques. The training and certification provides them with the knowledge and credentials valued in most food establishments. These programs are designed to provide inmates the tools necessary to rebuild their lives upon release.

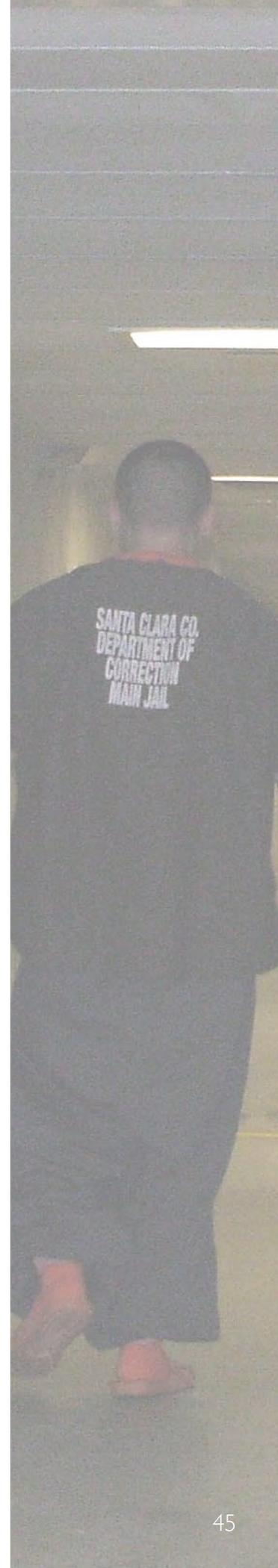
Inmates who participate in woodworking create an estimated 400 wooden toys each year that are donated to the U.S. Marine Corp's Toys for Tots program. The department also continues its traditional support of the Special Olympics Torch Run and City of San Jose's Christmas in the Park through the Public Service and Weekend Work programs. Additionally, the laundry unit of the department provides laundry services to the EHC (Emergency Housing Consortium) Life Builders, which provides food and shelter to over 200 homeless individuals in Santa Clara County every night from December to March.

## Santa Clara County Probation Department

The Santa Clara County Probation Department supervises adults who are on court-ordered probation, connects those adults to various rehabilitative services, and at any given time is responsible for the safety, welfare and rehabilitation of approximately 400 juveniles in custody. It is the Department's mission, as one of the leading probation departments in the country, to "reduce crime and protect the community through prevention, investigation, supervision services and safe custodial care for juveniles."

### Juvenile Aftercare Program – Transitioning into the Community

The Department continues to work to improve the number of successful outcomes of in-custody youth in the Enhanced Ranch Program at the James Boys Ranch in Morgan Hill and Muriel Wright Center in San Jose. While research indicates juvenile offenders benefit from the in-custody ranch program, they often slip back into a criminal lifestyle upon release. This is a challenge for juvenile justice systems nationwide. In an effort to meet this challenge, Probation, in partnership with the National Council on Crime and Delinquency, is developing pilot "wrap-around" services as an aftercare component of the ranch program. The Depart-



ment has partnered with County Social Services and Mental Health agencies and local community organizations to devise therapeutic services, such as peer support, additional parental support, specialized school and job assistance, and positive mentoring that can continue for a youth once released from custody. The aftercare pilot is expected to launch in the spring of 2011.

#### School Based Probation Officers – Building Education Partnerships

In April 2010, an Education Services Unit was created in the Juvenile Services Division. Six Deputy Probation Officer positions were reassigned and two new positions made possible by block grant funding to comprise the unit. This new unit was created to provide focused, consistent efforts to build, enhance and maintain strong and effective relationships with area school districts while providing a much needed service to youth, their families and communities. The on-campus Probation Officers supervise youth while in the community, assist school personnel in addressing truancy and behavioral problems, assist youth and parents/guardians in the enrollment process, provide prevention and intervention services on both their high school and feeder school campuses, and attend safety meetings while acting as liaisons between the school district and the Probation Department. They also make presentations to students, school personnel and parents/guardians regarding the juvenile justice system and services available to youth in the community.

This evidenced-based approach to community probation is one of intensive supervision that integrates the work of probation officers, law enforcement officers, and other youth service agencies, including schools, recreation departments and community-based organizations to deliver services to juvenile offenders. It is a model to proactively assist youth to develop the means to be successful in meeting the conditions of probation.

#### Responding to New Laws - Global Positioning System (GPS)

As of January 1, 2009, state law mandates that every person who has been assessed as a high-risk sex offender be continuously electronically monitored while on probation, unless the Court determines that such monitoring is unnecessary for a particular person. The monitoring device used for these purposes must be one that employs the latest available proven effective monitoring technology.

As a result of this legislation, GPS was added as a supervision tool for these high-risk sex offenders. Currently, 11 defendants who have been deemed high-risk sex offenders are being supervised on GPS.

These offenders are intensively supervised in the community to reduce the risk they pose to public safety and the likelihood they will re-offend while on formal probation. These and other high-risk offenders must be supervised on GPS. Currently, 17 adult defendants are being supervised on GPS rather than serving their jail sentence in custody. This enables them to continue working and/or attending school.

#### District Attorney's Office

##### Crime Laboratory Receives LEED Gold Certification

In October, the Santa Clara County District Attorney's Office's Crime Laboratory received the prestigious LEED Gold certification, awarded by the U.S. Green Building Council. The certification recognizes the Crime Lab's innovative design, as well as features such as energy efficient lighting fixtures, an onsite storm water treatment system, and the use of materials in paint, furniture and flooring that have little or no volatile organic compounds that can contaminate the air. The County's vision in promoting protection of the environment and the health of our community through its capital projects bodes well for the future, as the Crime Lab is one of the first county buildings in California to receive this certification.



##### REACT Task Force

The Santa Clara County District Attorney's Office oversees REACT, a multi-agency high technology and identity theft task force in the Bay Area.

