

COUNTY OF SANTA CLARA

ANNUAL REPORT

# MEETING THE CHALLENGE





COUNTY OF SANTA CLARA



MISSION STATEMENT



THE MISSION OF THE  
COUNTY OF SANTA CLARA  
IS TO PLAN FOR THE NEEDS  
OF A DYNAMIC COMMUNITY,  
PROVIDE QUALITY SERVICES,  
AND PROMOTE A HEALTHY,  
SAFE AND PROSPEROUS  
COMMUNITY FOR ALL.

# ANNUAL REPORT 2011 & 2012

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# MESSAGE FROM THE BOARD OF SUPERVISORS



Mike Wasserman  
District 1



Dave Cortese  
District 3



Ken Yeager  
District 4



S. Joseph Simitian  
District 5

In 2011, the Board of Supervisors approved the strategic direction for integrated health care services, ushering in a new era for how the County will provide health care services under Healthcare Reform. The federal Patient Protection and Affordable Care Act of 2010 (PPACA), known as Healthcare Reform, along with adoption of the California's Section 1115 Medical Waiver, will extend health coverage and access to care to more Californians, including an estimated 50,000 to 60,000 people living in Santa Clara County. This phenomenal change to the system of health care coverage is both a challenge and an opportunity.

Healthcare Reform will change the way health care services are delivered in this nation to balance disease treatment with disease prevention. In Santa Clara County, the new integrated health care services delivery system will no longer be based on the disease model. It will focus more on prevention – to help keep our community healthy.

This new approach means that County decisions will be judged in the context of how they contribute to a healthier community. An early example currently underway is the development of a Health Element as an integral part of the General Plan update. Numerous meetings are being held with the community to gain your input.

The State of California's transfer of the supervision responsibility of certain inmates to the counties is a monumental shift in the state-county relationship.

County administration has recognized that this change gives us an opportunity to work more effectively with returning individuals to assist them in becoming productive members of society. The County's Re-Entry Center is making a difference for participants. The beneficiaries of these changes will be all of us who live in this community. Our goal is to make it a safer place for everyone.

This report period has been one of the more challenging in recent years for the Board of Supervisors. Of utmost importance to the Board was finding a way to deal with the County's structural budget deficit while being mindful of the impact our decisions would have on those who depend most on County services.

Many County services are a safety net for the members of our community who are vulnerable, either because they are elderly and frail, or they have experienced a breakdown in their natural support systems, such as the family. Some have lost jobs and lack health care coverage. Some families find themselves in precarious situations because of life-changing illnesses.

Balancing the need for fiscal stewardship and providing essential services is always difficult. In this case, it took collaboration and partnership with all of the County's stakeholders, including labor, employees, community based organizations and voters. Our ability to pull together in the face of very daunting policy decisions demonstrates the depth of the commitment that exists in Santa Clara County to serving the public.

We owe a tremendous thank you to the voters of Santa Clara County - who recognized the important steps taken by the County to create savings and efficiencies and voted in November 2012 to pass Measure A, which added 1/8 cent to the sales tax. The revenues generated by this action alone are estimated to be \$45 million annually.

We are appreciative of the faith and trust placed in the County leadership. We will do everything in our power to earn the continued support of the public.

# MESSAGE FROM THE COUNTY EXECUTIVE



Jeffrey V. Smith  
County Executive

We are pleased to report that the County of Santa Clara closed 2012 with a degree of optimism. As I presented the County's FY 2011 Recommended Budget, I outlined the fiscal challenges facing the County that had to be confronted head on. We began that budgeting process with an estimated deficit of \$223.2 million. We had cash flow concerns.

We were uncertain of how federal and state budget decisions would affect the County's financial outlook. So we developed recommendations that included both one-time and ongoing funding solutions.

That was eight months into my first year as County Executive. Those fiscal and administrative challenges gave us an opportunity to make fundamental changes in the way the County government operates. Months earlier, we had launched the Center for Leadership and Transformation to empower the leaders and managers in the organization to begin working outside of the traditional departmental boundaries and to take ownership in the overall mission of the County.

To minimize the impact on services to the most vulnerable members of our community, we cautiously restructured a number of County operations and alerted county residents and community partners about the changes that would be necessary in the year ahead.

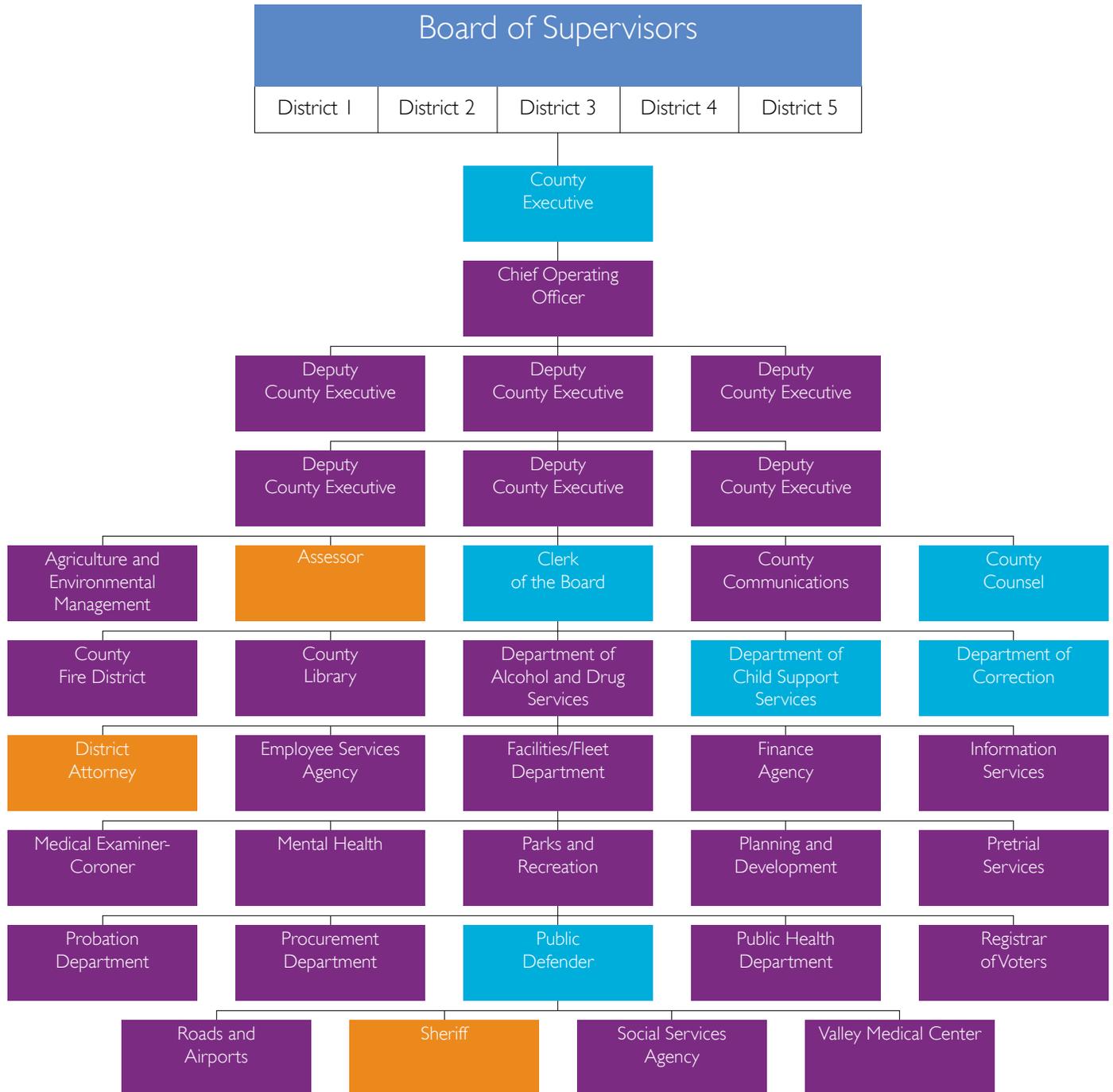
As required by law, we balanced the FY 2011 budget. In FY 2012, we had to come to terms with the fact that the combined impact of dramatic reductions in three major County revenue sources – local property taxes, state program revenues, and federal program revenues would have an ongoing impact.

Revenues were declining at an alarming rate and it was necessary to reduce the unit cost of service. We approached County employees and their bargaining representatives with a request for an unprecedented \$75 million in labor concessions. Both employees and their labor unions are to be commended for working cooperatively with management to achieve that goal. This was an essential step in lowering the unit cost of service and providing ongoing solutions towards balancing the County's budget. We were able to carve out another \$145 million from departments by reducing and restructuring services.

The County has demonstrated both its resilience and flexibility. We are meeting the challenges of AB 109 Public Safety Realignment by offering integrated re-entry services and support to offenders who have served their time and are now under the County's supervision as they return to the community. We are well underway with structural changes in our health and hospital system to be able to serve effectively the growing number of patients eligible for coverage under Healthcare Reform. We are leading a number of initiatives that will help our region be more sustainable. And at a time when the demand for social services has grown substantially, we are implementing innovations that make it possible for those in need to access these services.

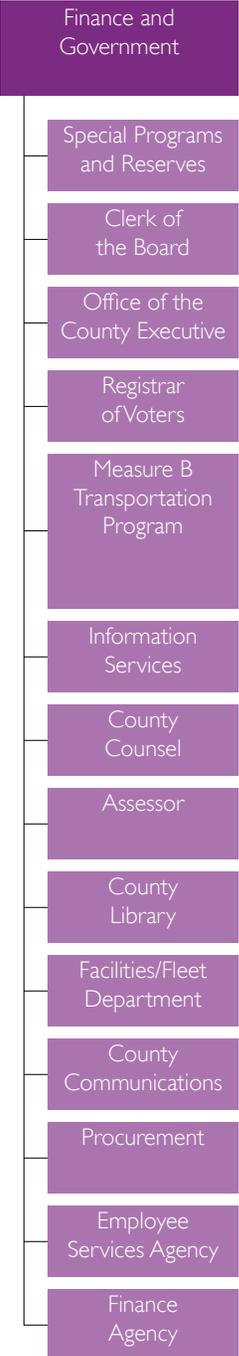
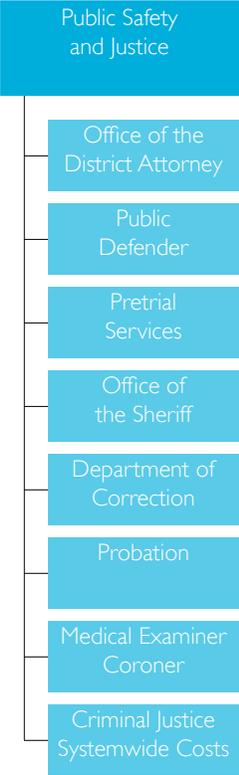
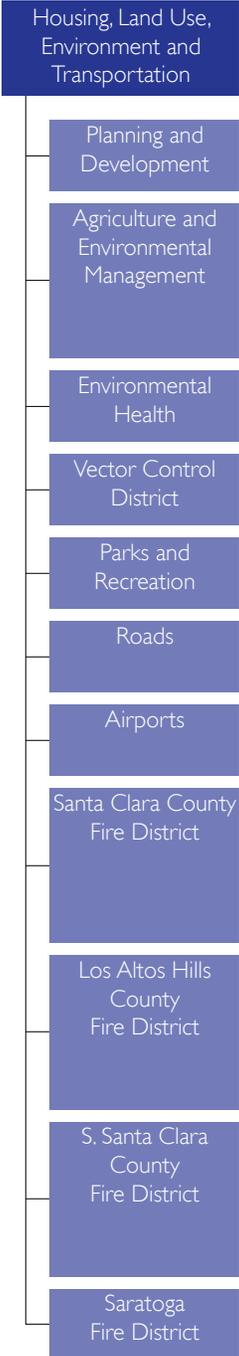
We remain on alert for funding and program policy directives of the state and federal governments. However, we are confident that with the Board's leadership and the commitment to public service that County employees have demonstrated, and the goodwill and support of county residents, we will continue to meet these challenges as well.

# COUNTY ORGANIZATION



■ Elected  
■ Board of Supervisors Appointment

# Board of Supervisors Policy Committees



# COUNTY OUTLOOK

## 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 1.8 million is the sixth largest in California, and the largest of the nine Bay Area counties. There are 15 cities in the county including Campbell, Cupertino, Gilroy, Los Altos, Los Altos Hills, Los Gatos, Milpitas, Monte Sereno, Morgan Hill, Mountain View, Palo Alto, San José, Santa Clara, Saratoga and Sunnyvale. Each of the cities has its distinctive character. San José is the largest city in the county, with a population of one million, and is the administrative site of County government. A significant portion of the county's 1,315 square miles is unincorporated ranch and farmland. Ninety-five percent of the population lives in cities. The County also has direct jurisdiction over urban unincorporated areas.

Santa Clara County has a culture rich in history, ethnic diversity - over 100 languages and dialects spoken - artistic endeavors, sports venues and academic institutions. In sports and recreation, San José is home to teams for minor league baseball, professional 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 core of the economic region known as Silicon Valley. According to the 2011 Silicon Valley Index, innovation drives the economic success of the Valley. Silicon Valley is known as the headquarters for some of the largest technology companies in the world. However, it is not simply size of companies or technology products that are central to the Valley's success. Advances in business processes and business models, and the ability to generate new ideas add value across the economy.

If the Valley were a country, it would rank between Ireland and Finland in Gross Domestic Product (GDP).

County and local governments play an important role in ensuring that the infrastructure that supports innovation, development and expansion is in place. To a large extent the futures of both business and government are linked.

Following one of the greatest economic downturns since the Great Depression of the 1930s, the County as well as other public and private entities are slowly progressing on the road to fiscal recovery. Although some positive signs have materialized, the economic downturn remains resilient and has created uncertainty and complexity for the organization.

Venture capital investment, a leading indicator of innovation and long-term development, rose 17.0 percent over the previous year, reaching nearly \$7.6 billion. This Silicon Valley region accounted for 27.0 percent of the national total and 52.0 percent of the state's total. Software attracted the largest funding, followed by industrial/energy, biotechnology, and medical devices.

Research and development (R&D), office, and warehouse space occupancy, which are leading indicators of economic activity, showed improved results compared to the past year. The vacancy rate for R&D space was 13.7 percent in June 2012 versus 15.2 percent a year ago. The office space vacancy rate was 13.1 percent in June 2012 compared to 14.9 percent in June 2011. The vacancy rate for warehouse space decreased from 12.8 percent in 2011 to 12.7 percent in June 2012. The County's unemployment rate continues to improve as the rate of June 2012 was 8.7 percent. This is an improvement from June 2011 when the unemployment rate was 10.3 percent. In comparison, the statewide unemployment rate for June 2012 was 10.7 percent, a decrease of 1.4 percent from the prior year.

The real per capita income (a measure of wealth creation) as of June 2012 (most current available data) increased from \$55,781 to \$58,018. The real per capita income on a national level was \$41,524, an increase of \$1,859 from the prior year. These increases are signs of an improving economy.

After several years of declining valuations, the housing market in Santa Clara County has reversed itself and prices are increasing. This was fueled by home sales,

## Santa Clara County At-A-Glance

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

### Population\*

Total in county	1,816,786
Living within 15 cities	1,730,132
Living in unincorporated areas	86,354
Largest City (San José)	971,372
Smallest City (Monte Sereno)	3,373

### Racial and Ethnic Background\*\*

White (Non Hispanic nor Latino)	35.2%
Asian	32%
Hispanic or Latino of any race	26.9%
Black or African American	2.6%
American Indian/Alaska Native	0.7%
Pacific Islander	0.4%
Two or more races	4.9%

### Registered Voters\*\*\*

As of December 2012	817,367
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\*California Department of Finance:  
Cities, Counties and the State Population Estimates

\*\*U.S. Census Bureau: 2010 Census

\*\*\*County Registrar of Voters

which increased during the last six months of the fiscal year, and a sharp reduction in foreclosures from a year ago. Also the median price for single family homes increased to \$640,000, a 7.0 percent increase from a year ago.

The FY 2013 Countywide budget of \$4.1 billion included a 3.6 percent increase in comparison to the prior year's budget. This increase was mainly due to addressing critical needs to the County's physical and financial infrastructure and included funding for retiree health insurance, information technology, and capital needs.

## ASSESSMENT ROLL IMPACT

After three years of minimal or negative growth in assessed property values, 2012 was the first year-over-year increase in assessed values since 2008. Much of this growth is attributed to the strong recovery of the high technology market sector. As of January 1, 2012, the assessment roll for Santa Clara County increased by a modest 3.25 percent, from \$299 billion to \$309 billion. By contrast, during the previous four years the annual assessment roll ranged from a peak of \$303 billion (2008) to a low of \$296 billion (2010), including one year of near zero growth (0.88% in 2011) and another year in which the assessment roll was

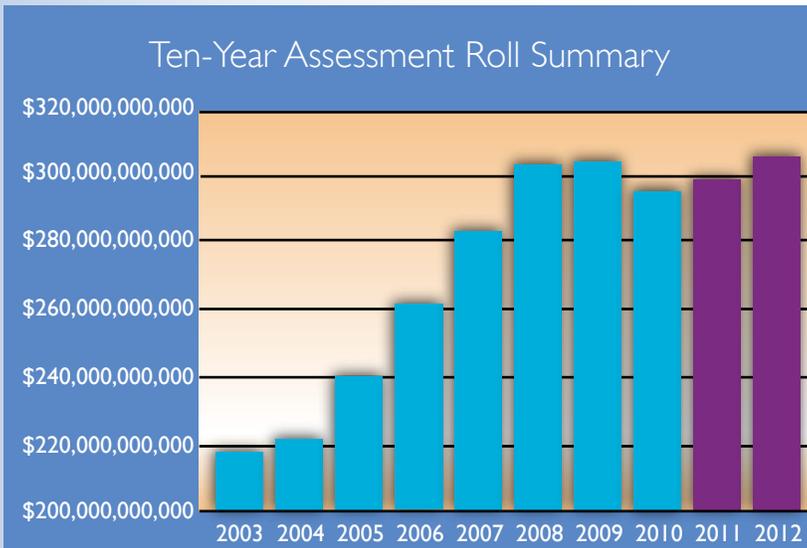
or decline in the assessment roll is due to a combination of factors including changes in ownership, reductions when market values fall below the assessed values (Proposition 8), new construction, business personal property, exemptions, and the California Consumer Price Index (CCPI). The assessment roll also includes the value of assessable business personal property, including machinery, equipment, computers and fixtures, in addition to the application of institutional exemptions not reimbursed by the State.

An increase in the number of changes in ownership was the major contributor to growth in the assessment roll -- indicating renewed homeowner, and investor confidence in Silicon Valley. The change in the assessed value of individual properties reflects the difference between the prior assessed value, and the new market value as a result of a change in ownership or new construction.

When a change in ownership or new construction occurs, the real property is assessed at fair market value. The newly established value is referred to as the "base year value." In 2012, properties that transferred ownership and were reassessed at market value accounted for 45 percent of the factors contributing to the overall growth in the assessment roll. In one year, the value from changes in ownership increased by 21 percent. In 2009 and 2010, assessed values created by changes in ownership actually declined by over 50 percent. Assessed values added from new construction remained virtually unchanged from the prior year.

Proposition 13 limits the annual increase of a property's assessed value to no more than two percent, or CCPI, whichever is lower. This year is the first time in three years in which the CCPI exceeded the two percent threshold. Last year the increase was 0.75 percent. Only seven times since the voters approved Proposition 13 in 1978, has the CCPI been less than two percent.

When the market value of a property declines below the previously established assessed value as of January 1, the Assessor must temporarily reduce the assessment to reflect the lower market value in accordance with the provisions of Proposition 8, passed by the voters in 1978. The Assessor proactively reduced the assessments for 137,000 properties for a total reduction of \$27 billion. More than one quarter of all single family residential properties and 53 percent of all condominiums are currently assessed below their purchase price adjusted for annual inflation by no more than 2 percent (commonly referred to as a "factored base year value"). Sixty-one percent of properties assessed below their purchase price are in San Jose, a reflection of the stagnant residential market in certain geographic areas in Santa Clara County.



negative (-2.43% in 2010) for the first time since the Great Depression. This past year's increase in property assessments reflects an encouraging trend and concrete evidence that the Silicon Valley economy is heading in a positive direction.