In August 2010, REACT investigators solved a case involving a person who used fraudulent credit cards to purchase gifts cards at numerous Safeway stores. Working closely with Safeway, investigators not only identified the suspect, but were also able to construct a specific profile of criminal behavior. Using this profile, they linked the suspect to hundreds of fraudulent transactions in California, Washington and Nevada, involving an estimated loss of over \$500,000.

REACT investigators conducted surveillance and determined the suspect was employed as a desk agent for a major airline at a local airport, and obtained credit card information while processing payments for business travelers.

The suspect would re-encode credit cards with the information stolen from the unsuspecting travelers and use the fraudulent cards to purchase gift cards at Safeway. In a complex scheme to avoid detection, the suspect would exchange the gift cards for higher denomination gift cards, typically ranging from \$100 to \$1,000. The suspect would then use the new gift cards to purchase high end electronic and computer products, which were then sold on eBay.

## Fire Prevention, Emergency Preparedness, and Response

Formed in 1947 with the consolidation of several volunteer departments, the Santa Clara County Fire Department supports and encourages the concept of regional fire protection. The Department is proud to serve the communities of Campbell, Cupertino, Los Altos, Los Altos Hills, Los Gatos, Monte Sereno, Morgan Hill, Saratoga, and surrounding areas. With a staff of 307, the Department operates 17 fire stations.

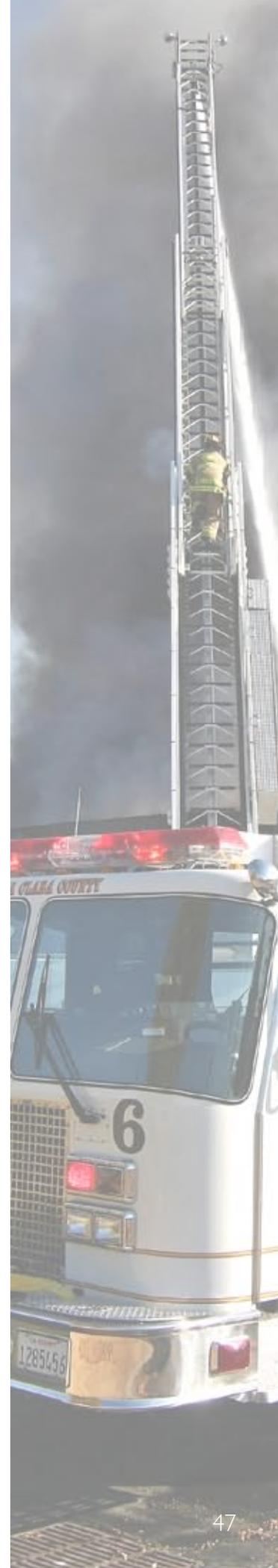
Of 143 fire departments accredited internationally by the Commission on Fire Accreditation International (CFAI), Santa Clara County Fire Department is one of 11 located in California, and is the only accredited fire department in Santa Clara County. County Fire achieved reaccredited status in 2010 by completing an in-depth 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 annually.

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

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

### Community Education and Preparedness

Community education and disaster preparedness means safer communities and neighborhoods. A staff of public education officers, firefighters and emergency services coordinators manage an extensive community education and preparedness program. The purpose of the program is to provide fire and life safety education targeting high-risk populations and to prepare communities for disasters. Some of the educational offerings include: elementary school assemblies, wild land-urban interface education, juvenile firesetter intervention, first aid and CPR training, senior fire and fall prevention, disaster preparedness, and emergency drills and exercises. County Fire delivers over 700 programs annually.



# FINANCE & GOVERNMENT OPERATIONS

A key role of the Employee Services Agency is to partner with County agencies and departments to identify, recruit, and appoint the workforce. The County is currently undergoing a radical evaluation of its operations with the aim of right sizing to offer the type, quality and level of services that are the outgrowth of shared vision and values. Diminished resources make it necessary to achieve savings and at the same time be innovative and forward thinking, relying more on technology and making every employment decision count.

## Workforce and Service Delivery

Ninety-nine percent of the applications for jobs processed in 2010 were submitted online. Technology is making it possible to streamline hiring and reduce paper waste. Transfer opportunities and candidate self-scheduling for employment exams are now handled online. Self-scheduling has increased follow-through and attendance at exams.

Work towards the creation of the Electronic Personnel File proceeded in partnership with the Information Services Department. To be launched in 2011, the Electronic Personnel File will ensure the accuracy and completeness of employee personnel files and allow them to be accessed through one's workstation while still maintaining proper security.



The County now conducts pre-employment background checks for all new hires. The process brings an added measure of protection for the public, as well as other employees and County assets. In addition, managing the layoff process continues to be a major activity as County agencies and departments have to reduce spending to reflect revenue reductions. Every effort continues to provide this service humanely and to locate alternate positions for employees whenever possible.

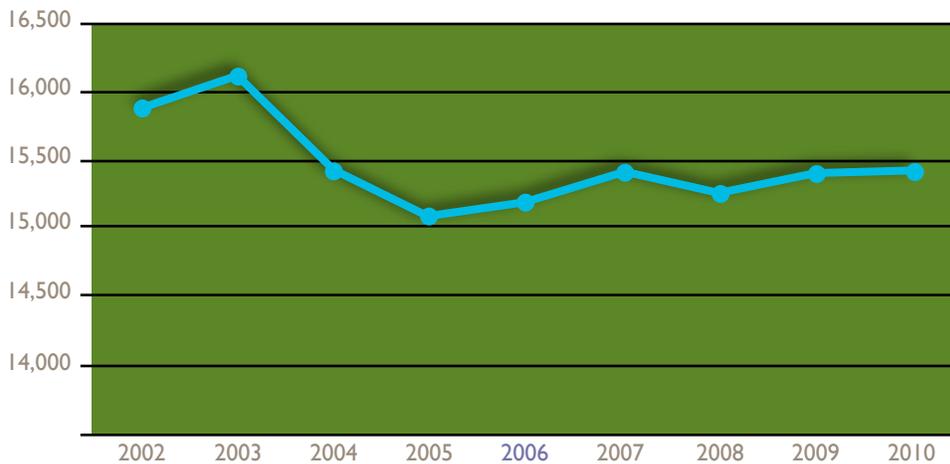
The highly successful Emancipated Foster Youth (EFY) Employment Program is still operating. A new program, the Special Qualifications Worker (SQW) Program, is used to fill entry-level positions with persons with disabilities who are otherwise qualified to work.

## Employee Representation

The Office of Labor Relations is responsible for the collective bargaining process between the County and 23 bargaining units representing approximately 15,000 employees, including the Valley Physician Group, recognized as of May 2010.

The Office of Labor Relations is also responsible for representation issues with two additional bargaining units representing approximately 255 Santa Clara County Fire District employees and approximately 16,500 In-Home Supportive Services (IHSS) Independent Providers.

## Full-time County Employees



In 2010, Labor Relations successfully negotiated a successor agreement (October 2009-January 2012) with SEIU Local 521 for the Santa Clara County Public Authority for In-Home Supportive Services resulting in cost savings; successfully met and conferred with numerous unions on the impact on the revisions to the County's User Responsibility Statement resulting in greater accountability and awareness of employee responsibility for protecting County network and information systems; and developed training materials for County managers on their obligations under Myers Milias Brown Act, Public Safety Officers Bill of Rights Act, and Firefighters Procedural Bill of Rights Act.

### Reducing the Cost of Benefits

The Benefit Advisory Roundtable met during 2010 to provide representatives from all employee organizations with current and historical cost information on employee benefit programs and how they compare with other benchmark agencies. In addition, Employee Benefits provided important information on Health Care Reform impacts and other potential plan design changes that could be considered for future labor contract negotiations. A number of changes to Executive Management Benefits have been proposed and approved by the Board of Supervisors.

The changes reduce Annual Leave Accrual from current 39 days to 36 days, effective FY 2012. They cap County contributions for family medical coverage for active and retired Executive Management employees; eliminate Kaiser co-pay reimbursements; increase PERS Contribution Requirements for Miscellaneous Executive Management Employees from current 3.931% to 5%; increase PERS Contribution Requirements for Safety Executive Management Employees

from current 0% to 5%; and reduce Monthly Vehicle Allowance from current \$500/\$600 to \$400. These changes will save the County more than \$1 million annually.

Looking ahead to 2011, implementation of Health Care Reform changes will continue to be a major focus for Employee Benefits. Review will continue of the complex and numerous federal guidelines that have and will continue to be issued over the next several years.

In addition, with the majority of the labor agreements expiring in 2011, Employee Benefits will be heavily involved with Labor Relations in identifying, developing, and evaluating various benefit program design changes that will need to be considered for labor contract negotiations in order to address the County's structural budget deficit challenge. These changes will likely affect both health insurance benefits as well retirement benefits under CalPERS.

### Employee Wellness

The American Heart Association recognized the County of Santa Clara as a "Platinum Start! Fit Friendly Company," the highest level awarded. The County was recognized for its many accomplishments, including March into May and Step it Up fitness programs, health screenings, and policies for encouraging healthy nutritional choices. The County received the Gold level recognition in 2009.

The Employee Wellness Program is dedicated to enhancing the health and wellbeing of employees by providing services that motivate employees to move toward optimal health. The benefit is two-fold. Employees have better health. The County has a more productive healthy workforce, which translates into savings.



# One Day Shows Library's Impact



A "Snapshot Day" that captured how the community uses Santa Clara County Library clearly shows that residents rely on the Library for help at pivotal moments in their lives. More than 12,500 individuals came into one of the libraries on October 5, 2010. Another 12,500 tapped Library resources that day through the Internet. Reference librarians answered more than 1,300 questions and 720 residents enjoyed 20 programs for children, teens and adults. More than 37,000 items were checked out or renewed.

Even more interesting than the statistics were the comments from patrons who described what Santa Clara County Library means to them. One couple that has been out of work for two years said, "Going to the Library is the only entertainment we can afford." Another patron called the Library "a crucial service to the community," and an 83-year-old resident stated, "The library is tremendously important to my staying mentally active." A Morgan Hill resident said the Library "provides a true sense of community," a sentiment echoed in comments from patrons in Campbell, Cupertino, Gilroy, Los Altos, Milpitas and Saratoga.

The popularity of the Library is not a one-day phenomenon. The annual visitor count is 3.7 million, circulation is over 12 million and the number of Library cardholders is now at 290,985. The Library's strategic plan is to have the most cardholders per capita in the United States.



Improving employee wellbeing is one of the 2010 initiatives outlined in the President's State of the County address. The Community Supported Agriculture program was introduced to provide employees access to weekly worksite pick-up of organic produce. Additionally, plans are underway to expand the program to other major County worksites.

A total of 59 classes and presentations were provided to 1,879 employees. Classes and presentations focused on health promotion and chronic disease prevention topics. Health screenings and flu vaccinations were provided. A total of 1,016 employees registered for March Into May. Seventy-six percent completed the entire 10-week program, a 4% increase from last year. Of those who completed the program, 84% met their physical activity goal and a total of 243 pounds of weight loss was reported. Four hundred and ten employees registered for the second annual Step It Up program, a 3.8% increase in participation from last year. After the program, 94% of participants reported climbing four or more flights of stairs and 86% reported taking the stairs more than four times a day.

"Be Smoke Free," a six-session smoking cessation class motivated 57% of participants to quit smoking by the end of the class. Twenty-one percent reported that they plan to quit within three to six months.

#### Risk Management

The Santa Clara Valley Medical Center Subrogation Collections Program collected over \$1 million in payments from third parties with tort liability for patients' injuries.

## Information Services

#### Integrating Technology

In addition to the projects featured in the Center for Leadership Technology, the Information Services Department worked with Valley Health Plan (VHP) and Public Health (PH) as the initial public sites to use a new development platform that will provide more capabilities, will be easier to use and support, and provide a more integrated service oriented structure. This same portal platform will also be used to revamp the employee portal, furthering interoperability and sharing between employees and the public.