### Factors Contributing to Assessment Growth and Decline

The assessment roll includes 523,056 assessable roll units and is the basis upon which property taxes are levied. Property taxes provide an essential source of revenue to support basic public services provided by schools and local governments. The annual growth

Proposition 8 also requires the Assessor to “restore” the assessed value for properties previously reduced when the real estate market recovers. There has been an increase in residential market transactions involving multiple offers and sales above the asking price. The assessed value of 51,485 properties was partially restored as a direct result of the increase in residential property values. The Assessed Value of commercial and industrial properties receiving a temporary reduction declined by 19 percent to \$5.3 billion in assessed value.

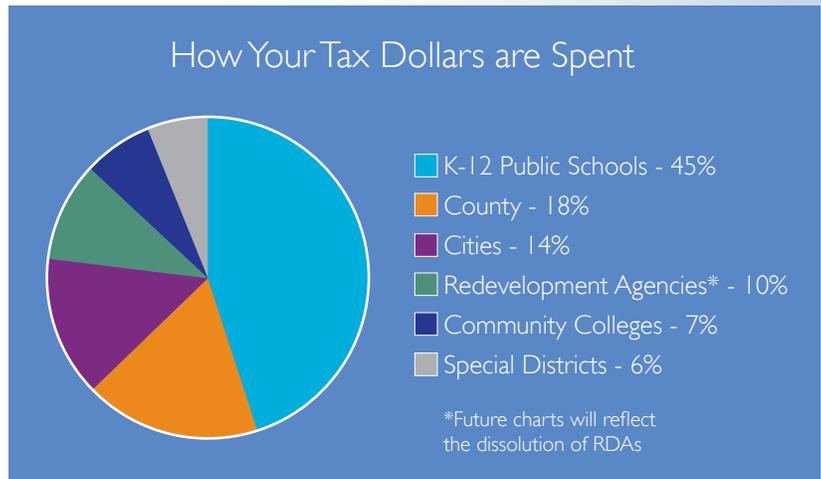
Perhaps the best indicator that the economy has turned the corner is the very strong increase in the assessed value of business personal property including machinery, equipment, computers and fixtures owned by businesses. The net taxable value of unsecured business property increased 6.95 percent to \$27.98 billion. Cupertino and Mountain View recorded increases of 27.75 percent and 27.78 percent respectively. Significant expenditures for tenant improvements, office equipment, and machinery by prominent high technology companies, (led by Google, Apple, Intel, Juniper, and large data centers) accounted for the extraordinary increase in the value of business property.

### Geographic Disparities

Despite the overall improvement, there were major geographic variances. Cities including Mountain View (Google), Cupertino (Apple) and Santa Clara (Xeres/Intel) experienced solid growth in excess of six percent. Gilroy, on the other hand, was negative at -0.43 percent. Several of the county’s 13 high school and unified school districts posted assessment roll growth greater than the county average of 3.25 percent. School districts located in high-end residential markets benefited from the surge in the high-tech market sector: Mountain View-Los Altos School District and Palo Alto Unified both posted strong increases. Conversely, Morgan Hill Unified School and Gilroy Unified School districts were flat.

## COUNTY REVENUES

The County’s largest discretionary revenue source, secured property taxes, increased by \$3.1 million due to increase in assessed value. The unsecured personal property value increased by 5.3 percent with a tax increase of \$5.5 million. The property tax delinquencies on secured property decreased from 1.7 percent in FY 2011 to 1.2 percent in FY 2012. Property transfer tax revenues increased by \$1.7 million due to an increase in real estate transactions. Supplemental tax revenues increased by \$4.9 million due to a reduction in negative supplemental tax adjustments that occurred the previous year. The FY 2012 budget assumes a 4.6 percent increase in secured property assessed values, which corresponds to an increase of \$28.2 million in property tax revenue.



## COUNTY RESERVES

The County has set aside \$96.7 million in contingency reserves for fiscal year 2013. Operating reserve designations and the strategic reserve designations are part of the financial resources that are available to address unanticipated revenue shortfalls or unforeseen expenditures. These designations provide a primary defense against deficit spending and help maintain liquidity when budgeted drawdowns become necessary.

## CREDIT RATING

For its outstanding debt, the County’s rating was downgraded during the summer of 2012. On July 6, 2012, Moody’s Investor Service assigned an A1 rating to the County’s Lease Revenue Bonds 2012 Series A issued by the Santa Clara County Financing Authority. In conjunction with this rating assignment it lowered the credit ratings on the following County debt issues: General Obligation bonds (from Aa1 to Aa2), Pension Obligation bonds (Aa2 to Aa3), and Financing Authority Lease Backed obligations (Aa2 to A1).

On August 22, 2012, Fitch Rating service lowered the ratings of the Series 2007 Silicon Valley Tobacco Securitization Authority Tobacco Settlement Asset-Backed Bonds for the Santa Clara County Tobacco Securitization Corporation. The following reduction occurred: Series 2007A maturing June 1, 2036 from BBB to BB+; Series 2007A maturing June 1, 2041 from BBB to BB+; Series 2007A maturing June 1, 2047 from BBB- to BB, Series 2007B maturing June 1, 2047 from BBB- to BB-, Series 2007C maturing June 1, 2056 from BB to B+; and Series 2007 D maturing June 1, 2056 from B+ to B.



# CHILDREN, SENIORS & FAMILIES

## SOCIAL SERVICES

### Providing the Safety Net for Individuals and Families Facing Economic Hardship

A challenge for the Department of Employment and Benefit Services (DEBS) has been how to effectively meet the increased demand for public benefits. As of October 1, 2012, more than 14% or 260,804 individuals in Santa Clara County received CalFresh, CalWORKs, Medi-Cal, General Assistance or other public benefits. There has been tremendous growth in the CalFresh (formerly Food Stamps) program, as the number of participants increased substantially with 18% growth between October 2011 and October 2012.

To meet the increased demand for benefits the Department of Employment and Benefit Services (DEBS) continues to transform its business models, using innovative communication and technology to increase efficiencies and improve access to benefits. A particularly effective area of improvement is the movement towards unit-based caseloads. Previously, cases were only assigned to individual caseworkers. Under this model, any caseworker in a unit can address a client's needs. This has resulted in decreased application processing times and has enabled an increased average speed of answer for telephone service. Refinement of this method of case management will continue to expand in 2013.

### Maintaining High Performance and Quality of Service

- For two consecutive years, DEBS achieved the highest CalFresh accuracy rate in California. The rate was an impressive 99.41% for federal fiscal year 2011.
- DEBS exceeded all Medi-Cal performance standards in February 2012, processing 100% of disability applications, 93.6% of all continuing applications and 90.2% of all Medi-Cal only applications within required timeframes.
- Santa Clara County achieved an all time high monthly Work Participation Rate (WPR) of 58.93%; which means that a majority of the clients receiving benefits in Santa Clara County are also involved in some form of work. Santa Clara County is among the top performing large counties in the state and the only Bay Area county to achieve the required rate.

### CalWORKs: Guiding Clients to Success

CalWORKs Employment Services (CWES) has met the challenges of addressing family employment needs as time on aid has decreased while the job market remains relatively weak. CWES mapped out employment plans with alternative paths for participants based on their remaining time on aid. Staff also proactively encourages exempt clients to volunteer and take advantage of all the opportunities available to them.

Employment Services began sending automated phone and text "Group Broadcast Blasts" and using individual text messaging to inform participants of upcoming events and programs and encourage them to participate. These messages were very successful, as many, who previously did not respond to emails or letters, began rescheduling appointments, asking questions about services or events and even expressed appreciation for phone and text reminders.

### Santa Clara County CalWORKs Work Participation Rate

Despite high unemployment rates throughout the state and changes to the CalWORKs program, Santa Clara County has consistently met the required Work Participation Rate for CalWORKs participants. Facilitating participation in paid work experience, distance learning, and learning opportunities with the local College Consortium have led to continuous growth in the number of CalWORKs families meeting the work participation requirement, which has a federal target of 50%. The chart below provides a picture of the growth trend since Work Participation Rate implementation with a 26% increase in the past five years.

### Addressing Community Needs with CalFresh Outreach

Public and private community partnerships are critical to making an impact on hunger in the community. Social Services Agency (SSA) and Second Harvest Food Bank (SHFB) co-chair the County's Safety Net Committee and partner to reduce hunger and food insecurity. One primary way to affect this change is to increase CalFresh participation.

Between July 2011 and June 2012, Second Harvest's CalFresh Outreach and Food Connection Specialists pre-screened 12,288 county residents at community partner locations. Partner locations include Sunnyvale Community Services, St. Joseph's Family Center, West Valley Community Services and Our Lady of Guadalupe. As a result, SSA evaluated nearly 4,300 people for CalFresh eligibility.

### Partnering to Improve Access to Health Care Benefits

DEBS continues to partner with Santa Clara Valley Health and Hospital System (SCVHHS) to improve access to health-related benefits as Healthcare Reform is implemented. DEBS is committed to providing clients with a smooth transition between health care programs and to ensuring continuous healthcare coverage.





### The Challenge

Each year, an estimated 55,000+ foster youth in California emancipate or “age-out” of the foster care system and its support on their 18th birthday. By the age of 19, only 57 percent of emancipated foster youth have received a high school diploma or a GED, and less than 5 percent of former foster youth graduate from college. In Santa Clara County there were approximately 1,000 youth in foster care. More than 25 percent are 16 years or older. Every year, about 125-180 youth “age out” of the system and are often unprepared to face adulthood on their own.

### The Approach

The Department of Family and Children’s Services (DFCS) in cooperation with Family & Children Services (FCS), a non-profit organization, and a number of community partners administers the Independent Living Program (ILP) to help youth to develop the skills needed to function in adulthood. The core services offered through the ILP are tailored to the individual needs of the youth and cover skill development in seven areas: education, career development/employment, healthy living, building life long connections, financial education, securing housing, and daily living – such as financial management and budgeting, personal responsibility, self-advocacy, household management, accessing resources, and obtaining vital records.

In September 2011, the County celebrated the Grand Opening of The Hub, a youth-led and organized community center dedicated to supporting current and former foster youth ages 15 to 24. The Hub is a welcoming place where foster youth

develop a sense of belonging and empowerment through a variety of individual support services and resources provided by the County, Family & Children Services Independent Living Program, their own peers and community members, as well as opportunities for leadership and community involvement and development.

Santa Clara County Social Services Agency and Family & Children Services Independent Living Program, in collaboration with the nationally recognized program for transitional youth VOICES (Voice Our Independent Choices for Emancipation Support), offered eight former foster youth the opportunity to be the founding members and leaders of The Hub. Currently, six young adults continue as County extra help staff to run the daily operations of the Hub with County staff and community partners. The Hub connects foster youth with more than 15 co-located County staff and community partners who provide resources for housing, education, employment and wellness, as well as drop-in and appointment services.

### The Hub Partners

- Santa Clara County Social Services Agency
- California Connected by 25 (CC25) Initiative
- Family & Children Services
- Representatives from the following community-based organizations -
  - Legal Advocates for Children and Youth (LACY),
  - Planned Parenthood Mar Monte,
  - Santa Clara Valley Health and Hospital System, Teen Force, Work2Future, Silicon Valley Children’s Fund (SVCF), County Mental Health Department, Probation Department, Alum Rock Counseling Center-Triple P program, and Meriwest Credit Union



A designated staff person works with the Health and Hospital System to accelerate client enrollment in Low Income Health Program (LIHP) services. In addition, DEBS General Assistance Program is referring clients to LIHP who do not qualify for the Medi-Cal program.

### Community Response to Aging Population Needs

This past year, the Department of Aging and Adult Services lead a widespread community effort to create the Seniors' Agenda - a master plan to improve services for today's seniors and to address the challenge of serving an increasing number of future seniors. More than 150 individuals from 68 organizations collectively dedicated more than 1,100 hours of time to create this vision. The action plan contains one-year milestones that lead to identified three-year strategic goals in the areas of: Transportation/Mobility Management, Senior Volunteerism/Civic Engagement, Information and Assistance, Education/Outreach, Policy/Funding, Mental Health and Leadership and Support.

### Partnership for Nutrition

The Senior Nutrition Program served 1,189,042 meals to 12,949 seniors during the year. Approximately half of the meals were provided through the County of Santa Clara Meals on Wheels program to homebound seniors and the other half through the Congregate Meal Program at 40 sites around the county. To ease fiscal challenges, a partnership was established with Second Harvest Food Bank providing congregate meal sites convenient access to food from the food bank. During FY 2011/12, congregate meal sites obtained 45,926 pounds of food valued at \$76,835.

### Enhanced Customer Service

To prevent premature institutionalization and allow people to remain in their own homes, In-Home Supportive Services (IHSS) assesses the aged, blind or disabled Medi-Cal-eligible persons for domestic and personal care service eligibility. This program also processes payroll for over 15,000 home care providers every two weeks. IHSS initiated an internal business process redesign through The Center for Leadership and Transformation to speed payroll processing and customer response.

The Office of the Public Administrator Guardian/Conservator was reorganized to improve client service delivery. Staff received training to provide case management for all aspects of a client's care, including health and estate management. Now more cases are assigned to a single specialized Estate Administration Unit that handles only the most complex estates and provide expert financial investigation skills to financial abuse referrals.

DAAS as well as community stakeholders have recognized that seniors and dependent adults in the South County area could have difficulty accessing services

due to geographical factors, lack of transportation and/or linguistic and other barriers. To meet this challenge, Adult Protective Services (APS) has stationed a bilingual (Spanish/English) social worker in South County to provide outreach and case management. Services include education about available programs and resources, assistance with the application process, transportation, and advocacy. Through this service, APS is meeting a critical need for seniors and dependent adults while decreasing risk and helping them to maintain independence.

### California Partners for Permanency

The Department of Family and Children's Services (DFCS) continued providing quality services to children and families involved in the child welfare system during the report period.

DFCS entered into its third year of the five-year California Partners for Permanency (CAPP) grant, which is aimed at increasing permanency for foster youth and reducing long-term foster care. This year the focus shifted to training and implementing the California Child and Family Practice Model. In 2012, two units of social workers and their supervisors, who provide case monitoring services to families receiving family reunification or family maintenance services from DFCS, received training in the developed practice model.

Safety-Organized Practice is an approach to day-to-day child welfare casework that is designed to help all the key stakeholders involved with a child including the parents, the extended family, the child welfare worker, supervisors and managers, lawyers, judges and other court officials, even the child him/herself, to keep a clear focus on assessing and enhancing child safety at all points in the case process. It combines the best of Signs of Safety - which focuses on harm, danger, risk, complicating factors as well as safety and family strengths, with other innovations from child welfare to create a rigorous practice model. The training will continue until all DFCS social workers and supervisors are skilled in the practice model.



### Non-Minor Dependent Launch

On January 1, 2012, Extended Foster Care, which will be phased in over two years, became an option for foster youth and former foster youth in California between the ages of 18-21. This program gives the young adults leaving foster care extended support in their transition to independent living. To qualify, the young adults must be participating in educational/job training programs or be employed. DFCS held multiple meetings with providers, youth and stakeholders to draft procedures and identify the necessary resources to support these transitioned aged youth (TAY). Currently, DFCS has a hybrid model for support. TAY will be served by either a social worker who has extensive experience and skills working with older youth, lead by a social work supervisor to serve these young adults with their particular needs, or by the social worker that has been working with the family over the years, depending on the youth's needs. These young adults will have the option to live in a supervised independent living setting or a transitional housing program. While having the opportunity for an independent living experience, the young adults receive financial support along with the safety net of a case manager to provide support and services when problems arise. As of October of this year, the department has identified 180 TAY who qualify for these services.

### Juvenile Justice and Child Welfare System Integration

The Department of Family and Children's Services is working with the Juvenile Justice Court and Juvenile Probation on a joint project intended to improve outcomes for youth involved in both the juvenile justice and child welfare systems. Juvenile Probation received a technical assistance grant from the MacArthur Foundation's Model for Change to implement effective practices to reduce repeat behavior and to improve correctional alternatives for youth in the juvenile justice system with a history of maltreatment. Additional partners in this effort include the Mental Health Department, Department of Drug and Alcohol Services and County Office of Education along with representatives from the Public Defender's Office, Legal Advocates for Children & Youth, community based organizations and community representatives. Current work is focused on developing effective cross-system communication and collaboration and a shared vision on how best to serve youth involved with both systems.

## 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 all families requesting services and any family receiving assistance through the CalWORKS program.

DCSS child support professionals are responsible for collecting child support payments totaling more than \$90 million each year while delivering services to approximately 45,000 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 County General Fund. In fact, until the County share of collections was taken to help solve the State's budget woes, the Department returned approximately \$1 million to the County General Fund each year as partial reimbursement of the County's share of cost in funding CalWORKS and other aid programs. The County share of collections should be restored in FY 2013/14. The State budget provides relatively stable funding for County child support programs although allowances for local cost increases are not generally granted.



Matters of the Heart

### Quality Parenting Initiative

In 2012, DFCS continued to build and expand on work started in previous years on the Quality Parenting Initiative (QPI) - developed statewide to provide a congruent approach to recruiting and retaining high quality caregivers to provide excellent care to children in California's child welfare system. In Santa Clara County, stakeholders including agency staff, caregivers and community partners are working together to recommend policy changes and proposals intended to strengthen the relationships required to support the healthy development and permanency for children who cannot live with their parents.

In 2012, the Department launched a weekly public service announcement column in the San Jose Mercury News called "Matters of the Heart: Foster Children in Search of Loving Families." The column features the spirit of children and youth, whom are hoping to find loving, permanent families of their own. The purpose of the column is to encourage readers to consider becoming foster or adoptive parents by learning about children who are awaiting family placement.



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. The State and local Child Support Programs focus efforts on improving performance against these federal measures. In recent years, the cost effectiveness measure has been particularly 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 so improvement is a factor of increased collections and cost containment/reductions. The federal cost-effectiveness standard is \$2 collected for each program dollar spent. As a whole, California returns approximately \$2.10 in collections for each dollar of program costs. Santa Clara County returns approximately \$2.50 in collections for each dollar of program costs.

Performance improvement as a State can lead to a larger share of federal incentives, an important component of funding for California's Child Support Program.

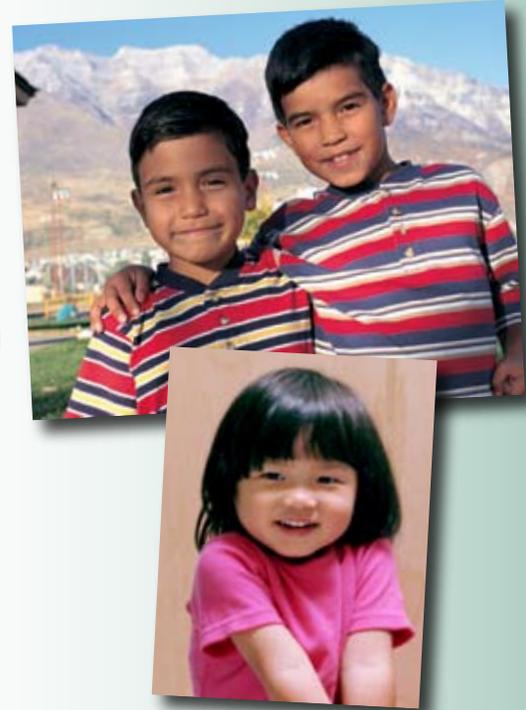
### Program Challenges

Services delivered by DCSS are increasingly critical in the lives of children. Child support can lift children out of poverty and is the second largest source of income for families receiving payments.

The Department administers approximately 22,000 cases where the family formerly received public assistance, approximately one-half of the current caseload. As the State considers realignment of the Program in future years, it will be important to maintain a strong local presence and guaranteed funding sources to ensure the delivery of services needed to assist families in their efforts to be self-sufficient.

### Key Accomplishments

- The department moved into a new building in November 2011 following expiration of a 10-year lease on Junction Avenue. The move of cubicles, furniture, computers and miscellaneous office supplies was accomplished over a period of several weeks while child support professionals continued to see the public and deliver services. The move was a significant accomplishment made possible by the tireless efforts of individuals within DCSS and exceptional support from other County departments including Fleet & Facilities, Information Services, and Purchasing.
- The Paternity Opportunity Program (POP), operated in conjunction with area hospitals and Vital Records, will result in establishment of paternity for nearly 6,500 children in 2012.
- An imaging project financed by the State resulted in the creation of electronic case records and the destruction of 35,000 physical cases. This effort reduces storage costs and makes case information available to child support professionals at remote locations.



The image shows two healthcare workers in a clinical setting. They are wearing light green scrubs and white hairnets. They are standing at a table, looking at a document. The worker in the foreground is gesturing with her hands while talking to the worker behind her. The background shows a typical hospital room with a window, a chair, and some medical equipment. The entire image has a warm, yellowish tint and is overlaid with a large, semi-transparent white graphic element that looks like a stylized 'C' or a bracket.

# HEALTH & HOSPITAL SYSTEM

## A COMPREHENSIVE SYSTEM OF CARE

The Santa Clara Valley Health & Hospital System (SCVHHS) includes the: Public Health Department (PHD), Department of Drug and Alcohol Services (DADS), Mental Health Department (MHD), Santa Clara Valley Medical Center (SCVMC), and Valley Health Plan (VHP).

## COMMUNITY HEALTH ISSUES

### Status of Latino/Hispanic Health

Latinos/Hispanics face significant socioeconomic challenges, which may impact their health and well-being. Countywide assessments have found that Latinos/Hispanics are more likely than other racial/ethnic groups to be overweight or obese, have lower levels of physical activity and poor nutrition, and to experience high rates of injury and violence. For these reasons, the Public Health Department conducted an assessment of Latino/Hispanic health in Santa Clara County. The 2012 report assessed health advantages and health disparities for Latinos relative to other racial and ethnic groups countywide. It also took an in-depth look at neighborhood conditions related to obesity, nutrition, physical activity, and safety. The report will help the County work toward making positive changes for a healthier Latino community.

### Emergency Medical Services

Santa Clara County's Emergency Medical Services (EMS) System conducted an extensive 2.5 year request for proposal process that culminated in the award of an exclusive franchise agreement to Rural/Metro to provide ambulance services for the county.

Improvements to the EMS System through Rural/Metro include improved medical support to law enforcement and fire services across the county and an improved electronic data system. Rural/Metro's electronic data system constitutes the first phase of a comprehensive electronic data system, which will link all EMS System providers, including communications centers, fire and ambulance providers, and hospitals.

This electronic data system is expected to provide critical information about clinical care, operational efficiency, and cost effectiveness, allowing the EMS System to make evidence-based decisions and better evaluate the medical care provided. Santa Clara County will be the largest EMS System in the nation to have this level and sophistication of data integration.

### Santa Clara County Nurse-Family Partnership Program

The Nurse-Family Partnership Program helps young, low-income, expectant mothers develop lasting behaviors that enable them to have healthier pregnancies, become better parents, have emotionally and physically

healthier children, and gain greater self-sufficiency. Each of the program's seven Public Health nurses carries a caseload of 25 first-time mothers and delivers home visits from pregnancy until the child's second birthday.

Since the initiation of the program in October 2011, through a collaboration of the Public Health and Mental Health departments, the program has provided services to 205 low-income, first-time mothers. In addition, 117 infants were born to these mothers during this time period.

Initial data collected in the program show positive outcomes, including mothers having higher initiation rates of breastfeeding than the Healthy People 2020 Target. The number of children immunized was also higher than the designated objective. Early in 2013, the program will celebrate the first set of graduation ceremonies, with nine young moms completing the program.

### New County Nutritional Standards

The County serves more than six million meals each year, and now, they're healthier than ever, as a result of the new Santa Clara County Nutrition Standards implemented in July 2011. Healthier food options mean healthier people, and a healthier community. The comprehensive Nutrition Standards, funded by the Communities Putting Prevention to Work (CPPW) Obesity Prevention Grant from the Centers for Disease Control and Prevention, were developed by the Public Health Department, based on best-practice national guidelines. The standards serve as a model of healthy eating for local organizations, businesses, and residents as well as other governmental jurisdictions.

The standards apply to food and beverages offered, purchased, or served at County facilities or by County departments or agencies. Santa Clara County serves tens of thousands of meals a week to custodial populations through the County hospital, jails, youth ranches, and other programs. In addition, there are over 200 vending machines and 12 cafeterias and cafes located at more than 60 County facilities. These standards were developed so that food and beverages purchased for custodial populations with public dollars meet certain nutritional criteria, and also to make healthy food choices more accessible to employees.





**The Challenge**

Ecstasy use has been a growing problem in the Bay Area, and with the increase in use, more deaths have been a result. Since 2009, five people have died in Santa Clara County after using Ecstasy; one died from a massive overdose, two from fatal electrolyte levels in their bodies due to Ecstasy use, and two others died in Ecstasy-related car crashes. In other recent Santa Clara County cases, while not the direct cause of death, Ecstasy has been found in the systems of people who have died.

MDMA, also known in slang terms as Ecstasy, E, X, Thizz, Thizzle, and XTC, is a man-made drug. Other substances such as caffeine, dextromethorphan (found in some cough syrups), amphetamines, PCP or cocaine, are sometimes added or substituted for MDMA in Ecstasy tablets. MDMA makers can add anything they want to the drug. Using Ecstasy can have devastating long-term health effects, including memory loss and brain damage.

In the past, Ecstasy was used most frequently in a club setting. But in recent years, there has been a shift to home use. According to a survey of teens in Santa Clara County, as many as one in four youth have tried Ecstasy at least once. Ecstasy use

is found among all social economic groups and has most recently spread to a younger group at the middle school level. The increase in Ecstasy use in Santa Clara County has made it a public health emergency.

**The Approach**

Responding to the growing epidemic of Ecstasy drug use among teens and young adults in Santa Clara County, a countywide initiative was launched to educate youth, parents and the community about the dangers of taking 3,4-methylenedioxymethamphetamine (MDMA). The initiative led by the Department of Alcohol and Drug Services, in cooperation with the Medical Examiner-Coroner's Office and the Public Health Department, included outreach and presentations to area schools, development of lesson plans for use by teachers, a Train-the-Trainer program, and the creation of a multi-agency task force.

**SANTA CLARA COUNTY  
LAUNCHES  
ECSTASY PREVENTION  
INITIATIVE**

**NEWS CONFERENCE**    **JANUARY 17, 2012, 10:30 A.M.**



**SUPERVISOR LIZ KNISS**  
COUNTY OF SANTA CLARA  
BOARD OF SUPERVISORS

**MARTY FENSTERSHEIB, M.D.**  
SANTA CLARA COUNTY HEALTH  
OFFICER

**MICHELLE A. JORDEN, M.D.**  
SANTA CLARA COUNTY  
ASSISTANT MEDICAL EXAMINER

**STEPHEN BETTS**  
DEPARTMENT OF ALCOHOL &  
DRUG SERVICES, PREVENTION  
DIVISION

FEATURING THE DOCUMENTARY FILM:

**ECSTASY:  
LIVES  
OUT  
OF  
BALANCE**



The project culminated with the release of a youth inspired “Ecstasy: Lives Out of Balance” documentary and music video that highlight the myths and dangers of using MDMA.

Teens and young adults taking Ecstasy often believe the myth that Ecstasy pills are safe if taken as directed. They don’t know that the potential drug interactions, side effects or overdose can have long term and deadly effects. The initial feelings of happiness, increased energy and diminished fear and anxiety, disappear when the drug leaves their system and can leave the user with anxiety, depression, fatigue, impaired attention, and insomnia. Long-term effects can include depression, anxiety, long-term memory loss and problems with attention and concentration. Symptoms of an overdose include total confusion,

muscle twitching, cardiac arrhythmia, heart damage, cardiac arrest, hemorrhage and/or stroke, severe hyperthermia and coma and death.

The “Ecstasy: Lives Out of Balance” documentary showcases stories from teens who have taken Ecstasy at raves or just at home, and how it has impacted their lives. It also shows the devastating impact on the families, the teenage brothers and sisters, of those who have died from taking the drug.

The countywide initiative took an interdisciplinary approach that includes: an interagency, inter-county, interstate and inter-country collaboration; education of youth, parents, schools, legal and medical communities, and the legislature; and prevention.



## ADDRESSING SUBSTANCE ABUSE

The Department of Drug and Alcohol Services continues to develop integrated services within the health and hospital system, including the new electronic health record that will assist in integrated patient care. This will greatly increase the connectedness of the addiction services with the primary care system and improve the coordination of care of patients who have dual diagnosis conditions. The other major completion in 2012 was the expansion the treatment for the AB 109 population and the integrated services at the Reentry Center.

### Addiction Medicine Treatment

The Addiction Medicine and Therapy division (AMT) developed several important linkages and partnerships throughout the health and hospital system to improve patient outcomes with addiction specialty care services, including:

- A partnership with Adult Custody Health in the use of Vivitrol for the sustained recovery of alcohol and opioid dependent AB 109 inmates;
- Creation of the Integrated Care Partners

Team (ICPT) that has identified the need for a chronic noncancer pain management and addiction treatment project, and an addiction medicine consultation service through the Department of Medicine; and

- An expanded presence within identified medical homes including Moorpark, Tully, and the Medical Respite Center.

The AMT clinics received a 3-year accreditation from the Commission on the Accreditation of Rehabilitation Facilities. AMT developed a new business plan that increases physician and clinical social worker services in the Federally Qualified Health Center clinics. AMT was chosen as one of six clinics nationwide to participate in the Substance Abuse and Mental Health Services Administration sponsored Medication-Assisted Recovery peer-support program.

### Prevention of Addiction

The 3-Principles Training Office seeks to enhance the life of the individual by teaching the understanding of the psychological Principles of Mind, Thought and Consciousness, and how these principles function to create life experience. Through this educational process, individuals will realize their innate wisdom, and resiliency

which will enable them to live healthier and more productive lives so that the community becomes a model of health and wellness. The office has provided 480 classes, four workshops and three 2 ½ day State of Mind trainings, private trainings and presentations with 5,400 participants in the 3-Principles Philosophy/Training. There is a growing understanding that this training and the practice of the principles can improve not only the work culture but the health of individuals.

### Adult System of Care

The Adult System of Care, a single managed care plan to assure the most appropriate use of alcohol and other drug treatment services, provided services to 6,819 clients (5,254 in outpatient and 1,565 in residential treatment). Of the clients discharged in FY12, 87% showed either reduced or no substance use at the time of discharge when compared to the statewide average of 82%. A total of 872 people were released from custody into DADS care. In addition, DADS implemented residential and outpatient services for the AB 109 Realignment population, providing 206 AB 109 clients treatment services. The Department participated in the development and launch of the Reentry Center and is a partner in the MHSA Multiagency Pilot project at the Center.

## TRANSFORMING BEHAVIORAL HEALTH

Mental Health Department accomplishments of the past year are tied to unprecedented federal and state legislative efforts intended to transform health and behavioral healthcare in the United States. At the federal level, Healthcare Reform and Parity legislation have stimulated extensive state and local planning efforts to prepare for the reforms to be implemented in 2014. In California, county public mental health systems continue to plan and implement programs made possible through new funding provided by the Mental Health Services Act (MHSA) passed in 2004. The MHSA has enabled the Department to implement new services, outreach, education, and infrastructure development despite the economic recession of the past several years.

### Integrated Behavioral Health

The Mental Health Department continues to work with Health and Hospital System partners to integrate behavioral health services within Valley Medical Center (VMC) and community based non-profit primary care clinics. To date, over 4,000 patients are receiving primary care based psychiatric and counseling services. In addition, behavioral health and primary care staff are being trained together to implement screening and therapeutic interventions that are expected to improve behavioral health and related health outcomes.



### School Linked Services

The Mental Health Department facilitated the launch of a broad School Linked Services (SLS) initiative to offer a system of coordinated and effective health and social services on school campuses and in the community. The vision is to have children thriving at home, in school, and in their communities. SLS is intended to better organize services to meet the needs of students and their families through the collective efforts of various service systems. A task force supported by Mental Health oversees the implementation and includes representation from government agencies, school districts and community partners. Over \$30 million in services and support has been pledged by 11 school districts and 10 funding entities with the aim of establishing a unified, well designed school-based system of academic and support services that will improve educational and well-being outcomes for children and families. Mental Health services are included, providing parent education and therapeutic intervention services through community based organizations selected to provide services in 53 elementary schools in the highest need districts in the county.

### Community Corrections Partnership

The Mental Health Department is a key partner in the multi-system collaboration, Community Corrections Partnership (CCP), that is implementing the AB 109 (Public Safety Realignment) prison reform legislation. Through supervision and rehabilitation, housing and employment support services, the goal is to reduce recidivism and improve individual, family and community outcomes for those involved in the criminal justice system.

Mental Health has implemented a Multi-agency Assessment Program (MAP) that coordinates mental health, substance abuse, health and social service screening, assessment and service linkage for this population; and has also facilitated the implementation of specialized treatment services and a Faith Reentry Collaborative and Resource Centers that will offer faith-based services to returning individuals and their families. Since October 2011, over 1,000 individuals have been served through the CCP and the initial data indicates a reduction in recidivism.

### Transformational Care Planning

In June of 2012, the Mental Health Department initiated a treatment planning approach called Transformation Care Planning (TCP). This initiative supports the department's mission to transform the system to a recovery oriented system of care that integrates specific mental health services and supports to help clients and their family members achieve treatment goals. TCP is designed to improve the client's mental health through more effective engagement and a person-centered approach to care. The first phase of trainings began in June 2012 and will continue until July of 2013. Approximately 650 of 1,170 clinicians and

supervisors have been trained and are beginning to use this approach at their agencies.

### New Mental Health Peer Support Worker Classification

A new Mental Health Peer Support classification was created in 2012 to provide individuals with "lived" mental health services experience an opportunity to work within and impact the development and strategic planning of the Mental Health Department. Thirty-nine new positions were created to support work being done by the Office of Consumer Affairs, the Office of Family Affairs, and the Ethnic & Cultural Communities Advisory Committees within the Mental Health Department.

### Housing and Homeless Support Services

The Mental Health Department has supported the establishment of a coordinated network of permanent supportive housing to prioritize and serve the chronically homeless. This effort launched a comprehensive 14-month study to document the cost of homelessness and the impact of permanent supportive housing.

## 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, providing a wide range of healthcare benefits to employees and dependents from the County of Santa Clara, Valley Transportation Authority, In-Home Support Service workers, and other small employer groups in the county. Valley Health Plan also provides managed care services on behalf of Santa Clara Valley Health which includes financial management of claims, utilization and provider credentialing and contract services. VHP has dedicated efforts focusing on the health and well-being of County Employees as well as the communities in Santa Clara County.

Total VHP enrollment increased 7.7% between October 2011 and October 2012 with commercial membership growth to 16,720 participants and government-subsidized enrollee growth to 69,550 participants. The Provider Network continues to expand, offering more choices in care, including more than 800 primary care physicians, 1,500 specialists, 17 acupuncturists, 26 chiropractors and 86 mental health and substance abuse providers.

Network locations include more than 250 primary care sites, 38 clinic sites, five hospitals, nationwide pharmacies, 41 laboratories, 14 urgent care sites, eight skilled nursing facilities and seven acute care hospitals and mental health facilities.



VHP has developed products which support the mission of the County and creates the capacity to provide healthcare products through the Affordable Care Act through the California Health Benefit Exchange.

### Employee Wellness

In July 2012, the Employee Wellness Department developed a new "State of Wellness" logo along with the tag line "Where Wellness Works" to incorporate the idea that the state of wellness involves not only mind, body and spirit but also at home, at work and at play. The Department began regular discussions with the County's benefit providers, named Team WELL, to design, communicate and execute consistent communication from benefit providers to employees, a plan that includes all benefit providers, and a process for conducting and reporting results of the County health assessment. The Team WELL steering committee is comprised of ESA - Benefits, ESA - Labor Relations and key representatives from the County employee

health insurance carriers (Kaiser, Health Net, VHP), dental carriers (Delta Dental, Liberty Dental), and vision plan (VSP).



## SUPPORTING A HEALTHY COMMUNITY

Planning change to enable a more effective health care delivery system in accordance with the Affordable Care Act is central to the work at Santa Clara Valley

Medical Center (SCVMC) and strategically aligned with Dr. Donald Berwick's "triple aim" to provide better care for individuals, improve the health of the population and lower the per capita costs for health care. Consistent with these goals, SCVMC is working toward the new vision of "Better Health for All" by improving access to primary and specialty care, the customer experience,

patient flow to provide timely care, access to innovative care, digital access to patient information across the care continuum, and safe, modern, technology-enabled facilities.

### Medical Home and Access to Primary and Specialty Care

Several innovative programs were launched in Ambulatory and Community Health Services in late 2011 through 2012. These programs, designed to improve access to health care and support underserved and at-risk populations, include Valley Homeless Healthcare Program, BRIDGE Program, and the Language Services Department. The Valley Homeless Healthcare Program was selected to participate in a national program to promote high quality primary health care services

for people experiencing homelessness. The BRIDGE Program addresses medical and social issues for high risk premature infants after discharge from the hospital with home nursing visits. The Language Services Department is integral to health system access providing more than a quarter of a million phone translations per year with 70% of all translations into Spanish.

### Customer Experience

The Customer Experience Committee continues to work on Every Contact Counts to improve performance. All staff members receive a monthly notice from the Employee Recognition team, acknowledging staff who provide exemplary care and service at SCVMC. The Moorpark Clinic was recognized for improving customer experience through a program in collaboration with the California Association of Public Hospitals Safety Net Institute in a showcase at the National Association of Public Hospitals (NAPH) annual meeting. The new Unit-Based Teams, a labor-management partnership, are launching work for Emergency Department cleanliness and inpatient noise reduction; both areas need improvement in national rankings.

### Improving Patient Flow

The Santa Clara Valley Medical Center Emergency Department (ED) continues to be the busiest in the county and the front door for many patients. Ambulance diversion, when a hospital redirects ambulances from its Emergency Department to another hospital, continues at a lower rate of 20-30 hours a month improving access for ambulance arrival. Approximately 20% of patients seen in the ED are admitted and timely admission is important for patient safety. Improvements in the discharge planning process provide greater access for acute care beds; there was a reduction in the long stay average length of stay (ALOS) from 57 days on average in FY11 to 50 in FY12. SCVMC and the Mental Health Department are also collaborating on reducing readmissions for patients who have a physical illness and a behavioral health diagnosis through a CMS Initiative called the Partnership for Patients.

### Innovation at Valley Medical Center

Between November 14 and 17, 2012, world leaders in Spinal Cord Injury and Regenerative Medicine came together in conferences at Stanford University. Leaders in the field saw this collaborative conference as an essential step for translating regeneration research into clinical treatments. Santa Clara Valley Medical Center Rehab was highlighted at the conferences because of its role in pioneering the first clinical trial of human embryonic stem cells for spinal cord injury.

The Department of Nursing fosters innovation through participation in the UCSF/Stanford Center for Nursing Research and Innovation. Six fellows who learned about the evidence-based process to conduct studies and six coaches who train to support the



dissemination of knowledge about research have completed the course. Another example of excellence was the Neonatal Intensive Care Unit project on "Eliminating Hypothermia on Admission in Very Low Birthweight (VLBW) Infants." The project won Honorable Mention for the NAPH 2012 Gage Patient Safety Award.

### Seismic Safety Project

The Seismic Safety Project (SSP) will replace inpatient bed facilities 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, funded by a voter approved \$840 million General Obligation bond measure. The six-story bed building is taking shape, with the structure and external glass and metal panel nearly completed. Interior building components, including mechanical, electrical, and plumbing are being installed on all floors along with wall framing. The expected completion date is late 2014. Also part of the new Bed Building project are upgrades to the campus utility plant and associated underground infrastructure to support the new facilities.

The Receiving and Support Center (RSC), also part of the SSP, is a three-story plus basement structure that will house a new hospital production kitchen and materials management dock. The building has two floors of office space to support the uses of the old Main Hospital building that will be demolished. A tunnel connecting the kitchen to the remainder of the campus buildings is also part of this project. The building is scheduled to be completed in the summer of 2013 with the tunnel being completed by early 2014.

### Renovation of Valley Health Center, Bascom

Under the American Recovery and Reinvestment Act (ARRA), Ambulatory Care – Valley Homeless Health-care Program received two grant awards for the renovation of Valley Health Center Bascom. The renovation, near completion, including repairing and upgrading the prenatal care and pediatric urgent and specialty care space and reconfiguring space to create clinical suites designed for ob/gyn and pediatric specialty services. These improvements will help to enhance patient flow, expand clinical space for patient care, increase patient safety and provide a comfortable environment for patients.

### Improving Patient Experience at Moorpark Clinic

The Patient Experience Transformation Project (PEXT) was implemented in 2012 to improve patient and family experience as well as engage providers and staff in identifying improvement opportunities. Staff training resulted in shorter response times in responding to patient messages. Patients are responding with positive feedback.