#### Boards and Commissions On-Line Application

The Clerk of the Board, in collaboration with the Information Services Department, introduced a new boards and commissions tracking system that automates the processing of commissioner nominations and approvals. The system tracks over 50 commissions and manages more than 600 commission seats, many of which are subject to complex rules and regulations governing commissioner qualifications, appointments, and term limits. The appointment process has been streamlined significantly, with additional improvements scheduled in 2011 that will allow for the elimination of two unsupported legacy databases and a variety of painstakingly hand-generated reports.

#### Assessor's Comparable Property Application

For the 2010 property assessments, the Assessor's Office and the Information Services Department worked together to develop a Web based Assessor's Comparable application for property owners to lookup comparable property sales data and property characteristics. Access to the property data was secured by requiring property owners to enter their property Assessor Parcel Number (APN) and a PIN number provided by the Assessor's Office.

This application reduced the incoming questions to the Assessor's office by 50% and also helped reduce assessment appeal requests by 20-25%, and provided the property owners with immediate information.

#### Technology Related "Greening" and Paperless Transition Efforts

As part of the County's goals to reduce energy and paper, the Information Services Department is working on or has completed projects to work towards these goals. The main data center is currently being redesigned to better manage Air Flow around computer equipment that will reduce energy and cooling requirements. In addition, newer technology is being implemented that is much more energy and cooling efficient. PG&E has estimated a \$140,000 rebate with the completion of this work. Over 13,000 pages printed monthly from the Criminal Justice System have been made electronic and can be viewed over the Web by 160 users from multiple internal and external agencies, reducing paper and eliminating distribution and travel costs. In addition, e-forms and reference material were made available on the web for the County's Combined Giving Campaign, reducing the number of pamphlets printed and the associated distribution costs.



**In-Building Wireless**

More County buildings have implemented the approved In-Building wireless infrastructure to the County's network to enable remote access for staff working at multiple sites. This has enabled staff to be more efficient in providing their services by accessing information that is needed when it is needed, reducing delays.

**WebEOC**

WebEOC has been purchased for the County's Emergency Operations Center (EOC) to automate the management of emergency incidents and coordinate the efforts during and after the emergency. It is a web-based application that will be accessed by EOC participants and cities. Initial work to setup processes, forms, and boards are being addressed, and an implementation plan is underway. This will assist the County in its efforts to increase the region's emergency preparedness.

**Law and Justice System Roadmap**

The Information Services Department, in conjunction with experts from law and justice agencies countywide, completed a review and analysis of criminal justice processes throughout the County. This analysis identified 16 enterprise-wide 'quick win' projects that could improve existing processes in the short term that will save time, effort and costs. The Law & Justice Transformation Team has implemented two of these 'quick wins' already and six more are underway. Improved access to electronic records and expanding the search capabilities means that time spent researching offender information has now been reduced. Also, certain Pre-Trial Services reports for in-custody felony arraignments can now be accessed by the Public Defender/Alternate Defender staff.

Twenty-four longer term opportunities also were identified countywide, all of which could provide organizational transformation, process improvements, operational efficiencies, and cost savings. In addition to the enterprise-wide transformation opportunities, over 150 agency and department specific initiatives were also identified for the District Attorney's Office, Department of Correction, law enforcement agencies (including the Sheriff's Office and local police departments), Pre-Trial Services, Public Defender's Office, Probation, and the local Superior Court.

**Increased Public Access**

The live web streaming of Board of Supervisors meetings increased public access to the policy decision-making in 2010. The next step will be coordinating broadcast of the meetings on local public access channels. Streamlining Ordinance Code publishing makes it possible for the public to access the document online whenever it is needed. These are among the business process and technology improvements implemented in 2010. An electronic filing system for Conflict of Interest Statements was created, as was a new database that will serve as the basis for an automated appointment application process for Boards and Commissions.

The Office of the Assessor invested both time and resources to bring in technological solutions to make it easier for homeowners and business owners to access the information they need. Two new online tools were launched during the year. A Supplemental Tax Estimator was created which provides an estimate of the amount of supplemental taxes a homeowner can expect to pay if they have recently purchased a property. During the first six months of 2010 the site recorded 6,807 hits. ([www.sccassessor.org/ste](http://www.sccassessor.org/ste))

**Assessor's Office Fiscal Year 2010 Statistics**

Supplemental Assessments	322,068
Net Decline in Assessed Value	\$7.17 Billion
Re-assessable Changes in Ownership	27,528
New Construction Permits	4,490
Real Property Assessments Completed	96.6%
Business Personal Property Assessments Completed	99.5%
Business Owners who filed property statements online	14,283
	98.6
Audits Completed	75,382
Title documents processed	4.2 Million
Website Hits	66,100
Number of taxpayers assisted by telephone	17,200
Number of taxpayers assisted at front counter	118,690

Working with the Information Services Department, the Assessor's Office introduced an interactive, online tool to provide confidential comparable market data to more than 105,000 homeowners entitled to an assessed value reduction. In the past, detailed comparable market information was not readily available, requiring a visit to the Assessor's Office to meet personally with an appraiser. Property owners can now get important assessment information online, 24-7. Direct contact with property owners, including telephone inquiries and counter calls, have declined by 55 percent.

The enhancement of technology will continue. This year, the Assessor's Office successfully negotiated a \$6 million agreement to replace an aging legacy appraisal information system with a new fully functional Property Appraisal, Assessment and Management System (PAAMS). Over the next two years, the Assessor's Office in partnership with their vendor, True Automation, will create a modern, web-based system that will improve appraisal and assessment efficiency, delivery and production.

In addition, the Assessor's Office acquired modern servers, storage, and network equipment to improve efficiency, achieving an 81 percent energy savings. The annual assessment notice mailed to 470,000 property owners was redesigned. The changes made the notice easier to read, customized to individual taxpayer circumstances, and modified to enhance taxpayer privacy.