### Custody Health Services

The Custody Health Services (CHS) Department of the Santa Clara Valley Health & Hospital System (SCVHHS) provides health care services to inmates incarcerated in the Santa Clara County Jails. Adult Custody Health Services (ACHS) is the division within CHS that specifically provides medical, nursing, pharmacy, dental and mental health services. Other department services such as staff development, infection control and quality improvement, ensure that inmate health care meets regulatory standards and is comparable to care provided in the community.

### Medication Dispensing Automation

The Custody Health management team and SCVHHS Pharmacy collaborated with industry experts to implement the TALYST automated medication dispensing machine/system. The automated process will lead to medication cost savings through improved monitoring of medication inventory, and efficiency in the administration of medication, and efficiency in nursing resource use.



### Medical Services

Medical physicians at Adult Custody Health Services (ACHS) have conducted approximately 130 outpatient clinics per month (750 patients seen at Elmwood and 250 patients seen at Main Jail monthly). Every weekday, a physician conducts morning rounds for infirmary patients in the Main Jail. There were over 400 admissions to the infirmary in FY 12.



A newly approved treatment regimen for latent tuberculosis infection (LTBI) was just launched at ACHS requiring extensive collaboration with the County Public Health Department and California Department of Public Health. ACHS is also implementing a quality improvement project that compares new and old LTBI treatment regimens, as well as their safety and side effect profiles.

### Reentry Support

Custody Health Services consistently participates in County projects associated with Criminal Justice Realignment and the Re-Entry Network. In collaboration with multiple County agencies, Custody Health restructured the release process to ensure that clients are connected to appropriate services to maximize their opportunities to participate in the community and their own recovery, and ultimately decrease recidivism.

*Custody Health, in concert with Social Service, also:*

- Collaborated on developing a Case Management tool for use while clients are in custody and when they are released from custody. This tool assesses client's

readiness to engage in post incarceration services aimed at reducing recidivism.

- Custody Health also ensures services are in place for clients released from custody, maximizing the individuals opportunities for a successful transition.
- Establishes a Pre-Release Agreement with the Social Security Administration for inmates who have had benefits suspended due to incarceration and/or for initiation of application for Federal benefits prior to inmates' release from jail.

### Crisis Planning

Referrals to Crisis Services are initiated at the time of booking if the arrestee reports a history of mental illness, is taking psychotropic medication, has made a recent suicide attempt, or is receiving psychiatric treatment in the community. Crisis referrals can be generated from the inmate themselves, correctional officers, family, attorneys or medical staff. The Department of Correction Website has a link where family members or significant others can download a form to provide information to medical and mental health services regarding the history and/or needs of their loved one. This improves continuity of care for inmate patients.

## NEW TECHNOLOGY FOR BETTER CARE

### HealthLink Electronic Medical Record

In 2011, Santa Clara Health & Hospital System (SCVHHS) heightened its commitment to improve the health of the whole community through two major initiatives. First, to fully integrate all facets of the health system including Santa Clara Valley Medical Center (SCVMC), Department of Alcohol and Drug Services (DADS), Mental Health Department, and Public Health Department via an electronic health record system. Second, to incorporate new Healthcare Reform incentives across the organization.

The HealthLink project was launched in early 2012 to bring the EPIC product as the digital record to SCVMC that will allow providers to have information about patients anywhere in the health system to ensure safe, timely, effective care. The HealthLink team, comprised of specially trained SCVMC staff, has worked through the year with clinicians to build the HealthLink system specific for SCVMC. With this new integrated clinical and financial software system, all of a patient/client's information, including medical history, health insurance, current medications, allergies and more, will be readily available to those caring for them via a single electronic patient record.

On May 4, 2013, SCVHHS will go live with HealthLink in the hospital and several clinics, enabling SCVHHS doctors, clinicians and business operations staff to provide patients better care.

*In the coming months, HealthLink will provide:*

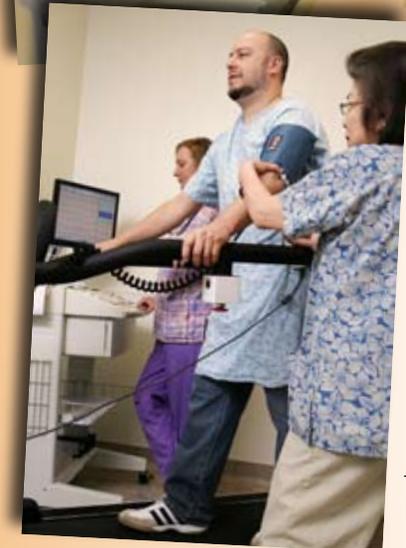
- a more complete patient medical history along with timely access to test results
- a one-time collection of a patient's financial and clinical information, which will eliminate the need for them to provide, and employees to collect, the information multiple times
- improved patient care through use of medical best practices
- streamlined care processes, such as appointment scheduling from the hospital to the clinic
- more efficient and simple billing and collection processes
- improved patient/client safety through system features, such as drug interaction alerts

Clients will have the opportunity to better manage their own healthcare via HealthLink's patient portal, called MyHealth Online. Patients will be able to access their health information at any time and from any where they have Internet access. With MyHealth Online patients can view their medical history, current medications and test results, schedule an appointment, e-mail their physicians and more.

HealthLink will be the platform for enhanced clinical and administrative decision-making, as well as added assurance in complying with regulatory and accreditation standards. These optimizations will be built into HealthLink and include the Clinical Practice Model (CPM), the Meaningful Use initiative and the ICD-10 project.

- Clinical Practice Model will support SCVHHS inpatient nurses and Emergency Department staff in advancing patient care. Built into HealthLink, CPM will be available to clinicians and designed to improve patient safety and enhance efficiency and effectiveness at the point of care. As part of the model, multiple disciplines will build an integrated care plan.
- HealthLink will fulfill SCVHHS's desire to attain Healthcare Reform financial incentives. Meaningful Use quality measures that align with Healthcare Reform guidelines will be built into HealthLink. It is anticipated that the Meaningful Use Initiative will provide millions of dollars in governmental reimbursement funds that can be used to improve the health of the community.

HealthLink is a monumental advancement for SCVHHS—one that supports the organization's commitment to operate cohesively as an integrated system and its dedication to the health and well-being of communities in Santa Clara County.



## Population Health Management

In 2012, a Population Health Management System (PHMS) was deployed and enhanced to provide data for better management of patients with chronic diseases, for Medical Home members, and for the entire patient population.

County physicians and care managers use the PHMS to proactively manage chronic diseases. For example, a diabetic patient needs regularly scheduled blood sugar and cholesterol tests and retinal eye examinations. In PHMS, they can easily see when a patient is due for lab tests, and can track how well a patient has been managing blood sugar over an extended period of time. Over 20 data systems (such as lab and pharmacy) feed into PHMS.

The goals include improving health and reducing costs of acute care by making it easier for clinicians to monitor patients with chronic diseases and use less expensive preventive interventions; facilitating clinicians' collaboration to understand the impact of interventions; and improving patient safety and mitigating institutional risk by preventing or intervening in a patient's health condition before they reach life-threatening status or are hospitalized.

A medical home is a clinic that has one or more teams comprised of: primary care physicians, care managers (nurses or pharmacists) who see patients with chronic diseases such as diabetes, behavioral health specialists, and dentists. A patient may be assigned to a primary care physician at a medical home where a patient's care will be integrated and coordinated with specialists. The clinicians at a medical home work in teams to provide integrated preventive and wellness care.

The County is preparing for federal Healthcare Reform, and participates in the Delivery System Reform Incentive Program (DSRIP). From July 1, 2011, to June 30, 2012, the County met DSRIP requirements in part by implementing and enhancing the Population Health Management System, and this resulted in SCVHHS receiving \$9,250,000 in DSRIP funds. In addition, PHMS data and other SCVHHS data were used by clinicians to expand management of patients with chronic conditions, resulting in an additional \$16,500,000 in DSRIP funds in FY2012.



# HOUSING, LAND USE, ENVIRONMENT & TRANSPORTATION



## SUSTAINABILITY INITIATIVES

The Office of Sustainability represents the County on the Board of the National Association of Counties' (NACO) Green Government Commission, as well as the Policy and Sustainability Indicators Councils of the Urban Sustainability Directors Network. In addition, the Office serves on the Climate Action Executive Committee of Joint Venture Silicon Valley, and on the Board of the statewide Local Government Sustainable Energy Coalition.

In 2012, the Office of Sustainability developed and implemented one of the State's most successful residential energy efficiency programs under the newly-launched Energy Upgrade California (EUC). The EUC Program conducted by the Office injected nearly \$5 million into the local economy, increased the employee base of participating contractors by 26%, converted leads into advanced whole home energy retrofits at an unprecedented rate of 43%, and earned the County a national communications award (Communicator Award of Excellence) and a state award for innovative program design (Northern California Best Practice Award). In addition, a pilot created and managed by the Office and using single family homes licensed as child care facilities, established a positive health link between indoor air quality and certain energy efficiency upgrades. These demonstrated indoor air quality benefits are now being featured by State agencies, power utilities, non-profit organizations, and other local governments throughout the state in energy efficiency marketing programs.

The Office co-authored and submitted a first-of-its-kind proposal before the California Public Utilities Commission (CPUC) to authorize and fund energy programs under coalitions of local governments. In November 2012, the CPUC adopted the proposition as part of its 2013-2014 Energy Program Decision, and awarded more than \$75 million in energy grants to local government networks, including nearly \$27 million to the Bay Area Regional Energy Network (BayREN). The Office serves on the Executive Committee of the BayREN, and is responsible for developing and managing the network's Residential Single Family and Financing Portfolio Programs for the 9-county Bay Region. It is estimated that under the administration of the Office of Sustainability, at least \$4 million in additional funding will directly benefit Santa Clara County's citizens as part of this regional energy alliance, resulting in significant new jobs for the County's home performance contractors.

Since November 2010, the Office has garnered an additional \$3.6 million in project grants, which are funding community energy projects, and a multi-jurisdictional climate action and greenhouse gas emissions reductions initiative. For this latter project, the Office enrolled six municipalities, secured

majority funding from Pacific Gas & Electric Company, and serves as the project manager. The Office received a \$1 million grant from the State's Strategic Growth Council for Silicon Valley 2.0, a regional climate adaptation framework with decision-support tools, to ensure long-term reliability and security of transportation, energy and water infrastructures, promote public health, and strategically plan for resilience and growth of the region's uniquely diverse economy.



## PLANNING AND DEVELOPMENT

### Health Element

Many social factors contribute to the health and wellbeing of a community, including how it is designed and developed, recreational opportunities, access to transportation, the availability of healthy foods, environmental quality and others. In recognition of the correlation of these factors, in 2011, the County of Santa Clara opted to begin the update of the General Plan by adding a new Health Element. Co-leading this effort are the Public Health and Planning and Development departments.

In 2011, the County began the formal and lengthy process of engaging stakeholders, subject experts, non-governmental groups and organizations, and the general public. The goal of the project is to create and adopt a General Plan Health Element that will be a model of its kind, one that is visionary, inclusive, innovative, and inspirational. This project also will build public awareness of the interrelationship between planning and community health, enhance inter-departmental working relationships, build partnerships with external organizations and agencies, and provide a means for monitoring improvement in community conditions. It is anticipated that the Health Element will be adopted by late 2013 or early 2014. The project underscores the County's leadership in healthy planning.

### Housing Element

This year, the County will seek input from the public when it begins the update of the General Plan Housing Element. The existing Housing Element was adopted in August 2010, and certified by the state in November of the same year. This next update will provide an opportunity to review and revise County housing policies, evaluate housing constraints and outline County housing programs to be implemented between 2015 and 2022.



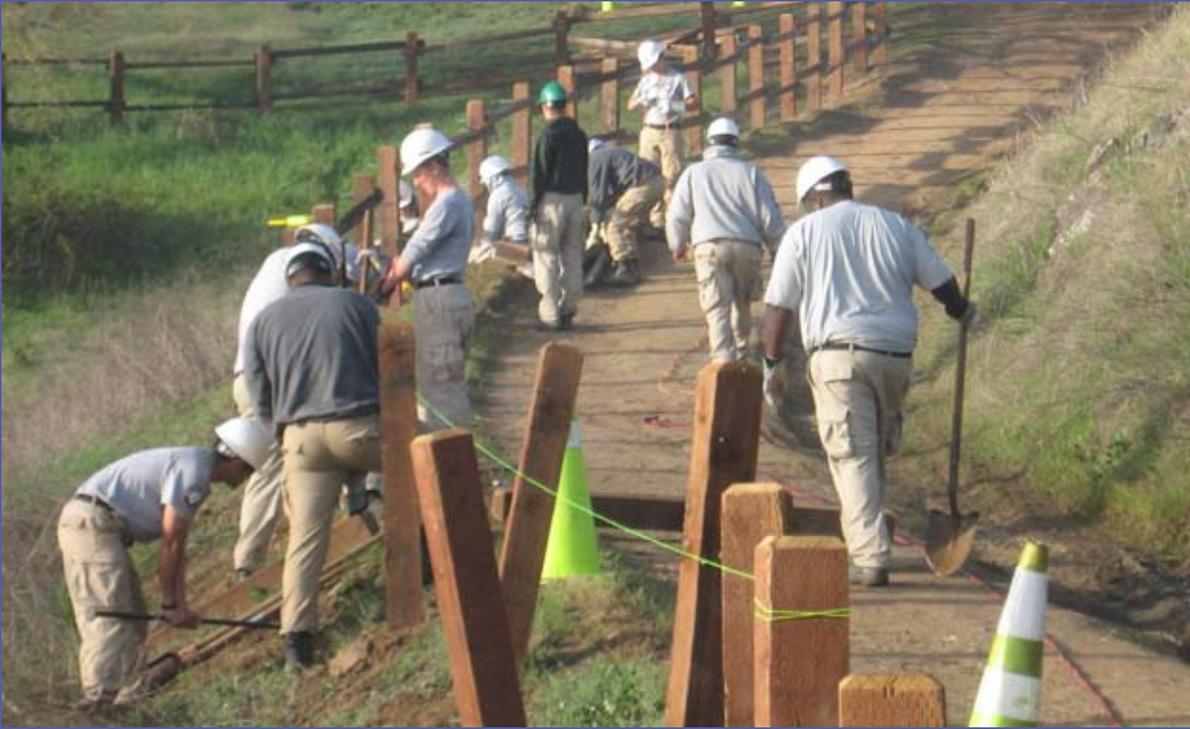
### The Challenge

The Santa Clara County Parks and Recreation Department is responsible for the management and maintenance of 47,000 acres of land in the 29 County parks. This is a tall order for the 207 Parks employees. The Department has to rely on volunteers to complement the ongoing efforts of staff to construct, connect and maintain miles and miles of split rail fencing and trail work, maintain landscaping, replace bridge planks, clean up homeless encampments, clear trails, install or repair fencing, and to generally ensure that the public trails are safe and passable.

### The Approach

In late 2012, the Volunteer Program entered into a creative partnership with the National Civilian Community Corps, commonly known as AmeriCorps. AmeriCorps requires that volunteer teams be housed by the partnering agency. To meet this requirement, Parks and Recreation sought existing County owned facilities. The Muriel Wright Center, once used as a juvenile detention and rehabilitation facility, was an ideal location. Volunteers assisted in converting the Muriel Wright Center to house these young members from AmeriCorps. The Center has space to house up to three 8-12 member teams. The contribution of the AmeriCorps volunteer service is estimated to be 65,000 hours annually valued conservatively at \$1.5 million.





In addition to housing the AmeriCorps volunteers, the Muriel Wright Center provides much needed office space for the Volunteer Program staff, classrooms for training and meetings, and storage space.

AmeriCorps' primary service roles are in the areas of Natural and other disasters, Environmental Stewardship and Conservation, Urban & Rural Development, Energy Conservation and Infrastructure needs. The plan is to rotate up to 36 AmeriCorps members on a quarterly basis. Not only do the volunteers contribute to the County's mission, they learn skills that position them to apply for similar work. They also are well suited to support the County with disaster relief and recovery efforts.

This contribution by the AmeriCorps volunteers has enabled the completion of several projects that otherwise would not have been accomplished.

### **AmeriCorps Completed Projects for Santa Clara County Parks**

- Split rail fencing at Sanborn, Stevens Creek and Calero Parks
- Bridge planks replacement at Vasona Park
- Interior painting of the Muriel Wright Center
- Landscaping of the Muriel Wright Center
- Cleanup of homeless encampment along Coyote Creek
- Worked at Via West Camp (special challenges center)
- Managed volunteer events – shoreline cleanup at Calero





### **Environmental Expertise**

As the County continues to trim its budget and streamline operations, every effort is made to take advantage of existing resources. Planning and Development Department has considerable expertise in the California Environmental Quality Act (CEQA).

This expertise is being harnessed for use by other County departments. During 2012, Planning provided CEQA document preparation services for several County departments. Among them were the Environmental Impact Report for the Reid Hillview Airport Master

Plan for the Roads and Airports Department, a Negative Declaration for the County's Single Use Carryout Bag Ordinance for the Integrated Waste Management Division, and several environmental documents for the Parks and Recreation and Environmental Health departments.

### **Permit Streamlining Efforts**

The Department is engaged in a comprehensive process to streamline its permitting process and to make it more user-friendly. Customer focus groups were held to gain a better understanding of the specific needs and expectations of Planning Department customers.

Four roundtable meetings were held with permit applicants and agents and two roundtable meetings with farm industry representatives in 2012. The Department updated participants on codes and regulations and solicited feedback on effective ways to streamline the permitting process. On a parallel track, the Department is upgrading computer hardware and software to better support internal workflow and customers' needs. Computer workstations have been installed at the front counter for customers to access data relevant to the design and permitting of their projects.

The goal of the permit process improvement effort is to develop a simple, contemporary and efficient permitting system that increases customer satisfaction. Some changes will be implemented as soon as they are designed. Other pilot projects will be evaluated prior to implementation. In all cases, changes will be implemented in consultation with customers.

### **Habitat Conservation Plan**

On October 9, 2012, the County adopted the Santa Clara Valley Habitat Plan. The Habitat Plan, a partnership between the County and five other local partners, provides a landmark regional approach to habitat planning, creates a 40,000+ acre reserve system for habitat preservation; and establishes a programmatic, streamlined approach for issuing endangered species permits. The Habitat Conservation Plan will be implemented with local partners when the Plan becomes effective in mid-2013.

### **Wineries Ordinance**

In December 2012, the County adopted modifications to the Zoning Ordinance and related ordinances regarding regulations for wineries. The proposed changes support the economic viability of the local wine industry by reducing permitting costs and regulatory requirements for wineries to host public and promotional events.

### **Moffett Field Comprehensive Land Use Plan**

The Planning Office provides staff support to the Airport Land Use Commission (ALUC). In 2012, ALUC Planning staff facilitated public outreach, CEQA documentation, and presentation of the Moffett Field Comprehensive Land Use Plan (CLUP) to the Airport Land Use Commission. The Moffett Field CLUP adopted in November 2012, establishes new policies regarding safety, height and noise in the areas surrounding the federal airfield.

### **Lehigh Permanente Quarry Reclamation Plan**

In June 2012, the County adopted the Lehigh Permanente Quarry Reclamation Plan. The Reclamation Plan provides for the reclamation of the largest surface mine in Santa Clara County (Lehigh Permanente Quarry) over a 20-year period, resolves several pre-existing violations at the quarry and addresses the remediation of existing water quality issues.

### **Express Plan Review Process**

The Building Inspection Office revised the express plan review process to include a "completeness" review for qualifying projects by a department-wide team at the time of application. The applicant saves time and money and has an opportunity to provide missing documents and address significant issues at the beginning of the process and resubmit without losing valuable time in the plan check queue. The overall plan review time for other projects that don't qualify for the express plan check process also has been shortened. For larger, more complex commercial projects that have historically not qualified for an expedited process, a similar process redesign is underway. Test cases will be evaluated.

## California Building Standards Codes Updates

In 2011, a new edition of the California Building Standards Code became effective and was subsequently adopted by the County. This included updated editions of state building codes and the addition of two new state codes; the California Residential Code and the California Green Building Code. New editions of the State codes with the inclusion of Federal Americans with Disabilities Act requirements in the California Building Code will become effective by 2014. The Building Inspection Office continues to proactively educate and train personnel in the updated codes and industry standards.

## Water Resources

As mandated by State and federal law, the County's Clean Water Program (CWP) was created to maintain the County's compliance with the National Pollutant Discharge Elimination System (NPDES) Municipal Stormwater Permit and to promote prevention of stormwater pollution. Penalties for non-compliance with an NPDES permit are severe.

In October 2009, the Municipal Regional NPDES Permit (MRP) was adopted for North County (San Francisco Bay Watershed). The MRP includes many additional requirements with implementation dates spread over the five-year permit term. The MRP impacts the County's public projects including roads, parks and other development projects as well as private projects. The County of Santa Clara obtained its second mandated NPDES permit for the South County (Pajaro River/Monterey Bay watershed) on April 5, 2010.

The CWP is focusing efforts to ensure compliance with several new requirements of the San Francisco Bay Regional Water Quality Control Board and the Central Coast Regional Water Quality Control Board. The CWP submitted its trash load reduction plan to the San Francisco Bay Regional Water Quality Control Board outlining the efforts the County would take to reduce trash loads flowing to the San Francisco Bay by 40% by 2014. These efforts include adoption of a single-use carryout plastic bag ban, anti-littering and illegal dumping enforcement activities, improved trash bin/container management, enhanced street sweeping, installation of full-trash capture treatment devices and trash cleanups on land and in the creek. The Trash Load Reduction Plan is a combined effort of Environmental Health, Roads and Airports, Parks and Recreation and Integrated Waste Management. The CWP is also finalizing the development of a plan to monitor fecal coliform concentrations, as required by the Central Coast Regional Water Quality Control Board. Low impact development treatment measures to treat stormwater runoff in development projects went into effect on December 1, 2011, successfully meeting the requirements of both Regional Water Quality Control Boards.

## Code Enforcement

The Code Enforcement Division responds to citizen complaints and department referrals, inspecting each site for possible code violations and notifying the responsible parties when complaints are verified. It is the policy of the Division to work with the property owners and other responsible parties to abate violations voluntarily and return their properties to a state of compliance with code requirements. For the past four years, rather than filing court actions, the Division has sought compliance through an Administrative Hearing process to resolve several types of violations when voluntary efforts have been unsuccessful. The primary focus is on those violations which pose significant health and safety hazards such as illegally constructed or converted dwellings, prohibited business activities, illegal grading, and housing code violations. Fines are levied. The use of Administrative Hearings has proven extremely successful and brought about resolution of a significant number of historical as well as recently reported violations. The Division also administers hearings for violations of the Weed Abatement and Social Host ordinances.

## Fire Marshal's Office (FMO)

Property owners will reap the benefit of the Fire Marshal's Office overhaul of its non-residential fire protection water standards in 2012. The change significantly reduced the water storage capacity and pressure requirements, resulting in the potential for considerable cost savings.

In January of 2011, the FMO implemented the 2010 County Fire & Building Codes adopted the previous December. A major revision of the residential water standard was completed, after a public comment process that included extensive outreach. New user-friendly brochures were developed to help the public understand the new requirements.

## Improving Customer Experience

In addition to the permit streamlining initiatives, roundtable meetings with various stakeholder groups improved communication and helped to guide the office in setting priorities. Not only was express plan check implemented, the office also developed and implemented electric vehicle charging station plan check and photovoltaic plan check processes. These are all performed over the counter, by appointment. In addition, databases were improved and broader staff access made it possible to improve customer service.



Newly created teams collaborated and expedited review of time sensitive projects that have the potential to contribute to economic development in the county. An illustrative example was the concurrent review of a large commercial building project. The team reviewed several applications submitted at once that would normally be required to be submitted sequentially, each following approval of the previous stage. The resulting quick turnaround enabled an

agricultural property owner to begin construction of a large refrigerated storage building scheduled for completion in time for next year's harvest.



## AFFORDABLE HOUSING PROGRAMS

The Office of Affordable Housing (OAH) provides financial assistance for the development of new affordable housing units, especially for the county's special populations: extremely low income, seniors, at-risk youth, the disabled, the mentally ill, and the homeless. Since 2003, the County has assisted in the development of 2,020 new housing units. OAH administers the federal Community Development Block Grant, the Home Investment Partnership Fund that includes seven participating jurisdictions and financing public infrastructure benefiting low-income neighborhoods and the disabled, as well as development of new housing units and related services.

During the report period, the Housing and Community Development Program expended over \$3.74 million, assisting 6,336 Urban County residents with housing related services and 354 households with fair housing services to promote non-discrimination and ensure fair and equal housing opportunities.

In addition, through OAH's housing programs, eight housing rehabilitation projects were completed to assist low-income households with the preservation of their homes, and 11 eligible first-time homebuyers received down payment assistance. In 2012, OAH also applied for and received a total allocation of \$24 million in Mortgage Credit Certifications (MCCs). To date, 140 low-income homeowners have benefited from the MCC program.

### Countywide Homeless Prevention

Prior to the expiration the American Recovery and Reinvestment Act (ARRA), OAH spent a total of \$717,484 in ARRA funds partnering with the City of San Jose, Sacred Heart Community Service and Community Technology Alliance to implement a countywide Homeless Prevention and Rapid Re-Housing (HPRP) Program. The County HPRP Program assisted 389 indi-

viduals and 158 households with rental assistance and support services to ensure permanent housing stability.

In partnership with the Housing Trust of Santa Clara County, the City of San Jose, and the Silicon Valley Leadership Group, OAH presented annual Affordable Housing Week, May 19-26, 2012. Affordable Housing Week showcased groundbreakings of buildings, open houses, milestone celebrations at older/existing buildings, neighborhood tours to give the wider context of how strong communities and affordable housing fit together; panels linking housing to relevant economic and social trends, housing resource fairs and workshops.

## AGRICULTURE AND ENVIRONMENTAL MANAGEMENT

### Consumer Protection

Childhood Lead Poisoning Prevention Program  
Lead poisoning occurs when lead builds up in the body, often over a period of months or years. Even small amounts of lead can cause serious health problems. Children under the age of 6 are especially vulnerable to lead poisoning, which can severely affect mental and physical development. At very high levels, lead poisoning can be fatal.

Lead-based paint and lead-contaminated dust in older buildings are the most common sources of lead poisoning in children. Other sources include contaminated air, water and soil. Adults who work with batteries, home renovations or in auto repair shops also may be exposed to lead. Environmental Health is managing a County-wide GIS lead poisoning prevention project to identify at-risk areas and populations by using housing data and childhood lead poisoning risk factors to drive prevention and outreach activities.

### Alternative Disposal Systems

Environmental Health is revising the On-Site Sewage Disposal Ordinance with a citizen advisory group. When implemented in 2013, the Ordinance will allow alternatives for sewage disposal systems. The project will update technical standards and references while maintaining consistency with the County General Plan, Regional Water Quality Control Board Basin Plans and State Water Resources Control Board Basin Plans.

### Body Art Program

Environmental Health regulates body art and will coordinate the existing body art program with recently adopted California standards. The Safe Body Art Act covers permanent and temporary facilities and practitioners themselves who provide tattooing, body piercing, branding and permanent cosmetics application services. Environmental Health has offered training for body artists and piercing facilities and has assisted the State with training. The program minimizes disease

transmission during the application of body art by establishing disinfection and sanitization standards for equipment and tools.

### Household Hazardous Waste Program

Environmental Health continues to recycle and dispose of products containing hazardous materials for residents and small businesses. An online appointment system allows residents to schedule an appointment to drop-off hazardous waste and has improved efficiency and convenience. It reduced monthly phone staffing costs by approximately \$2,800. Over 50% of appointments are made online.

Used oil and oil filter recycling at retail certified oil collection centers nearly doubled following a mass media campaign. The Spanish-language campaign was directed to reach males and included Spanish TV and radio ads, text messages, as well as game sponsorship and advertising promotion with the San Jose Earthquakes soccer team.

### Hazardous Materials Program

On July 1, 2011, Environmental Health began regulating underground fuel storage tanks and Hazardous Materials Business Plan facilities in San Jose. Environmental Health's inventory increased from 86 to 375 underground fuel storage tanks and from 627 to 2,500 hazardous materials businesses. Environmental Health inspects underground tank monitoring systems to ensure operators are notified when a leak is suspected. The Department also assists operators using educational materials, guidance documents and other information through its Website, [www.EHInfo.org](http://www.EHInfo.org).

### Vector Control District

*Environmental Health provides a comprehensive vector control program including:*

- Prevention and control of mosquito breeding;
- Detection of vector-borne diseases;
- Property evaluations for rodents and urban wildlife;
- Identification, education and advice for rodents, mosquitoes, urban wildlife, fleas, bedbugs, mites, lice, flies, yellow-jackets, bees, pantry pests, and a range of other insects of medical significance.

Since West Nile virus appeared in Santa Clara County in 2004, Environmental Health has focused on its prevention. There were high infection rates nationally and in California in 2012. Environmental Health response included aerial photographs to pinpoint over 200 new neglected swimming pools where mosquitoes breed and transmit the West Nile virus from birds to humans. Laboratory testing of mosquitoes to confirm West Nile infection is now conducted in-house. In-house testing makes it possible to quickly address treatment. Public exposure to infected mosquitoes is reduced

because with in-house testing, it only takes three days to administer treatments.

The erosion of a flood-wall for the Palo Alto Flood-basin allowed fluctuating tides to produce heavy swarms of vicious day-biting mosquitoes. Two helicopter marshland treatments significantly reduced the nuisance to residents of Palo Alto and Mountain View.

To enhance public understanding of program activities and environmental impacts, Environmental Health partnered with eight Bay Area vector control districts to produce an Environmental Impact Report that will result in a comprehensive environmental analysis of program activities.

### Animal Control

In partnership with five other animal shelter agencies – Palo Alto Animal Services, San Jose Animal Care and Services, Silicon Valley Animal Control Authority, Town Cats Rescue and Humane Society Silicon Valley, the County of Santa Clara Animal Care and Control Division formed the WeCARE Coalition in October 2011. The purpose of WeCARE is to end the euthanasia of healthy and treatable dogs and cats in Santa Clara County. For the past two years, the WeCARE Coalition achieved and maintained an adoption guarantee for healthy shelter pets in Santa Clara County. This means that no healthy shelter dogs and cats were euthanized in Santa Clara County shelters.

In September 2012, The Maddie's Fund – a family foundation helping to create a no-kill nation for healthy animals – granted a Lifesaving Award of \$1,040,000 to the WeCARE Coalition to recognize the Santa Clara County community as a leader in saving animal lives. The County of Santa Clara Animal Care and Control Division received \$115,000 of the Lifesaving Award and will use these funds to support and sustain these outstanding lifesaving programs.



## ENVIRONMENTALLY FRIENDLY PEST MANAGEMENT

Ten years ago, Santa Clara County made a commitment to protect the health and safety of County employees and the general public, the environment, and water quality, as well as to provide sustainable solutions for pest control on County property.

IPM is integrated pest management – a sustainable approach to preventing and suppressing pest problems while minimizing risks to human health and the environment. IPM practitioners use a judicious blend of biological, cultural, mechanical and chemical controls.

Since then, the County's IPM program has addressed a wide spectrum of program needs for an effective, low-risk, sustainable and affordable outcome. Successful outcomes reflect maintenance of pest free status, significant reduction in pesticide use and increased use of non-chemical alternatives in structural and non-agricultural settings.

### Significantly Reducing Pesticide Use

Pesticide use in structures and urban landscapes has been significantly reduced and can be stated as "minuscule use of reduced risk pesticides." Over 99.86% of 27 regional county parks area representing approximately 45,000 acres of recreational open space and rangelands, is now managed using non-chemical methods. Since 2002, no pesticide has been used in County owned ponds, lakes, and creeks to control aquatic weeds. The roadside acreage under chemical use has declined by 84% from 2005 to 2011. Since 2007, County operated airports have not used any pesticides. Use of 24 conventional pesticides has been phased out, while the total number of pesticide applications and overall volume of reduced risk pesticides is also significantly lower.

### Bringing IPM Communities Together

For several years, the IPM Program has worked in collaboration with other public agencies, non-profits groups, and private industry to leverage collective talent and resources addressing environmental issues that go beyond city or county boundaries, to promote pest prevention and minimize pesticide use and to reach out to the greater community. These include the Regional IPM Alliance, Regional IPM Conferences, The Green Gardener Training and Outreach Program, Bay-Friendly Landscaping Coalition, CA Department of Pesticide Regulation – Pest Management Alliance Urban Ant Management Project, City of San Jose Model Pesticide-Free Park Project, International IPM

Symposium, Development of On-line IPM Training Modules in collaboration with University of California, and the Pesticide Applicator Safety Education Project.

### Lead By Example

The development of management tools as well as research and outreach components, have provided a foundation for continued success and improved employee and stakeholder participation, setting an example for other agencies and industry. The IPM program has gained recognition for its innovations and received several noteworthy awards including California IPM Innovator Award 2005, Green California Leadership Award 2009, International IPM Recognition Award 2009, and the United States Environmental Protection Agency "PestWise Shining Star" Award 2012. The California Regional Water Quality Control Board, SF Bay Region has identified the County IPM Program as "Model IPM Program." The Program also participated in collaborative projects with other jurisdictions and programs with successful outcomes.

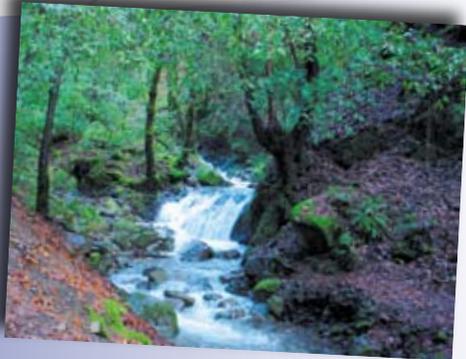
### Adopting Cleaner, Greener, Back to Basics and Innovative Solutions

*A few noteworthy examples of IPM Program innovative solutions that helped achieve successful outcomes are:*

- Use of heat to control Drywood termites
- Use of freezing temperatures to control cockroaches
- Use of heat and de-humidifiers to control book-lice
- Use of Canine to detect bedbugs
- Use of dry-vapor steam to control bedbugs and wasps
- Use of vacuum to control yellow jackets
- Use of vacuum and dry-vapor steam to control cockroaches
- Use of cattle, goats and sheep to control invasive weeds
- Use of bio-enzymes and aerator to control algae blooms in ponds and lakes
- Use of bio-enzymes to control flies in drains
- Use of mulch to control weeds
- Improved facility sanitation, housekeeping and maintenance
- Adoption of "7 Principles" of bay-friendly landscaping and gardening to strengthen and promote sustainable landscaping practices in County's turf and landscapes

### Paradigm Shift

Some sustainable trends take time to establish themselves, while others set down roots in the marketplace and grow quickly. The IPM program has made a paradigm shift in how the County looks at pests and a pesticide free environment. This represents a significant advance toward building a greener, sustainable future.



## COUNTY PARKS PARTNERSHIPS

### Volunteers as Integral Partners

Santa Clara County Parks Volunteer Program coordinates over 100 events with approximately 67,500 hours during 2012 being contributed to park and trail operations, maintenance, interpretation and outdoor recreation activities.

Much of the volunteer service is accomplished through core opportunities offered by the Volunteer Program. These core programs provide ongoing, long-term service opportunities that often entail specialized skill sets and training. Programs include: Natural Resources, Trail Days, Maintenance, Park Beautification Days, California Coastal Cleanup efforts, South Bay Fishing in the City, Park Interpretative Docents, Outdoor Recreation Docents, Friends of Parks, Adopt a Trail, Volunteer Trail Crew Leads, and Trail Patrol (Bikers, Equestrians and Hikers). In addition, volunteers serve at most County Park events such as Fantasy of Lights, Festival in the Park, and Day in the Bay. The Volunteer Program has a database of approximately 8,000 volunteers, of which 3,000 are active.

In summary, volunteers play an integral part of Parks resource management, assisting Park staff to achieve goals that might otherwise be unrealized. There has been steady growth in the numbers and hours contributed by volunteers. Over the past five years the numbers have nearly doubled.

This increase, while welcomed, has created challenges in the areas of volunteer management, unit organization, training and re-defining the Volunteer Program. Today, the Volunteer Program functions much like a placement agency – matching volunteer opportunities and skills.

The County Parks Volunteer Program operates with two full time staff members and clerical support from the Department's clerical pool. By contrast, the level of volunteer contribution is invaluable.

### Unique Partnership Purchases 1,157 Acres in Mt. Hamilton Range

In 2012, representatives from the Santa Clara County Parks and Recreation Department, The Nature Conservancy, and the San Francisco Public Utilities Commission (SFPUC) announced the purchase of 1,157 acres that will become part of Joseph D. Grant County Park. This property contains prime Alameda Creek Watershed Habitat. The purchase of Nolan Ranch from former San Jose Shark Owen Nolan protects these lands from future development through a conservation easement, and paves the way for future plans to open up the property to public recreation.

Nolan Ranch supports a tremendous number of special plant and animal habitats. Biologists have confirmed the presence of California red-legged frog, San Francisco dusky-footed woodrat, grey fox and several sensitive plant communities.

Located within the Southern Alameda Creek Watershed, the property includes approximately five miles of Sulphur and Smith creeks that drain to Isabel Creek and the Arroyo Hondo, which flows directly into the SFPUC's Calaveras Reservoir.

Funding for the \$2.6 million purchase of the property has been equally shared by The Nature Conservancy (from grants through the Living Landscape Initiative Challenge Grant Program of the Resources Legacy Fund and the California Coastal Conservancy), the San Francisco Public Utilities Commission's Watershed and Environmental Improvement Program, and the County of Santa Clara Park Charter Fund.

The Nature Conservancy, through an endowment funded by the San Francisco Public Utilities Commission, will monitor the conservation easement in perpetuity. Santa Clara County Parks and Recreation Department will own and manage the property as part of Joseph D. Grant County Park. Future park development will be planned in collaboration with the project partners ensuring that the protections of the conservation easement are incorporated in future park design.



### Volunteers

Fiscal Year volunteer hours reported:

Year	Hours	Equivalent FTE's	Contribution Value
2012	67,500	32.65	\$2,463,750
2011	54,366	26.3	\$1,984,576
2010	48,168	23.3	\$1,758,324
2009	50,968	24.7	\$1,860,535
2008	34,713	16.8	\$1,267,163

## COUNTY ROADS AND AIRPORTS

### 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 635 miles of roads, including a 62-mile expressway system that is unique in the state.

### Traffic Signal Operations

Traffic signal operations took center stage in 2011. Using hardware funded by a \$900,000 State Proposition 1B discretionary grant, work was completed on a unique expressway traffic-responsive operation that implements signal coordination plans of variable cycles adapting to changing traffic conditions. The traffic-responsive operation maintains expressway signal synchronization benefits for drivers while sharply reducing wait times on the cross streets, generating enormous savings in gasoline which would otherwise be wasted idling, along with the associated reductions of greenhouse gas emissions. The end result is a dramatic improvement in signal system efficiency at almost no cost to the County.

Another groundbreaking use of technology was the continued successful implementation of passive pedestrian detection to allow for extended crosswalk time as needed for less mobile pedestrians, ensuring safe passage across the wide expressways while at the same time providing for more efficient signal operations. With this technology, crosswalk timing adapts to pedestrian needs and reduces wasted time in the signal cycle.

Battery backup units were installed at several key intersections on Capitol Expressway to provide for continued operation of traffic signals during power outages, ensuring fail-safe conditions and enhancing traveler convenience.



### Special Events Ordinance

2011 was the first full year of implementation of the Special Events Ordinance. Permits staff worked with the Information Services Department to roll out an online application system that has universally been hailed as a user-friendly improvement over the

manual paper application. Anticipating requests from property owners to receive notice about upcoming events, the online system also incorporated a subscription option for electronic notification that also has received praise as highly convenient



and useful. Staff coordinated with bicycle advocates and event sponsors to achieve consensus on the ordinance language as well as with San Antonio Valley residents to address their unique concerns.

### Infrastructure Improvement Projects

In 2012, the Department completed a number of significant projects funded by the Measure B Program, federal earmarks, and various state and federal grant programs. Over \$15 million in grant funding was secured including \$10 million for the San Tomas Expressway Box Culvert Rehabilitation Project, \$2 million for rural road safety projects, over \$1 million for expressway signal timing improvements, and nearly \$3 million for pedestrian improvements.