## Library

### Health Took Center Stage

Silicon Valley Reads set new records for participation and community impact in 2010 with the selection of *In Defense of Food* by Michael Pollan. The author presented to a full house of over 800 enthusiastic readers at the kick-off event, and more than 5,000 individuals participated in one or more of the 89 free community events focused on healthy eating offered throughout the County. The Library's partnership with PlaneTree Health Library created the Get Healthy @The Library program that helped residents access health-related resources and enjoy speakers and physical activities at the Library.

### Library Lending Green?

The Kill A Watt Library Lending Program was a great success! Since the Library began lending Kill A Watt EZ meters to Santa Clara County residents in early 2010, thousands have checked out meters for use in their homes or businesses, saving energy and money.

The goal is LEED Gold certification for the New Gilroy Library that broke ground in summer 2010. LEED or Leadership in Energy and Environmental Design is an internationally recognized green building certification system, providing third-party verification that a building or community was designed and built using strategies intended to improve performance in metrics such as energy savings, water efficiency, CO2 emissions reduction, improved indoor environmental quality, and stewardship of resources and sensitivity to their impacts.

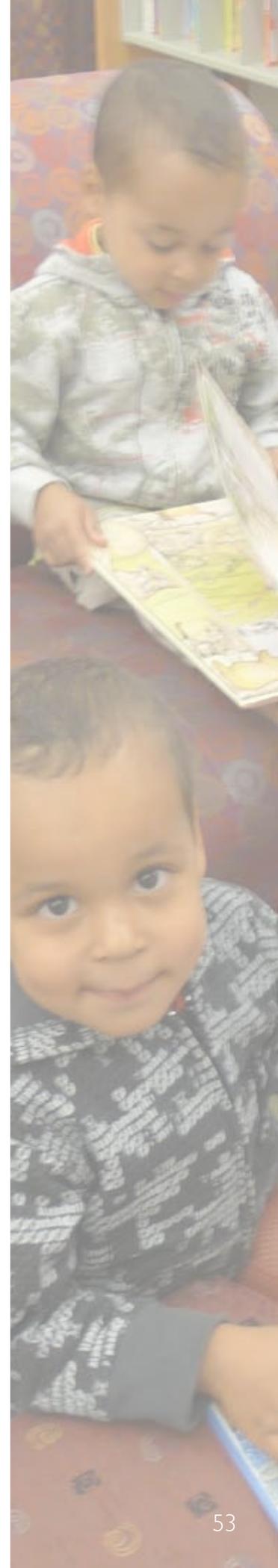
### Continuous Improvement Continues

An 18-month project to tag 1.7 million items with RFID (radio frequency ID) technology was completed this year, enabling patrons to self-check out stacks of up to five items instantly. Self-check machines now handle about 70 percent of books checked out, freeing up Library employees to answer more questions from the public and provide assistance in helping individuals find what they need.

Facility improvements this year include a remodel of the Woodland branch in Los Altos and a renovation of the Teen Room at the Cupertino Library that was a cooperative venture of community organizations, the Library and teens.

Implementation of the Library's Strategic Plan continued throughout 2010 including evaluating more ways the Library can be responsive to community needs and interests. Introduced this year was an application for iPhone, BlackBerry and Android phones allowing residents to use their phone to search the catalog, renew items, and place items on hold. Santa Clara County Library also became the first library in California to offer free music downloads through a partnership with Sony Music Entertainment.

All of these improved services helped Santa Clara County Library achieve the number two spot in an annual ranking of public libraries in the U.S. and to be named a 4-star library by the Library Journal.



## Emergency Preparedness



### AlertSCC

AlertSCC is a regional mass notification system that sends out information about steps to take in anticipation of or following a major disaster, such as a wild fire, flood, or earthquake. Residential and business landline numbers in Santa Clara County were loaded into the system when the system was created in 2009. A major public awareness campaign was launched in 2010, to encourage residents to register their e-mail addresses and cell phone numbers as well, so that they may receive emergency alerts if they are away from home, or do not subscribe to a landline service. Residents have the option of registering for notices about events happening at other locations, such as near their children's school or the homes of elderly parents.

Both the number and type of messages sent increased during the year. Residents were instructed to shelter in place due to toxic fumes from fires, information about road closures was sent and AlertSCC was used to warn residents about a mountain lion in a residential area with instructions for how people should react. The system also has been used to let residents know that a disaster exercise would be occurring in their neighborhood.

### Santa Clara County Emergency Operations Center

One of the principal responsibilities of the Office of Emergency Services is to ensure that the County is prepared to respond appropriately to major disasters. A major effort which began in 2010, and will be fully launched in 2011, is the implementation of a web based emergency management system for use in the County Emergency Operations Center. This system will also be extended to the 15 cities in the county, and other partners in emergency management. In preparation for implementing this system, a process of reviewing and refining the Emergency Operations Center processes and procedures has been completed. Under the guidance of an outside expert, County response procedures were assessed and those individuals who have key responsibilities participated in training. This process led to a number of revisions that will strengthen the County's and partner agencies' ability to respond to disasters.

### Local Hazard Mitigation Planning

The County, in partnership with local cities, is in the process of updating the Santa Clara County Hazard Mitigation Plan. Hazard "mitigation" is a sustained action taken to reduce or eliminate the long-term risk to human life and property from natural, human-caused and technological hazards and their effects. The Local Planning Team, including representatives from the County and local cities, have identified 25 possible hazards or threats within Santa Clara County. Hazard mitigation planning results in long-term, cost-effective and environmentally-sound guidelines to minimize exposure to risks from natural disasters, protect critical community facilities, and minimize community disruption. In the fall of 2010, the public had an opportunity to share insights through an online survey.

## Major Construction Winds Down

In 2010, the County completed a five year Capital Improvements Program for the construction of \$750 million in public safety and public health facility projects. The program added 1.4 million square feet in new facilities to provide service to county residents. It also renovated and seismically reinforced numerous existing facilities.

New projects starting in 2011 will include the \$50 million Valley Health Center in Downtown San Jose and a \$15 million grant-funded dormitory and facility expansion at James Ranch. In addition, the County will shift its focus to replacement, repair, disaster readiness, and renewable energy and conservation efforts.



## Capital Improvements Projects

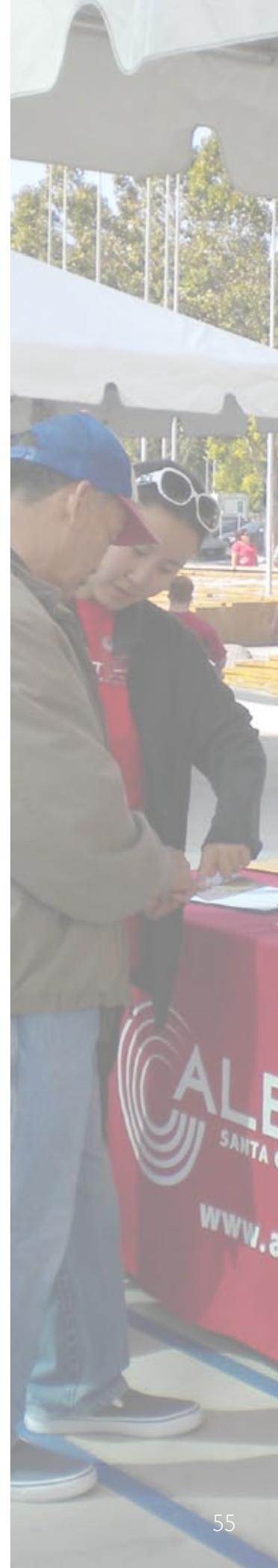
### Projects Completed in 2010:

- New Valley Health Center at Milpitas\*
- New Consolidated Fleet Facility, Junction Avenue\*
- Expand Elmwood Refrigeration Facility
- New Warehouse in San Jose
- Remodeled Vector Control Building, 1580 Berger Drive

### Projects planned for Completion in 2011:

- Improve Lighting at the Elmwood Correctional Facility
- Improve Security at County Communications
- Remodel East Valley Health Center Public Health Office
- Improve Security at Main Jail Entrances
- New East Gate/Sallyport and Improved Security Fencing, Elmwood Correctional Facility
- New Air Conditioning System, Probation Muriel Wright Center
- New Emergency Water Supply Tank, Elmwood Correctional Facility
- Remodel of Berger Drive Spaces for Sheriff and District Attorney Storage
- Improve Uninterruptable Power System, ISD Berger Drive
- Replace Elevators at Main Jail and Juvenile Hall
- Replace Air Handling Units at Main Jail
- Improve Probation's Holden Ranch Kitchen
- Demolish Old San Jose Medical Center
- Alter Mediplex Building, Downtown San Jose
- Install Electrical Vehicle Chargepoints for Public Access at the County Civic Center
- Install Recycled Water for Cooling at the Berger Service Center Cooling
- Xeriscape 70 West Hedding to replace landscape with drought tolerant plants
- Install Solar Photovoltaic Power Generating Systems at Various County Facilities

\* Bond Funded Projects



# COUNTYWIDE FINANCIALS

In this section, the presentation of the financial information is retrospective and provides a different view than the one normally offered as a part of the annual budget process. It is important to note that all data presented in the section are actual expenditures and actual revenues collected. Since this is a report reviewing activities completed in fiscal year 2010, it is an appropriate presentation. For that reason, budgeted figures are not included but can be accessed for reference at <http://www.sccgov.org/budget>.

## 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.

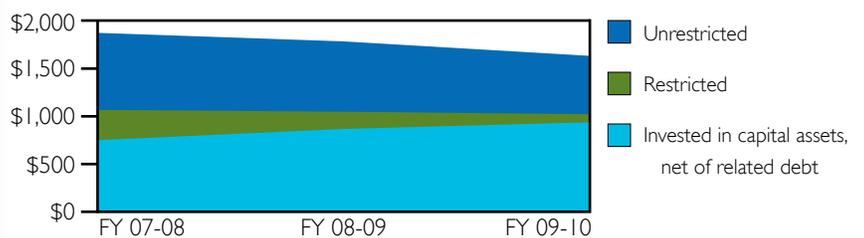
The County's assets exceeded its liabilities by \$1.62 billion (net assets) for the year:

There are three components of net assets:

- \$890.0 million or 54.9% 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.
- \$135.7 million or 8.4% are restricted net assets. These resources are subject to external restrictions on how they are used.
- \$595.5 million or 36.7% 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 2009	Fiscal Year 2010	Dollar Change	Percent Change
Current & Other Assets	2,609,295	2,353,877	(255,418)	(9.8%)
Capital Assets	1,601,645	1,736,702	135,057	8.4%
<b>Total Assets</b>	<b>\$4,210,940</b>	<b>\$4,090,579</b>	<b>(\$120,361)</b>	<b>(2.9%)</b>
Deferred Outflows on Derivative Instrument	10,441	16,122	5,681	54.4%
<b>Total Liabilities</b>	<b>\$4,221,381</b>	<b>\$4,106,701</b>	<b>(\$114,680)</b>	<b>(2.7%)</b>
Current & Other Liabilities	416,554	383,298	(33,256)	(8.0%)
Long-term Liabilities	2,052,785	2,083,094	33,309	1.6%
Noncurrent Derivative Instrument Liabilities	10,441	16,122	5,681	54.4%
<b>Total Liabilities</b>	<b>\$2,479,780</b>	<b>\$2,485,514</b>	<b>\$5,734</b>	<b>0.2%</b>
<b>Net Assets:</b>				
Invested in Capital Assets, Net of Related Debt	876,934	889,972	13,038	1.5%
Restricted Net Assets	160,996	135,684*	(25,312)	(15.7%)
Unrestricted Net Assets	703,671	595,531*	(108,140)	(15.4%)
<b>Total Net Assets</b>	<b>\$1,741,601</b>	<b>\$1,621,187</b>	<b>(\$120,414)</b>	<b>(6.9%)</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 guidance, the County reclassified \$327.9 million of the government's total net assets amounts from restricted and \$122.1 million from invested in capital assets, net of related debt to unrestricted.