*Major projects completed include:*

- **Almaden Expressway Improvement Project.** This project implemented numerous operational improvements on the congested segment of Almaden Expressway between Branham Lane and Blossom Hill Road, including auxiliary lanes to improve vehicular movements at the Hwy. 85 interchange.
- **Soil Nailing Projects.** Road Operations completed two road stabilization projects using an innovative and cost effective process called "soil nailing." This process, which represents significant cost savings over typical retaining wall designs, uses threaded rods to anchor the roadbed and stabilize the underlying soil without impacting adjacent property owners.
- **Cold In-place Recycling (CIR).** Road Operations completed the County section of Condit Road in south county using a new and innovative "green" construction process called Cold In-place Recycling (CIR). Instead of using typical road reconstruction techniques involving complete removal of the entire road bed and pavement then rebuilding it with new material, the CIR process grinds the existing pavement and mixes it with cement and foam asphalt to provide a new structural section. In addition to its environmental benefits, it costs one-third less than traditional construction techniques.
- **Santa Teresa Boulevard Pavement Repair Project.** Santa Teresa Boulevard has become a major thoroughfare through Gilroy, San Martin and Morgan Hill. New housing developments, new schools and popularity among bicyclists have increased the amount of traffic on the street. The Department removed and replaced damaged roadway sections, resurfaced the pavement using microsurfacing, and installed new traffic striping on a 9.1-mile section between Watsonville Road and Day Road and between Hecker Pass/3rd Street and Castro Valley Road. Striping changes were made to delineate bicycle routes on sections of the road where a bike lane could not be accommodated, in accordance with County Expressway Bicycle Accommodation Guidelines.

## Planned 2013 Roads Projects

The Department will again be tackling significant projects in 2013 including:

- Bridge Scour Program. High intensity storms and associated floodwater can erode ("scour") bridge foundations and embankments, potentially causing catastrophic structural damage. To prevent that from happening, the Bridge Design unit has inventoried all county bridges, determined which bridges are vulnerable to scour, and begun armoring those bridge foundations. Out of 12 identified scour-vulnerable bridges, six were armored in 2012 and the remaining six are planned for 2013.
- Montague Expressway Widening. The extension of the Bay Area Rapid Transit (BART) system to Milpitas and San Jose presents an opportunity for the Department to coordinate the planned build-out of Montague Expressway with BART work to reduce overall traffic impacts and construction costs. The Department is coordinating with the Valley Transportation Authority (VTA) and affected cities to incorporate the widening of Montague Expressway between Capitol Ave./Great Mall Parkway and I-680 into the BART construction.

## 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.

In 2012, all three airports hosted open house events. 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 fifth annual "Take Flight for Kids" event, co-spon-

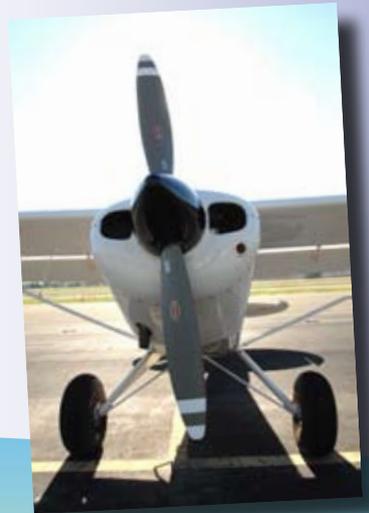
sored by the Valley Medical Center Foundation. The Experimental Aircraft Association (EAA) Young Eagles program provided over 500 children with an opportunity to go flying with local volunteer pilots at seven separate events.

A major milestone was achieved for Reid-Hillview Airport with the completion and adoption of the Environmental Impact Report (EIR) for the airport master plan.

## Planned 2013 Airport Projects

Airports staff will focus its efforts on the following priority issues in 2013:

- Issue a Request for Proposals (RFP) for non-aviation commercial development of the real property at the corner of Capitol Expressway and Tully Road at Reid-Hillview Airport, in accordance with the approved airport master plan.
- Execute a multi-year airport pavement maintenance program, subject to availability of FAA grant funding.
- Finalize an agreement with the City of Palo Alto relating to the turnover of the Palo Alto Airport back to the City in advance of the expiration of the airport lease.



# PUBLIC SAFETY & JUSTICE



## LAW ENFORCEMENT

### Lehigh Southwest Cement Plant Manhunt

A man sought in connection with multiple-murders by gunshot at Cupertino's Lehigh Southwest Cement plant eluded officers, search dogs and helicopters for more than 22 hours in one of Silicon Valley's biggest manhunts. He had evaded capture and apparently placed several weapons along the way as he fled law enforcement in an area near the scene of the murders, which took place in the early morning hours of October 5, 2011. A little more than an hour after the shootings, the man made a handheld radio call back to the plant sending the message that he was on his way back to finish what he had started.

The man was finally spotted by three Sheriff's deputies just after sunrise the day after the murders, armed and crouched between vehicles parked in the driveway of a private home. He was ordered by the deputies to give up. Instead, the man, holding a handgun, moved in a threatening manner causing all three deputies to fire their service weapons at him. The murder suspect died at the scene.

Three Lehigh Southwest Cement workers had been killed and six more wounded. A worker at nearby Hewlett Packard, who had been the victim of a carjacking attempt by the suspect following the earlier shootings, had also been shot and wounded. Two cities, Cupertino and Sunnyvale, had been on edge overnight following the shootings, and were finally able to relax again after Sheriff's deputies successfully found the murderer and responded appropriately to his actions and threats.

### Sierra Lamar

On March 16, 2012, Santa Clara County Communications received a 911 telephone call regarding a missing teen, Sierra Lamar. Sierra did not show up at school that day and according to her family did not have a history of running away from home. Sheriff's deputies quickly realized that this was not an ordinary missing person case. Lengthy and detailed investigations took place over a period of more than two months. Investigation efforts included participation from 21 different law enforcement agencies that conducted ground and underwater searches. In addition to law enforcement, countless volunteers covered hundreds of square miles of search area.

Even though a body has not been recovered, evidence uncovered during the Sheriff's investigation led to the inescapable conclusion that a kidnap and murder had been committed. As the direct result of detailed investigative police work, DNA material provided sufficient evidence to identify, arrest, and charge a suspect. The suspect has been charged with the kidnap and murder of Sierra Lamar and now awaits trial. The suspect also has been charged with attempted kidnapping in con-

nection with three more felony assaults that took place nearly three years prior.

### Preventing Child Endangerment by Child Sexual Predators

On August 8, 2012, the Santa Clara County Sheriff's Sexual Assault Felony Enforcement Task Force (SAFE), with the assistance of the United States Marshals Service Pacific Southwest Regional Fugitive Task Force and the San Jose Police Department, executed a search warrant in San Jose. The search warrant followed a five-month long online child pornography sharing investigation. Computer equipment, including electronic storage devices containing child pornographic images were seized as evidence. A 23-year-old male from San Jose was arrested at the scene for suspicion of possessing child pornography.

The Office of the Sheriff received \$499,250 in Child Sexual Predator Program (CSPP) grant funding from the United States Department of Justice's Community Oriented Policing (COPS) Office in September 2011. The COPS CSPP grant provides funding directly to law enforcement agencies to establish and/or enhance strategies to locate, arrest, and prosecute child sexual predators and exploiters; and to enhance state sex offender registration laws. COPS CSPP aims to support community policing initiatives throughout the United States by promoting partnerships between local law enforcement, U.S. Attorneys' Offices, the U.S. Marshals Service, and other community partners to collectively reduce and prevent child endangerment by sexual predators. In addition, on July 1, 2012, funding was approved for two detectives dedicated to investigating child exploitation cases, which helps the department further prevent endangerment to children.

### Investigative Services/Cold Case

The Sheriff's Office, in collaboration with the District Attorney's Office, arrested a 56-year-old suspect for the 1983 murder of a then 21-year-old woman from San Jose.

The murder victim went missing in late March 1983, and was later found murdered in the back seat of her car on April 2, 1983, in unincorporated San Jose. The case went cold for several years and was recently



### Sheriff's Office

Fiscal Year 2012 Enforcement Statistics:

Total Number of Arrests	9,290
Accident Reports	955
Radio Calls for Service	40,377
Self-Initiated Calls	227,642
Traffic Citations Issued	29,547
Crime Reports	10,454
Applicant Fingerprinting	19,431

**The Challenges**

American society has struggled with finding a balance between punishment and rehabilitation for those who find themselves on the opposite side of the law. Often, the scales are weighted on the side of punishment with little attention to the process of rehabilitation. When most inmates are released from custody they face the same conditions of joblessness, illiteracy, mental health challenges, addiction, violence, or anger that were present prior to their incarceration. Often they return to the community without the skills or support systems to make a fresh start. The consequences of which are repeat offenses, at a great cost to those who become victims, and a continuous cycle of re-incarceration. This cycle of recidivism places the entire community at risk.

**The Approach**

The Santa Clara County Re-Entry Network was formed In May 2011, following a year-long dialogue amongst County leaders and community stakeholders, to develop a countywide system to help offenders who have paid their debt to society transition successfully into community life. The Network was tasked with formulating a cross-system approach and comprehensive re-entry and recidivism reduction strategies, including those needed to prepare for the then anticipated State realignment of parolees and low-level prisoners.

The Santa Clara County re-entry approach is a client-centered model aimed at identifying the needs of inmates in custody to link them with resources available through the County, cities, and community groups prior to release. The goals are to provide assessment and effective programming in custody and in the community, resources, and benefits to help inmates who are released transition to a more stable, self-sufficient and successful lifestyle.

Diverse re-entry initiatives target different inmate populations, including the chronically homeless, mentally ill, drug addicted, and women. By taking this uncommon approach to re-entry, the County exer-



cised its leadership rebalancing the scales of justice toward rehabilitation for offenders.

This ambitious undertaking required bringing together agencies and departments to work collaboratively with community partners. It also required analyzing the core functions focused on supporting corrections and addressing wellbeing to determine where systemic changes were needed. The County's Center for Leadership and Transformation (CLT) took the Re-Entry Network project through its Rapid Transformation Process.

**From Complicated to Collaborative**

The CLT Team mapped each step that happens when someone is arrested. Through this mapping, CLT identified a number of system and client problems.

Among the system problems were gaps and/or duplication of client services; the absence of risk assessment and needs assessment; lack of coordination for grant writing procurement processes; lack of coordination among courts, jail resources and re-entry processes; the cost of incarceration was not fully tracked or monitored; and there was a dearth of data on the actual rate of recidivism.

Clients were equally challenged by problems. Clients did not fully understand court conditions and requirements; having been incarcerated meant diminished employment opportunities; housing issues; transportation concerns; a lack of family support; ongoing medical/mental health problems; availability of medications; substance abuse issues; loss or suspension of benefits; and returning to distressed environments.



By starting with the existing situation, it was possible to identify the desired outcome and develop a strategy to move the system in the right direction.

*The team set four goals:*

- Goal 1: Reduce Recidivism
- Goal 2: Achieve Effective Transition of Clients from Custody to Community and Strategic Reentry Efforts
- Goal 3: Identify Cost Saving Methods
- Goal 4: Prepare the County and Partners for State Re-alignment of Parolees and Low-level Prisoners

All of these goals have been achieved. Among the various strategies recommended, the team proposed the idea of creating a Re-Entry Resource Center.



### **Responding to New Legislation – AB 109**

Assembly Bill 109 (AB 109) California Criminal Justice Realignment Act was signed into law in April 2011. It is the most significant change in the criminal justice system in more than 30 years. This legislation shifted the responsibility of supervising specified offenders being released from state custody to local counties for supervision in the community. Additionally, this legislation changed the penal code and sentencing laws to keep these offenders from being committed to state prison. The objective of the legislation is to reduce the prospective prison population as well as to encourage counties to invest in rehabilitative programming for its offenders to reduce repeat offenses.

A Community Corrections Partnership (CCP), consisting of both criminal justice system partners and community based organizations, was formed to develop Santa Clara County's Implementation Plan.

### **The Stakeholders**

The Mental Health Department, in collaboration with Probation, Custody Health, the Department of Alcohol and Drug Services, and Social Services Agency, established the Re-Entry Multi-Agency Project (Re-Entry MAP) to develop and test a service assessment and delivery model to coordinate Re-Entry services. According to the Re-Entry MAP, income/benefits, substance use, and mental health areas were reported as the highest levels of need/ risk based on individual interview risk assessments for 191 Post Release Community Supervision (PRCS) offenders.

Beginning on October 1, 2011, teams visited 25 state prison facilities throughout California to assess offenders. Intensive supervision is being provided by deputy probation officers in the community. This supervision includes the application of motivational interviewing techniques, the use of graduated sanctions for offenders, Cognitive Behavioral Therapy, both mental health and substance abuse treatment, as well as peer support groups and educational/ vocational training.

As California's correctional landscape continues to change, the County is responding to these changes with creative and innovative solutions. The Re-Entry Governance Network (former members of the Re-Entry Network and the Community Corrections Partnership) guides the County's efforts.

Through the collaborative work of a community partner - Destination: Home - the Mental Health Department, the Superior Court, and the Office of Women's Policy, the County successfully secured grants to serve specific segments of the re-entry population.

Today, while more remains to be done, the County has a fully functional Re-Entry Multi-Agency Resource Center that offers: assessment and referral for mental health, alcohol and drug recovery, counseling, peer mentoring, housing referral, transitional case management, general assistance, Cal Fresh program and food pantry, access to health coverage programs, health referrals, clothes closet, referral to other community services, and referral to the faith collaborative community based resource centers.

In Santa Clara County, the focus is on rehabilitation. No one who was formerly incarcerated is turned away. Plans are underway to expand and enhance employment and education support services.



re-opened by the Sheriff's Office cold case unit. After further investigation, detectives located DNA evidence that linked a suspect to the case. The suspect was arraigned in Superior Court in San Jose on one count of murder with the special circumstance allegation that the murder was committed during the commission or attempted rape.

### Bomb Squad

On October 10, 2012, the Sheriff's Office Bomb Squad investigated a report of a suspicious package on board a VTA bus on Monterey Highway in San Jose. The bus was evacuated and nearby roadways were blocked off as a precaution. Using x-ray equipment, Sheriff's Bomb Squad investigators were able to determine that the suspicious package did not contain any explosive devices.



On October 11, 2012, Sheriff's Transit Investigators conducted follow-up on the case and were able to identify a 15-year-old male from Morgan Hill as the person responsible for placing the suspicious package on the VTA bus. The suspect was contacted and interviewed regarding the incident and he subsequently admitted placing the suspicious package on the VTA bus as well as writing the word "Bomb" on the package.

The suspect was cited by Sheriff's Investigators for reporting a false bomb or explosive device, a misdemeanor, and was released to the custody of his parents.

### Marijuana Eradication Team "MET"

In June 2012, Santa Clara County Marijuana Eradication Team (MET) Sheriff's deputies, along with officers from the California Department of Fish and Game, conducted Marijuana Enforcement Operations in an area near State Highway 152 in unincorporated Santa Clara County. After a lengthy hike, the Sheriff's deputies and Fish and Game wardens located an unlawful Marijuana cultivation site. While at the site, deputies encountered two male adults and a confrontation ensued, causing two of the MET deputies to fire their duty weapons at the suspects. The suspects fled on foot, resulting in an extensive search.

Additional law enforcement personnel, including members of the Santa Cruz County Sheriff's Department SWAT team and the California Highway Patrol, arrived

and aided with the search. Soon, one of the suspects was located. The suspect, who had sustained a non-life-threatening gunshot wound, was transported to an area hospital and then to the Santa Clara County Main Jail. The site had an estimated 3,400 plants, with a street value of approximately \$10 million.

## MEASURING EFFECTIVENESS OF CORRECTION PROGRAMS

In June 2010, the Department of Correction studied the effectiveness of current inmate programs, measuring recidivism of inmates who participated in these programs, and then comparing those outcomes with a group of inmates who did not participate. While the program is early, it is encouraging to see the findings from the study have demonstrated that individuals who participate in treatment are less likely to be rearrested or reconvicted, compared to similar individuals who did not participate.

Regarding subsequent re-incarcerations for inmates released, the study found that participation in programs reduced re-incarcerations compared to the matched comparison sample of inmates who did not participate in programs. For example, the six month re-incarceration rates for persons who received treatment were 18.1 percent and 32.1 percent at 12 months, while the rates for individuals who did not go through treatment was 24.1 percent at six months and 38.8 percent at 12 months. In contrast, treatment did not significantly lower re-incarcerations at 24 months. Program participation led to reduced re-arrests and reconvictions six months following discharge in 11 of the 13 programs studied, demonstrating a short-term positive effect of treatment. Ten of the 13 programs led to reduced re-arrests at 12 months following discharge, and nine programs led to reduced reconvictions at 12 months demonstrating that treatment was sustained one year following discharge from the jail. Four of the 13 programs studied led to reduced re-incarcerations at six and at 12 months.

The 2012 Recidivism Study recommended the purchase of a validated risk and needs assessment tool. The Department started using the Correctional Assessment Intervention System (CAIS) in July 2012. A total of 717 inmates were assessed resulting in finding 281 or 39% at high risk to recidivate; 382 or 53% at moderate risk to recidivate and 54 or 8% at low risk. The CAIS tool is providing an accurate diagnosis of risk and needs, and department staff now use it to match inmates with programs within their security level that better meet their needs.

### Sustainability in the Santa Clara County Jails

The Sheriff's Office and Facilities and Fleet Department are collaborating to bring sustainability to the county jail. In September 2012, the group attended

a sustainability conference in Washington state, and based on what they learned at the event, developed a plan to initiate sustainability programs in early 2013. These programs include farming vegetables for inmate meals, growing flowers and other plants for use in County landscaping projects, recycling to reduce landfill waste, and vermicomposting to reduce food waste and enhance landscaping. The Elmwood Complex currently has greenhouse structures which will be refurbished for growing plants and flowers. Each sustainability project will include an educational component for inmates that will add to their vocational experience which will be valuable in seeking jobs once out of custody. Future goals include a tilapia farm and K9 kennels.

## INNOVATIVE APPROACHES TO COMMUNITY SUPERVISION

On a daily basis, the Santa Clara County Probation Department has over 25,000 adult clients and 2,500 youngsters under its supervision, and is responsible for the safety, welfare and rehabilitation of 250 juveniles in custody. The Department actively connects adult and youth clients to rehabilitative services, ranging from employment readiness, vocational education to substance use and mental health services.

### Building and Strengthening Alternatives to Incarceration

The Encouraging Diversity Growth and Education (EDGE) Program is a community based treatment center that serves as an alternative to detention for moderate- to high-risk youth in the Juvenile Justice system. The program, opened in August 2011, was designed to provide a high level of cognitive behavioral treatment, rehabilitation, and educational opportunities while serving at-risk youth safely in the community. The primary goals of the program are to reduce criminal behavior while improving academic achievement.

The six to nine month program was developed by Probation staff in partnership with the County Office of Education (COE) and is located at the Sunol school site. The EDGE serves 40 youth who are between the ages of 15-18, wards of the court, with numerous criminogenic factors including gang affiliation, substance abuse and significant histories of delinquent behavior. The program focuses on cognitive restructuring, academic achievement, and positive peer support that is rooted in evidence based practices and emphasizes pro-social thinking. The curriculum is presented through a school based environment via academic instruction, and individual, group, family, and substance abuse counseling. There is a strong emphasis on educational competency and positive peer based group dynamics. The Probation counselors and teachers work in tandem throughout the day.

Family involvement is another area of focus. The EDGE team partners with the parents to support their child and the feedback from parents has been very positive.

The program is based on a holistic approach guiding youth to strive for academic success and make positive choices. On the EDGE team are the student, teacher, family, Probation counselors, Probation officers, and community based organizations. The EDGE approach is seamless and collaborative in nature.

After five months in operation, many of the students' grades have gone from D's and F's to A's and B's. Their attendance has greatly improved and unexcused absences are no longer the norm. Although still in its infancy, the EDGE program is already a successful collaboration.

### Declining Juvenile Hall Population

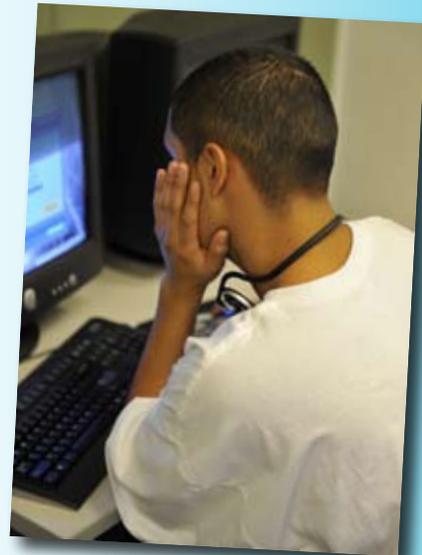
After years of housing a youth population of approximately 350 in Juvenile Hall daily, the philosophical and behavioral shift around detention in the Juvenile Justice System has taken a firm hold, reflecting a reduction in the Juvenile Hall population. The data trends reflect March 2010 as the last month that the population exceeded 300. One year later, Juvenile Hall had a record low population of 143 youth. Since then, Juvenile Hall population has remained under 200 with an average daily population of 178 youth.