This report presents the highlights of the significant economic and financial activity of Santa Clara County for the fiscal year (FY) ended June 30, 2010. 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>:

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 \$102.9 million or 3.3%, to \$3.3 billion, while its total expenses increased by \$97.0 million or 3.0%, to \$3.4 billion. The County's total net assets decreased by \$120.4 million for the year.

Change in Net Assets (In Thousands)	Fiscal Year 2009	Fiscal Year 2010	Dollar Change	Percent Change
<b>REVENUES:</b>				
Program Revenues:				
Charges for Services	1,069,400	1,092,236	22,836	2.1%
Operating Grants & Contributions	1,107,795	1,127,184	19,389	1.8%
Capital Grants & Contributions	15,839	36,299	20,460	129.2%
General Revenues:				
Property Taxes	781,914	800,803	1,889	2.4%
Sales & Use Taxes	14,053	12,750	(1,303)	(9.3%)
Other Taxes	53,315	49,645	(3,670)	(6.9%)
Unrestricted Grants & Contributions	30,927	29,292	(1,635)	(5.3%)
Unrestricted Investment Income	3,717	31,215	27,498	739.8%
Securities Lending Activities	306	21	(285)	100%
Gain on Sale of Capital Assets	-	4,969	4,969	100%
Other Revenue	80,565	76,362	(4,203)	(5.2%)
<b>Total Revenues</b>	<b>\$3,157,831</b>	<b>3,260,776</b>	<b>102,945</b>	<b>3.3%</b>
<b>PROGRAM EXPENSES:</b>				
General Government	260,666	284,992	24,326	9.3%
Public Protection	770,776	785,520	14,744	1.9%
Public Ways & Facilities	64,907	57,614	(7,293)	(11.2%)
Health & Sanitation	419,663	408,223	(11,440)	(2.7%)
Public Assistance	677,714	692,011	14,297	2.1%
Education	31,687	35,499	3,812	12.0%
Recreation & Culture	32,070	33,032	962	3.0%
Interest on Long-term Liabilities	23,296	36,499	13,203	56.7%
SCVMC	997,496	1,041,980	44,484	4.5%
Airport	3,713	3,729	16	0.4%
Sanitation District	2,672	2,597	(75)	(2.8%)
<b>Total Expenses</b>	<b>\$3,284,660</b>	<b>3,381,696</b>	<b>97,036</b>	<b>3.0%</b>
Excess (Deficiency) Before Transfers	(\$126,829)	(120,920)	5,909	(4.7%)
Transfers	-	-	-	n/a
Increase (Decrease) in Net Assets	(\$126,829)	(120,920)	5,909	(4.7%)
Net Assets, Beginning of the Year, as Previously Reported	1,869,317	1,741,601	(127,716)	(6.8%)
Prior Period Adjustment	(887)	506	1,393	(157.0%)
Net Assets, Beginning of the Year, as Restated	1,868,430	1,742,107	(1,266,323)	(6.8%)
Net Assets, End of the Year	1,741,601	1,621,187	(120,414)	(6.9%)

**Capital Asset Activity**

The County's net capital assets increased by \$135.1 million or 8.4% to \$1.74 billion. During the year, governmental activities added the following capital assets in the amount of \$65.8 million:

- Land increased by \$43.5 million due to acquisitions made by the Parks and Recreation Department, including the Calero Rancho San Vicente property, and the renovation of a site in downtown San Jose for a future clinic.
- Buildings and improvements increased by \$134.7 million mainly due to the completion of the District Attorney's Crime Lab and the Morgan Hill Courthouse.
- Infrastructure increased by \$1.4 million. This was due to repairs made to Parks and Recreation Department properties.
- Equipment rose by \$1.4 million primarily due to furnishing the District Attorney's Crime Lab.
- Construction in progress activities decreased by \$115.2 million during the year.

Net capital assets for business-type activities increased by \$69.2 million for the year. This increase was mainly due to construction for the seismic upgrades project and Valley Health Specialty Centers in Milpitas.

**Outstanding Debt**

The County's total debt obligation as of June 30, 2010 was \$1.72 billion, fell by \$23.4 million, or 1.3% due to increases of \$7.0 million in capital appreciation bonds and \$4.9 million in pension obligation bonds, offset by debt service payoffs of \$34.3 million.

**Capital Assets**

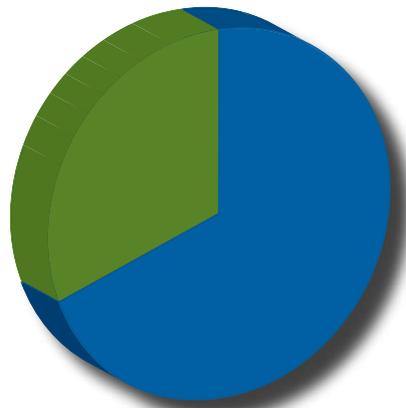
(Net of Depreciation in Thousands)

	Fiscal Year 2009	Fiscal Year 2010	Dollar Change	Percent Change
Land	204,453	248,013	43,560	21.3%
Buildings & Improvements	736,126	854,438	118,312	16.1%
Infrastructure	168,679	170,045	1,366	0.8%
Equipment & Vehicles	68,363	73,072	4,709	6.9%
Leasehold Improvements	778	674	(104)	(13.4%)
Construction in Progress	423,246	390,460	(32,786)	(7.7%)
<b>Total</b>	<b>\$1,601,645</b>	<b>\$1,736,702</b>	<b>\$135,057</b>	<b>8.4%</b>

**Outstanding Debt**

(In Thousands)

	Fiscal Year 2009	Fiscal Year 2010	Dollar Change	Percent Change
<b>Lease Revenue Bonds</b> (net of discounts and deferred loss on refunding)				
Lease Revenue Bonds	855,242	820,957	(34,285)	(4.0%)
Pension Obligation Bonds	400,044	404,895	4,851	1.2%
Certificates of Participation	4,279	4,110	(169)	(3.9%)
Capital Lease Obligations	652	278	(374)	(57.4%)
Capital Appreciation Bonds	117,544	124,575	7,031	6.0%
General Obligations Bonds	362,173	361,754	(419)	100.0%
<b>Total</b>	<b>\$1,739,934</b>	<b>\$1,716,569</b>	<b>(\$23,365)</b>	<b>(1.3%)</b>