The Department continues to work collaboratively with its systems partners to create alternatives to detention. The result is the successful closure of five living units in Juvenile Hall.

### Expanding and Enhancing Services to Youth with Substance Use Problems

In 2011, the Probation Department was awarded a Title II grant from the California Standards Authority to implement the evidenced based program, The Seven Challenges. Thanks to a strong collaboration led by the department, the Juvenile Court, the Department of Alcohol and Drug Services (DADs) and local providers, this competitive grant is helping youngsters to learn how to make good decisions, using the highly recognized Seven Challenges Program.

Instead of dictating behavior, the Seven Challenges Program presents youth with a decision-making model that helps them to make steady changes in their behavior. In addition to drug problems, most youth in the juvenile justice system have co-occurring situational and psychological problems. At-risk youth have the support of counselors who act as problem-solving partners, helping youngsters deal with underlying issues and teaching life skills to prepare for a life free of drugs.



Many youngsters do not recognize the potential negative impact of alcohol and drug abuse on their ability to make sound decisions. As they participate in the program, they become more aware of the connection. The Seven Challenges Program helps to establish goals that are incremental and attainable.



The Seven Challenges is a Substance Abuse and Mental Health Services Administration (SAMHSA) registered evidence-based model, which utilizes individual and group counseling in addition to a journaling process to address substance abuse, co-occurring disorders and life skill deficits in adolescents. Approximately 35 states and more than 300 agencies and organizations are using this program in juvenile justice facilities, probation departments, drug courts and schools.

The Probation Department in collaboration with DADS coordinated several trainings sessions by the Seven Challenges trainers for over 100 staff and the public. The Seven Challenges trainers continue to provide support, guidance and continuous education for each agency's lead staff. At present, nearly all of the community based organizations trained in the model have implemented the program.

#### Dually-Involved Youth Project

The Juvenile Justice and Child Welfare System Integration Technical Assistance Initiative, is a project jointly supported by the Office of Juvenile Justice and Delinquency Prevention (OJJDP) and the John D. and Catherine T. MacArthur Foundation (MacArthur Foundation), and coordinated and managed by the Robert F. Kennedy Children's Action Corps (RFK). In July 2012, Santa Clara County became one of four competitively selected demonstration project sites to receive technical assistance and consultation to develop a coordinated and integrated child welfare and juvenile justice system. This integration will enhance services for maltreated youth that cross over into the juvenile justice system or juvenile justice youth where maltreatment has been identified.

Using proven tools, procedures, protocols, and publications developed during the MacArthur Foundation Models for Change initiative, Santa Clara County collaborative partners are working with a consultant team for a 12-month period to implement system and practice reforms that will positively impact outcomes for crossover or dually-involved youth. The work of this initiative will not only benefit the youth and commu-

nity of Santa Clara County, but will also contribute to the development of a proposed training curriculum by RFK to be instructive for jurisdictions across the country.

*Young people at-risk face a number of challenges:*

- Youth exiting foster care often struggle with homelessness, substance abuse, mental health challenges, unemployment and crime.
- Youth that touch both the child welfare and the juvenile justice systems or "dually-involved" youth have even worse outcomes.
- Dually-involved youth have higher rates of recidivism, greater dependence on service systems such as public welfare, and diminished opportunities for gainful employment.
- Without effective cross-system communication and collaboration, and a shared vision of how best to serve dually-involved youth, this population will continue to suffer in dramatic ways.

*Santa Clara County's Response:*

The Juvenile Court system, the Probation's Juvenile Division (JPD), the Department of Family & Children's Services (DFCS) and community partners are committed to working collaboratively to explore how they can prevent youth in the child welfare system from formally penetrating the juvenile justice system. For example, together they will formalize a coordinated process by which DFCS and JPD work together to identify youth who are susceptible to "crossing over" and jointly provide appropriate services to prevent crossover from occurring.

*The agencies are committed to:*

- Using evidence based research and best practices to inform changes in both systems to better serve youth and families.
- Restructuring systems programmatically and culturally to meet the distinctive needs of dually-involved youth. For instance, moving from a model where only one system can serve a youth at a time, to a model where youth and families can benefit from the unique expertise of both systems.
- Continuing collaboration between the Juvenile Court system, JPD, DFCS, leadership at the Mental Health Department, Department of Drug and Alcohol Services, and Education Department as well as working with the District Attorney, Public Defender, Legal Advocates for Children & Youth, community based organizations, and community representatives.

Given the high level, multi-system commitment to this work, stakeholders are confident that these efforts will improve outcomes for dually-involved youth.

**Improving Services to Limited English Proficient Clients**

The Probation Department delivers a variety of services to adults, juveniles and their families living in Santa Clara County, including those with limited English skills. The Department has embarked upon establishing a Language Access Plan to ensure that meaningful access to services is provided in a variety of languages. The Department is expanding beyond its current focus on Spanish and Vietnamese populations, to incorporate the variety of languages spoken by residents of Santa Clara County. Enhanced language access services will begin in 2013.

The elimination of language barriers among this group could positively impact a juvenile's successful exit from the juvenile justice system and reduce the likelihood of further penetration into the criminal justice system. The establishment of a Language Access Plan brings the Probation Department into compliance with the United States President's Executive Order 13166 of 2000, "Improving Access to Services for Persons with Limited English Proficiency"; Title VI of the Civil Rights Act of 1964; and the Omnibus Crime Control and Safe Street Acts of 1968.

**FIRE PROTECTION**

County Fire is an internationally accredited agency that serves 243,073 residents and 149 square miles of territory within the communities of Campbell, Cupertino, Los Altos, Los Altos Hills, Los Gatos, Monte Sereno, Morgan Hill, Saratoga and adjacent unincorporated areas. County Fire has 279 employees. Daily 24-hour emergency response staffing consists of 68 employees operating out of 17 fire stations with 20 pieces of apparatus and 4 command vehicles. The fire suppression force is augmented by 25 trained volunteer firefighters. Effective January 2013, County Fire transitioned out of the Morgan Hill service contract and consolidated service to the core West Valley Region.

**Partnerships and Resource Sharing**

Fast response times, sufficient resources and coordinated operations are critical to protecting lives and reducing property loss. County Fire works closely with local fire, law enforcement, and emergency medical agencies to maintain cross jurisdictional resource sharing agreements. By direction of the Board of Supervisors, County Fire is exploring the feasibility of collaborative fire service delivery throughout Santa Clara County and is working in partnership with other local fire departments to expand resource sharing to improve service delivery to all county residents.

The Santa Clara County Fire Chief serves as the Operational Area Fire Coordinator for the Santa Clara County Fire and Rescue Mutual Aid Plan. This position is responsible for coordinating with local, regional and statewide agencies to share fire and rescue equip-

ment and personnel during significant or prolonged emergency events (earthquakes, wildfires, hazardous materials incidents, etc).

**Community Education and Emergency Preparedness**

County Fire offers an extensive community education and emergency preparedness program. To promote community safety and resilience to disasters, personnel delivered over 650 educational programs during 2012. The devastating effects of Hurricane Sandy emphasize the need for residents to prepare and plan for emergencies. Self-sufficiency is a vital link for survival in the immediate aftermath of a disaster.

**Urban Shield**

Urban Shield is an annual full-scale preparedness exercise that tests the regional preparedness and major event response capabilities of Bay Area public safety agencies. Subject matter experts evaluate SWAT teams, bomb squads, canine units, urban search and rescue (US&R) teams, and hazardous materials response teams. Of the 54 teams that participated in the 2012 exercise, County Fire's US&R and Hazardous Materials teams won 2nd place honors in each of their respective categories.

**Information Technology**

County Fire has implemented a 5-year Strategic Technology Plan (STP) that will reduce operating costs, increase efficiency and improve service delivery. High-speed fiber optic connections have been installed at all fire stations; on-duty engine companies can now participate in live video training while remaining available for emergency calls within assigned service areas.

Mobile data devices on fire apparatus are being updated to increase real-time data capabilities (transmit vital patient information, locate fire hydrants, receive hazard alerts, etc.). The STP will continue to serve as a road map utilizing the most relevant information systems available to improve and expand technology infrastructure.



**Fire Department**

Calls for Service:

Rescues	253 (1%)
EMS	13,942 (72%)
Fire Alarm	2,100 (11%)
Fires	1,827 (9%)
Service Calls	1,209 (6%)
Hazardous Materials	127 (1%)

## FACILITATING EQUITABLE TREATMENT

The mission of the Santa Clara County Office of Pretrial Services (OPS) is to provide information to the criminal courts to facilitate the release and detention decision-making process at the earliest opportunity. The goal is to promote equitable treatment of the accused, provide protections for the community, meet statutory requirements, and reduce custody costs. The vision for OPS in 2011/2012 was to enhance its service delivery to a more modern, data driven, evidence-based model that increased efficiency and produced better outcomes for clients. Working with the constraints of FY 2011 budget that reduced the Pretrial Services work force by 10%, several new processes were implemented that not only modernized functions but also resulted in serving a greater number

of clients than in 2010.

### Risk Assessment Implementation

During the last five to 10 years, the criminal justice field has moved toward a more scientific approach by using empirically researched and proven evidence-based practices to produce bet-

ter outcomes for defendants.

Evidence-based practices are a significant change for the criminal justice system which has historically relied on subjective decision making throughout the court process. To move toward a more evidence based approach, starting in 2010 the Office began working with

national leaders from the Pretrial Justice Institute and the National Institute of Corrections. They identified the County's need to implement a modern validated risk assessment tool that identified the level of risk individuals posed to the community. The Office secured a grant through the Pretrial Justice Institute to implement the risk assessment tool, met with local justice partners, and identified a modified version of Virginia Pretrial Risk Assessment as the best instrument for the County.

Monthly data on the success rates of individual's released under the new assessment, were collected and showed that the risk assessment led to a greater number of individuals being released by the Court to pretrial supervision than during previous years. On

average the OPS supervised 100-200 more individuals on pretrial release supervision during 2011 and 2012. Also those released were more successful in completing the duration of their supervision period without committing a new offense or missing any court dates.

The Pretrial Justice Institute completed a validation study of the risk instrument in June of 2012, analyzing nearly 2,000 randomly selected cases of individuals that were released in Santa Clara County over a six month period during 2011. The study confirmed that the risk assessment was effective and identified several risk factors that could be added to the assessment to further increase release and success rates. The new assessment will be implemented in early 2013. Santa Clara County is now only the second county in California to have a locally-validated, pretrial risk assessment.

### Drug Testing Practices

During 2011 and 2012, OPS was actively involved in the Santa Clara County Drug Testing Task Force to identify best practices within drug testing and to consolidate drug testing services throughout the County. Several major changes have been made to the drug testing process, including moving to random testing and moving to a step down model for drug testing which allows for the frequency of testing to be reduced based on individuals' compliance with providing drug-free samples. This provides more efficiency in drug testing practices and focuses resources on individuals with higher needs. It also increases intrinsic motivation in defendants as they are able to reduce the frequency of their testing, and their own financial costs, based on their performance.

During 2012, OPS implemented a more efficient drug testing confirmation process using instant cup testing devices that allow for results of samples to be identified five minutes after collection. They also screen out all negative samples and result in only positive samples being sent for costly lab confirmation. In addition, OPS moved from a public vendor to county lab services through Valley Medical Center. These efforts have resulted in nearly 70% less samples being sent to a lab for confirmation. During 2013, a drug use assessment will be added to the Risk Assessment screening process to better identify individuals who need drug testing services.

### Recognition for Office of Pretrial Services

Since the implementation of AB 109 in October of 2011, many counties throughout California have looked at pretrial services as a way to reduce jail overcrowding and reduce detention costs. As a result the Office hosted site visits for four California counties during 2012. Both state and national leaders in criminal justice have recognized the Office of Pretrial Services as a model site in California for pretrial practices. Also in early 2012, a management audit of OPS was



published. According to the audit report by Harvey Rose Associates, over a six month period in 2011 the Office saved the County nearly \$32 million in jail bed costs.

The Santa Clara County Office of Pretrial Services is represented on a steering committee at the Stanford Criminal Justice Center. Over an 18-month period starting in January of 2013, this committee of criminal justice leaders throughout California will look at how Public Safety Realignment has impacted the front-end of the criminal justice system.

## PROSECUTION ON BEHALF OF THE PUBLIC

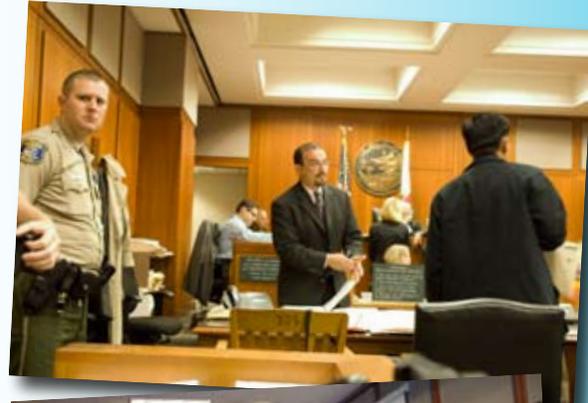
*In 2012, the Santa Clara County District Attorney's Office focused on service, transparency and integrity:*

- The Public Integrity Unit convicted the Chief Executive Officer (CEO) and Chief Financial Officer (CFO) of MACSA and obtained six-figure restitution for the employees of the Mexican American Community Services Agency, Inc. (MACSA). In addition, the unit convicted a County employee of stealing thousands of dollars in public assistance money from elderly and mentally ill beneficiaries.
- The Homicide team obtained two difficult murder verdicts in which the defendants acted in reckless disregard for human life, a 2005 Cold Case murder conviction, and convicted a two-time murderer in an investigation that sent detectives to China to gather evidence.

- The Economic Crimes team successfully prosecuted a serial identity thief sending him to prison for 10 years, a realtor who forged loan documents, and two directors of a medical company who bilked the County for tens of thousands of dollars. The Narcotics team is prosecuting the seizure of the largest amount of methamphetamine in U.S. history.

- Consumer and Environmental teams helped stop the spread of exploitative pay day lenders, forced a major drug store chain to cease illegal dumping, and ended a diet company's specious claims about weight loss through sprinkling flavored crystals on your food.

- The Family Violence team aggressively prosecuted domestic violence and gained its first conviction under a new law enacted in 2010 that allowed the admission of hearsay evidence, including reports to the police officers and taped conversations of the defendant trying to dissuade the victim from testifying.



# FINANCE & GOVERNMENT OPERATIONS



## LEGAL STRATEGIES YIELD WINS FOR COUNTY RESIDENTS

### Dissolution of Redevelopment Returns Billions to Schools and Counties

The County played a critical leadership role in one of the largest statewide policy changes in a decade: the dissolution of redevelopment agencies (RDAs). RDAs were authorized by the Legislature after World War II to remediate urban blight, with funding provided through "tax increment financing." All increases in property tax value within a project area would go to the RDA instead of to the underlying taxing entities (primarily, school districts and counties). Over time, RDAs greatly increased in number and scope, with concurrent growth in the diversion of property tax revenue from other local governments. By 2011, about \$5.5 billion - 12% of property taxes - were diverted to RDAs from local governments. In Santa Clara County, school entities lost over \$152 million each year; the County lost about \$80 million annually.

In 2011, the Governor proposed the elimination of RDAs to restore funding for basic governmental services like schools, public safety, and public health. That year, the Legislature passed a package of bills on the matter, which was promptly challenged before the California Supreme Court. Unlike other parties of interest on either side of this issue, the County intervened in the court case and was the only party to argue solely for the constitutionality of the dissolution bill. The County prevailed.

After the California Supreme Court decision, all RDAs in the state were dissolved on February 1, 2012. Since that date, a multi-departmental team from the Office of the County Executive, the Office of the County Counsel and the County Finance Agency has worked indefatigably on all aspects of the dissolution within Santa Clara County. As required by law, the County Auditor-Controller has issued comprehensive audits on all nine former RDAs in Santa Clara County, has reviewed all payments on pre-existing liabilities, and is maintaining trust funds for each former RDA. In addition, each former RDA has an Oversight Board with fiduciary duties to ensure the rapid wind-down of the former agency's affairs, payment of pre-existing debts, and distribution of assets to all affected local governments. The County has two seats on each of the nine Oversight Boards within Santa Clara County.

Over the past year, the County's team has thoroughly reviewed the assets and liabilities of each former RDA. The Auditor-Controller's audits resulted in over \$1.1 billion in adjustments to assets or reductions in liabilities based on the applicable law and the facts of each specific transaction. The team's work has already resulted in millions of dollars returning to local government entities, particularly school districts. The County

itself is a major beneficiary of these distributions, which will help support its safety net services. The County remains committed to legislative efforts to promote economic development, but in a manner that is fiscally sound and sustainable rather than coming at the direct expense of funding basic and essential public safety, school, and health services.

### Securing State Funding for Mental Health Services for Special Education Students

In May 2011, the County Counsel's office secured a major victory before the Commission on State Mandates, successfully challenging an \$8.6 million disallowance in state reimbursements for mental health services the County provides to special education students. This arose from a 2009 audit by the State Controller's Office, which determined that the State mandate for the County Mental Health Department to serve special

education students did not include the provision of mental health rehabilitation services to seriously emotionally disturbed children. The Office of the County Counsel challenged the State's disallowance for these services by filing an Incorrect Reduction Claim (IRC) arguing that these critical services were covered by the mandate and thus the County was entitled to reimbursement. When faced with a long waiting period to have its claim heard, the County sought expedited relief in court and was ultimately successful in persuading the Commission to expedite the IRC. The County Counsel's success before the Commission not only saved the County general fund the \$8.6 million at issue, but also shielded the County from comparable disallowances for other fiscal years, protected other counties throughout the state from similar disallowances, and validated this important category of services which provides effective interventions to seriously emotionally disturbed children.

### Legislation to Assist the County in Combating Financial Elder Abuse

As part of the County's efforts to combat financial elder abuse, the Office of the County Counsel and the Department of Aging and Adult Services proposed, and co-sponsored with the County of San Mateo, AB 1288. AB 1288 sought to enhance the ability of the public guardian or conservator to safeguard an individual's assets from misuse and/or fraud while a petition for conservatorship is pending before a court. Under prior law, a public guardian or conservator was authorized to take temporary control of real or personal property while a petition is pending for up to 15 days, when a determination is made that the property





**The Challenge**

County government is often referred to as the invisible layer of government. Generally residents are not familiar with the services provided by counties. The challenge was to find a way to engage more members of the community in understanding the breadth of county services and programs and to inform them of ways to increase their participation and involvement.

**The Approach**

On November 15, 2011, the County of Santa Clara Board of Supervisors voted unanimously to approve the creation of a new informational program based on the model of citizen academies across the country - SCC GOV 101 ACADEMY. The purpose of the program is to raise public awareness of County gov-

ernment roles and services, promote civic engagement and residents' participation in County governance, and provide answers to basic questions that residents need to know. Through this process, participants could become knowledgeable and share what they learn with family members, neighbors and their communities.

The public responded by submitting more applications than the 35 seats available for the inaugural SCC GOV 101 ACADEMY held last spring. The goal was to achieve a distribution of participants from each of the five Supervisorial Districts. The inaugural class was held during the Spring of 2012. Participants toured several county facilities, including the Emergency Operations Center, the main jail, the fire fighters training center, a future county park, a library, the traffic control center, Valley Medical Center, the environmental health lab, and the Registrar of Voters





office for a firsthand look at how their tax dollars are spent. They also learned about a broad range of the County's work in public safety, environmental management, consumer protection, social services, public health, elections, and government operations.

A quiz was administered to determine if participants were retaining information. The majority of participants answered 90 percent of the questions accurately. The group was recognized by the Board of Supervisors at the SCC GOV 101 ACADEMY Graduation Ceremony on May 22, 2012.