County Revenues

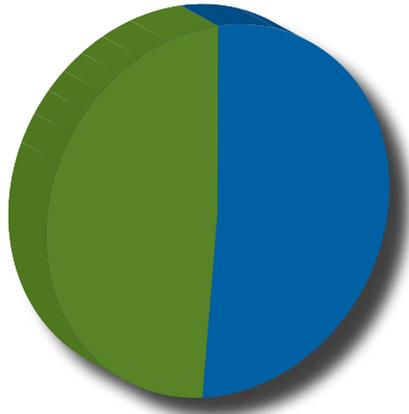
- Program Revenues - 69.2%
- General Revenues - 30.8%

**Total Revenues**

The County's revenues increased by \$102.9 million or 3.3%, to \$3.3 billion. The County provides various mandated services to its residents. Revenues directly generated by or attributable to a specific governmental function are called program revenues. These include charges for services and restrictive (program specific) grants and contributions, both operating and capital. General revenues support government programs by defraying costs, which those programs cannot cover from their own revenues. The County's programs generate about 69.2% of its total revenues. The general revenues account for the remaining 30.8% of the total revenues.

### Program Revenues

The County's program revenues increased by \$62.7 million to \$2.3 billion for the year. Federal and State grants and contributions are the largest source of County's revenues and contributed 51.6% 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 48.4% of the County's total program revenues.

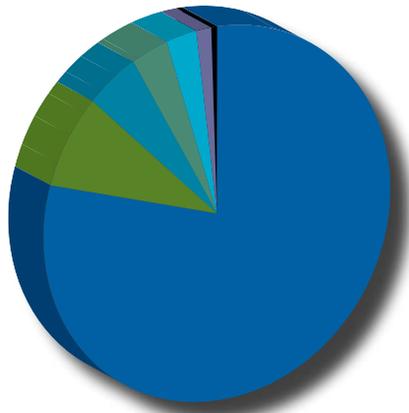


### Program Revenues

- Grants & Contributions - Federal and State - 51.6%
- Charges for Services - 48.4%

### General Revenues

As stated previously, the County's general revenues support government programs by defraying costs, which those programs cannot cover from their own revenues. Tax revenues are the County's third largest revenue source—grants and contributions being the largest and charges for services being the second largest. The County earned \$863.2 million in tax revenues (property tax, property tax in lieu of motor vehicle license fee, and sales tax) for the current year. This is approximately 85.9% of the general revenues, and 26.5% of the total current year revenues. These general revenues provide the County most of its discretionary spending ability.

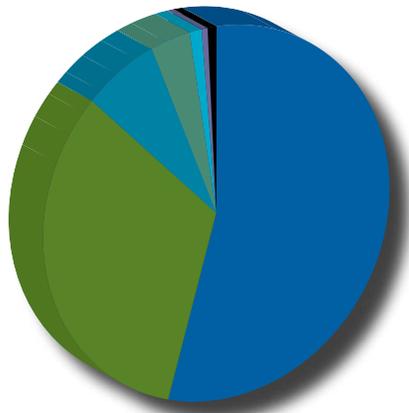


### General Revenues

- Property Tax - 79.7%
- Other Revenues - 7.6%
- Other Taxes - 4.9%
- Investment Earning - 3.1%
- Unrestricted Grants & Contributions - 2.9%
- Sales Tax - 1.3%
- Gain on Sale of Capital Assets - 0.5%
- Securities Lending - 0.0%

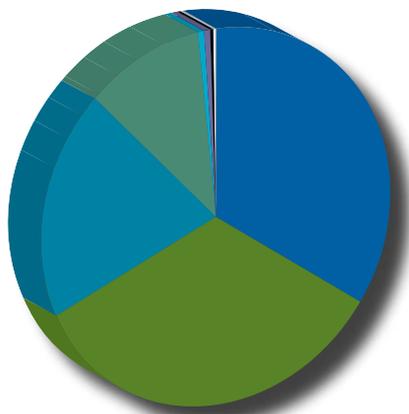
### General Fund

The General Fund is the chief operating fund of the County with revenues of \$1.98 billion and expenditures of \$1.97 billion. While its revenues decreased by \$59.8 million or 2.9% for the year, its expenditures increased by \$41.4 million or 2.1%



### General Fund Revenues by Source

- Intergovernmental Revenues - 54.7%
- Taxes - 32.6%
- Charges for Services - 6.8%
- Fines, Forfeitures & Penalties - 3.4%
- Other Revenues - 1.3%
- Interest & Investment Income - 0.6%
- Licenses & Permits - 0.6%
- Securities Lending - 0.0%



### General Fund Expenditures by Function

- Public Assistance - 34.4%
- Public Protection - 34.0%
- Health & Sanitation - 19.2%
- General Government - 10.6%
- Debt Service Interest & Fiscal Charges - 0.6%
- Debt Service Principal Retirement - 0.4%
- Public Ways & Facilities - 0.3%
- Capital Outlay - 0.2%

# ACKNOWLEDGEMENTS

## Photos

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Santa Clara University Chapel  
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The Tech  
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Tulare Hill  
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Fruit and Veggie Fest  
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Family  
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Back Pack Give-Away  
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Meals on Wheels  
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Senior Nutrition Luncheon and Dancing  
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Emergency Room Exam  
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Nurse and Patient  
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Nurse Treating Child  
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Man on Treadmill  
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Nutrition Class  
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Cattle; Jalepeño Harvest  
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First Boat Launch at Alviso Marina  
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Rooftop Solar Panels  
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Casa Grande  
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Daycation  
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Meth Lab Chemicals  
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Mosquito  
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Plane; Propeller  
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Sheriff's Helicopter; West Valley Patrol  
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Courtroom  
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Courtroom  
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Inmate Computer Training  
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County Libraries  
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