Weekly photographic highlights of the tours are available online at [www.sccgov.org/sccgov101](http://www.sccgov.org/sccgov101). Funding for the SCC GOV 101 ACADEMY was included in the budget. The 2013 Session of SCC GOV 101 ACADEMY is now underway.



is subject to loss, injury, waste or misappropriation. However, experience has indicated that 15 days is usually not sufficient time for a petition for conservatorship to be adjudicated. In addition, the public guardian or conservator had no authority to take possession or control of an individual's property held in a personal trust. In order to address these deficiencies, AB 1288, effective January 1, 2012, authorizes the public guardian or conservator to safeguard an individual's property, including assets held in trust under specified circumstances, for up to 30 days, while a petition for conservatorship is pending before a court.

County Counsel's staff worked extensively with stakeholders and provided technical support during the State Assembly and Senate Judiciary Committee hearings in support of the bill. The County Counsels' Association of California presented the lead deputy county counsels for both of these cases statewide recognitions awards.



### Payday Lending Ordinance

On May 22, 2012, the County adopted an amendment to the County Zoning Ordinance, which prohibits the establishment, expansion, or relocation of payday-lending or check-cashing businesses.

The inability of low-income consumers with poor credit history to obtain certain services from federally-insured banks has resulted in a two-tiered financial services industry. More affluent, financially-stable consumers are generally able to use traditional banks, while lower-income, financially-vulnerable consumers often must rely upon payday lenders and check cashing outlets. Payday lenders generally offer small, 14-day loans for which they charge effective interest rates upwards of 460% annual percentage rate.

Check cashing outlets cash checks for a large fee or significant percentage of the amount of the check. These businesses operate almost exclusively in low-income neighborhoods and prey upon the county's most financially vulnerable residents.

In the face of limited state and federal legislation restricting payday lending and check cashing, the Office of the County Counsel prepared a comprehensive report regarding the practices of the payday lending industry and, with the Department of Planning and Development, drafted an ordinance for approval. Though other jurisdictions have passed ordinances regarding payday lending, the County's was the first in California to create a complete ban on new payday lending and check-cashing institutions.

## CENTER FOR LEADERSHIP AND TRANSFORMATION ENGAGES EMPLOYEES

The Center for Leadership and Transformation (CLT) has engaged hundreds of employees to meet the challenges by empowering them to influence and impact how their departments respond to limited resources, new mandates, different processes, and the increased needs of the community. Since its inception in 2010, the CLT has empowered over 50 teams to become fully immersed in innovative, cross-boundary, action-learning endeavors aimed at analyzing and addressing the toughest and most immediate issues while maintaining focus on the County's mission.

CLT classes introduce the principles of rapid transformation and inside-out thinking in an interactive environment that encourages participants to step out of their comfort zone to engage in action-based solutions. Employees learn about the importance of thinking about issues holistically and how to use their projects and the CLT process in a manner that reflects the County's vision.

CLT teams have developed proposals to improve client experiences and customer service; save County resources, including staff time and limited General Fund dollars; generate new revenues; improve efficiencies; and leverage existing resources and new technologies. Teams meet regularly with executive managers to provide updates on project milestones, achievements and set-backs. A culture of learning is created through employee ownership of the change process, accountability, and executive encouragement of innovative thinking.

In January 2012, the Administration conducted a survey of CLT participants in an effort to assess the impact of CLT programs. Survey participants indicated that as a result of CLT participation, they had experienced improved morale, built key relationships, found new means of collaborating with others, learned how to better plan projects, created stepping stones to broader gains, increased their appreciation of the County's challenges, and experienced an increased sense of empowerment.

### CLT Survey Highlights:

- 90 percent of respondents believe that action learning is a necessary component of CLT training;
- 79 percent have utilized lessons provided in the training in their work outside of CLT;
- 71 percent said that meeting and working with people from other departments was the greatest benefit;

- 62 percent appreciated the opportunity to explore improvements across organizations; and
- 54 percent have transferred CLT lessons to others in their work groups.

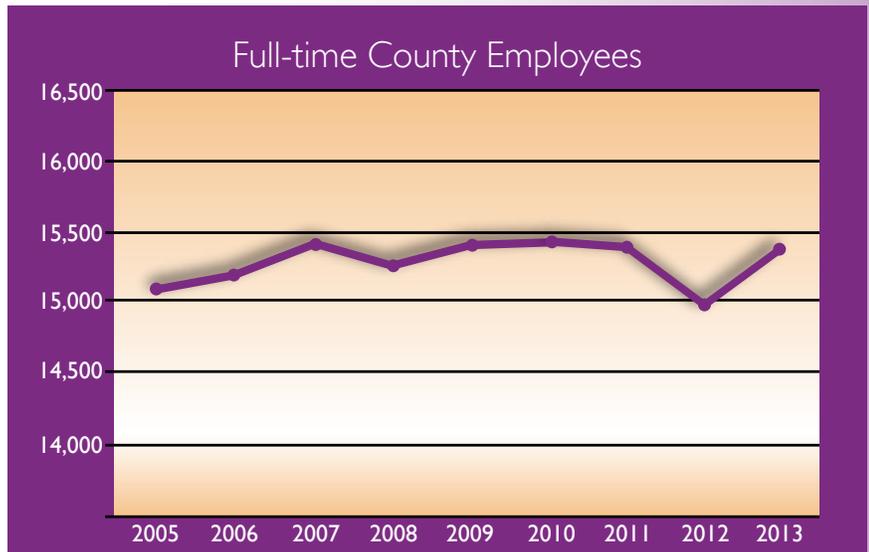
In the fall of 2012, a shorter format course was offered so that more employees could learn about CLT concepts and processes. The goal is to develop a range of course offerings that will meet departmental needs from unit-based process improvements to transformational efforts that affect the entire organization. To support these departmental initiatives, case studies that showcase CLT teams and their impact on operations are being developed. Executive leaders will monitor the progress of their teams and track achievements. Bringing visibility to the strategic work of employees will help the organization learn from its successes, acknowledge its mistakes, and inspire colleagues to make recommendations that leverage their unique organizational expertise to improve services.

## STRATEGIC ASSET MANAGEMENT AND DEVELOPMENT

During the past two years, the Office of Asset and Economic Development (AED) concentrated on improving revenues to assist in meeting the County's fiscal challenges, participating in programs and projects to support small and international business in this region, and working to ensure families and individuals continue to enjoy a high quality of life.

*The following activities were among the highlights:*

- On January 29, 2012, the County sold the former Children's Shelter to Harker School for use as a pre-school and K-7 grade school. The sale generated \$25.5 million in proceeds, returning to each of the partners nearly all of their original contribution amounts. In addition, proceeds from the sale also replenished the City of San Jose's affordable housing fund which had contributed to funding the Shelter; and provided revenue to the County's General Fund. The sale represented the completion of three years of negotiations to unwind the Children's Shelter partnership agreements.
- AED assisted the Fairgrounds Management Corporation (FMC) to secure a \$44,000 rebate and a \$100,000 loan from PG&E to finance a lighting upgrade project which will achieve payback in less than three years through energy cost savings.
- The County entered into a Memorandum of Understanding with the City of San Jose, State of California and Samsung to support an investment of \$300 million by Samsung to expand their San Jose R&D facility to be their primary R&D facility for worldwide functions.
- The Office provided key leadership in the launch of the SCC StartUp Cup Business Model Competition. This six-month long small business entrepreneurship



and mentoring program coached and selected three top winning business models from over 50 applicants.

- In the summer of 2012, at the former San Jose Hospital site, AED assisted with the inauguration of a series of three, outdoor film showings - Cinema on the Green, and a weekly farmers market as interim uses while the County gears up for construction of a new medical clinic.

## EMPLOYEE SERVICES KEEPS PACE WITH CHANGING WORKPLACE

One of the key roles of the Employee Services Agency (ESA) is to partner with County agencies and departments to identify, recruit, and appoint the workforce. Many service activities in ESA have been driven by the needs of County departments to recruit qualified staff to implement programs that meet legislative mandates, address issues, and to improve operational efficiencies. As with all County departments, Human Resources along with other programs in Employee Services Agency have experienced staff reductions over the last decade. The Agency meets the challenge of providing increased level of services with reduced staffing by increased reliance on technology solutions, improved work processes and implementing best practices generated by the efforts of the Center for Leadership and Transformation (CLT) teams.

### Human Resources

Demand for recruitment services continued to increase. For instance, the Santa Clara Valley Medical Center (SCVMC) is implementing the Healthlink Project to create new electronic medical records to provide more coordinated care and to track outcomes better. To meet staffing requirements, new job classifi-



cations were required as well as an expedited recruitment process. Also, the influx of inmates from the state prison system to the County jail facilities under the enacted state legislation AB 109 Re-entry Program created the need to recruit for additional personnel in law enforcement agencies, Mental Health Department and Social Services Agency. As the County workforce ages, employee retirements increase resulting in the need to fill vacant positions.

To meet these challenges, the County has moved to 100% online employment applications and electronic personnel files. The Center for Leadership Transformation in concert with ESA and county hiring managers evaluated the County's recruitment processes. The result is an improved system that includes an online hiring module for new supervisors, FAQ's on the County's hiring process and updating over 350 job descriptions and employment standards to attract and retain qualified candidates.

The Public Employees Pension Reform Act, effective January 1, 2013, reduces benefits for employees in the public sector. This will make it more difficult to compete with the private sector in attracting the best and brightest candidates in filling County positions.

### Labor Relations

The collective bargaining process covers 15,000 County employees, approximately 250 Santa Clara Fire District employees and approximately 16,000 In-Home Supportive Services (IHSS) individual providers. During 2011 and 2012, the Office of Labor Relations negotiated labor agreements for 18 of the County's 23 bargaining units including CEMA and SEIU master agreement and seven unit agreement resulting in an estimated \$75 million dollars in General Fund savings in labor and employee benefit costs for FY 2012.

Looking ahead to FY 2013, the Office of Labor Relations will be responsible for negotiating labor agreements with 18 bargaining units. Another significant challenge for the coming year is the process of meeting and conferring with bargaining units over retirement plan changes under the Pension Reform Act effective January 1, 2013.

### Employee Benefits

Currently, there are approximately 7,700 retirees in the County systems, most of whom are receiving post employee benefits from the County. This is a 36% increase from nine years ago. This increased demand for administering employee benefits will continue to

grow as more employees retire. To meet this growth, the Employee Benefits division works with brokers and third party administrators to negotiate with plan providers. The goal is to ensure that in addition to meeting the County's obligations to retirees, the plans offer the best value to the County.

The two initiatives that will continue to impact the work and workload of Employee Benefits are: implementation of Healthcare Reform; and implementation of the retirement plan provisions under the Pension Reform Act.

### Employee Development

As baby boomers age and retire, many experienced employees will be taking with them substantial institutional knowledge. The County faces the challenge of both short-term and long-term workforce planning, analyzing the most critical areas of need, and developing strategies to mitigate the departure of long-term employees. One of the strategies is to train and prepare the current workforce for more responsible supervisory and leadership positions within the organization.

## REGISTRAR'S OFFICE SIMPLIFIES VOTING

### Registration and Voting

Nine months after the enactment of SB 397 (Yee), the California Secretary of State developed the California On-line Voter Registration (COVR) program for the statewide September launch. Under the program, eligible voters may complete Voter Registration Forms by electronically entering their own data on the Secretary of State's Website. Individual signatures on file with the DMV are transmitted to the Secretary of State and linked with his or her registration. The registration is transmitted to the voter's county for processing. On September 20, 2012, the Santa Clara County Registrar of Voters implemented COVR locally. On the launch date, the Santa Clara County Registrar of Voters received over 3,000 online registrations. From the launch date through the close of registration on October 15, a total of 48,536 online forms were processed in Santa Clara County – 47% of the total registrations received. Processing one online form takes less than 10 seconds compared to more than five minutes to process and add one paper registration form into the Voter File.

Registrants who do not have a California Driver's License or ID card, or who opt to not link to their DMV file for their signature, are required to print, sign and mail their registration forms. Their forms, although missing a signature are delivered to their home county, and they are eligible to file a provisional ballot as long as they also submit the signed registration form by 8:00 p.m. on Election Day. Once they meet that



requirement, their ballots are deemed valid. There were 4,732 online registrations submitted to the ROV without linking to a signature. New Voter Registration Forms were mailed immediately to ensure that the voters had another chance to file their signatures and vote. On Election Day, 3,188 of the online registrants had provided their signatures and were able to cast ballots.

Voting by mail continues to grow in popularity. ROV expanded ballot drop-off sites to make it more convenient for voters to cast their ballots. In the November election, over 59,212 ballots were collected through drop-off sites at college campuses, shopping centers, transit centers, sports fields, and city halls.

With the technical support of the Information Services Department, ROV made great strides using new technology as a tool to engage the county's voters with better and more accessible election information. The new SCCVOTE mobile app for iPhone/iPad and Android allowed voters to use their mobile devices to find their polling place, track their ballot status, and read their voter information pamphlet. Also, ROV introduced a new program for reporting election results online that made features like precinct tracking maps, customizable displays, and precinct-level detailed reports available to the general public.

### Mapping Division

The geographic boundaries of legislative districts such as Congress, state legislatures, school boards, city councils, county boards of supervisors, and special districts are adjusted every 10 years following the release of new census data. This redistricting reflects updated population data so that districts remain relatively equal. The Mapping Division made a total of 87 precinct edits to reflect all redistricting changes. Upon adjusting precinct boundaries for the redistricting project, ROV discovered errors where the districts themselves wrongly identified lands as belonging to their jurisdictions. One such case was the identification of more than 300 property parcels that both the West Valley Mission and San Jose-Evergreen Community College Districts mistakenly claimed for over 15 years on maps drawn by their mapping vendors. On July 16, 2012, the Mapping Division received a commendation from the Chancellor Assistant of San Jose-Evergreen Community College District to appreciate the valuable support and excellent leadership.

## LIBRARY EXPANDS AND IMPROVES ACCESS AND SERVICES

### New Gilroy Library Improves Access and Services for Residents

Since 2003, six of the eight library buildings in the Santa Clara County Library District have undergone renovations or new construction. The most recent

building project, the Gilroy Library, opened in April, 2012. Built with bond money approved by 69% of Gilroy voters in a 2008 election, the 53,000 square foot building more than quadrupled the size of the 1975 facility. This expansion is dramatically improving services and access for the fast-growing City of Gilroy, where the population has also quadrupled since 1975. The facility includes several community meeting spaces, twice as many public computers as the former building, a colorful and inviting Children's Library, separate teen study rooms and a teen hangout space with comfortable seating, and a 20-seat computer training lab. The building was built to the LEED Gold standard, incorporating environmental features like solar panels, permeable pavement in the parking lot, mixed-mode air conditioning that integrates natural ventilation with mechanical HVAC systems, two stage lighting and "light tubes" to minimize energy consumption, and 12 inch thick concrete walls for maximum insulation.

The Reading Program, SCCLD's 25-year-old adult and family literacy program now has a home at the Gilroy Library. Formerly housed in a separate leased space, the integration of The Reading Program into one of the District's library buildings provides much more opportunity for connections between library staff, literacy specialists, tutors, and learners.

The community has embraced the new library and residents are frequent users since opening day. More than 6,000 visitors checked out almost 7,000 items in six hours on the first day the new building was open. During the first six months, the Gilroy Library created over 3,300 new library cards, checked out 24% more materials, and served 56% more visitors than the same six-month span in the previous year.

### Reaching Out to Engage with the Community

In late 2008, the Santa Clara County Library District initiated a new strategic plan to achieve the greatest number of library cardholders per capita in the United States by focusing on convenience, public awareness, and information literacy. After conducting exhaustive community research in 2009 and 2010 to identify the segments of the Library District's service area population and the services of interest to them, library staff put significant effort into reaching out to the communities in the library district in 2011 and 2012,



with impressive results. Over a two-year time period, the Library District increased its cardholder base by 17%, issuing 32,800 new cards to Santa Clara County Library District residents.

The main strategies were to: increase the presence of library staff in each community; and base services on input and responses from the community. The Library District convened the Strategic Action Steering Group, including a diverse group of staff members from all locations and numerous classifications, to define specific goals that reflect community preferences and determine the best way to achieve them. The Steering Group created four Strategic Action Teams, also deliberately inclusive of a wide variety of staff members, to lay the framework for achieving goals and integrating them into the daily work of the organization.

The Outreach and Programming Action Team developed strategies, publications, outreach supply kits, and online content to help library staff connect with people outside the walls of library buildings. In addition to increased connections with local schools and participation in local fairs and festivals, library staff sought out, and continues to seek, connections with service organizations, clubs, meetup groups, or other community gatherings that might benefit from learning about library services. The Library District's Bookmobile even participated in a couple of local food truck events to share the library story in a non-traditional venue.



The Family Reading Action Team created new circulating kits containing books, CDs, DVDs, puppets, and suggested activities to help young families share the joys of reading together, as well as developing children's early literacy skills during the critical period from birth to age 5. The Video Action Team provided tools, training, and inspiration to capture and share the services and spirit of the Library

District through the production of online videos, such as the creative and entertaining "Dr. Rotten in... World Domination," available on the Library's YouTube channel.

The Borrowers and Free Agents Team identified the specific interests of adults 25-54 in the community who are not currently library patrons, and developed a roster of staff experts in various subjects, known as Topic Teams, who are both creating online content and engaging face to face with community groups to share

their expertise and the Library District's resources in the subjects about which people in the library service area care the most.

By combining face-to-face outreach with new electronic services available 24/7, the Santa Clara County Library District has increased residents' awareness of the wide variety of library services available and the many ways to access those services.

### **Increasing and Improving 24/7 Access to Online Library Resources, A New Website**

In July the Santa Clara County Library District launched a new Website at [www.scccl.org](http://www.scccl.org). The Website provides a friendly, useful design with a fresh new look, and is supported by an architecture offering easier maintenance. The site features a variety of staff blogs sharing library news and events, as well as reviews of materials staff has read, listened to, and watched. At the heart of the Website is 24/7 access to the virtual library, which allows a user to search and reserve items in the library catalog, conduct research using an exceptional collection of online databases, work with a tutor or a job interview coach, request help from a librarian, and download music, eBooks, and eAudiobooks.

With the launching of the Website, the district also unveiled a new logo, which blends the look of books on a shelf with a cityscape reflecting the colors of the Santa Clara valley. Behind this new look is the same enduring commitment to excellent library service Santa Clara County Library District has offered for 100 years.

### **Virtual Library**

Use of the library district's virtual services continues to rise significantly among Santa Clara County Library District patrons. Recent usage statistics indicate a year over year increase of 62% increase in use of the electronic collection. In response to growing demand, the District continues to expand its already impressive collection of online resources.

## **ASSESSOR IMPROVES TAXPAYER ACCESS**

### **Snail Mail to E-mail**

The Assessor's Office continues to make major enhancements to assist taxpayers to move from paper and "snail mail" communications to online, virtually revolutionizing the way the public interacts with the Assessor's Office. More than a year in development, and timed to coincide with the June 2012 mailing of the annual assessment notices, the new online service (referred to as "Email Opt-In") offers a first-in-the-state, interactive service enabling taxpayers to securely receive their assessment notices by electronic mail. Modeled after the private sector and online bank-



ing, the service enables taxpayers to securely opt-in to interact with the Assessor's Office electronically, replacing cumbersome and manually intensive paper documents.

This online service provides significant savings and improved efficiency, benefiting the environment by reducing paper usage and costly travel to the Assessor's Office. The service is available 24 hours a day, 365 days a year.

Taxpayers who opt-in are able to download electronic copies of assessment notices and comparable values of properties. In the near future, additional services will be rolled out to taxpayers including property characteristics and documents that would otherwise require an ink signature.

### Website Overhaul Improves Customer Service

The Assessor's Office launched its first top-to-bottom overhaul of the Assessor's Website in 10 years. The Website has a new look and feel, and has been redesigned to make information easier to find with fewer clicks. The site has been developed on a platform that will allow the Assessor to continuously improve, consistent with changes in technology. Popular applications (including a property look-up tool) are more intuitive and offer modern interfaces. Map-centric applications and online tools such as property and mobile home look-up, and supplemental tax estimator have been reengineered to interact with Google. Searches no longer require the taxpayer to know the exact address. Searches can be performed by address, APN, or through a Google map by clicking on the desired parcel. All the features of Google are available, including street and aerial views.

### Great Recession Triggers Large Increase in Workload

The Assessor has experienced a 356 percent increase in assessment appeals since 2008, reflective of the collapse of the real estate markets.

Rather than reduce office hours, diminish the quality of property appraisals and corporate audits, or seriously reduce the level of public service, the Assessor has leveraged the talent of a more tech-savvy workforce to enhance productivity.

### Finance Enhances Collection Services

The County Department of Revenue (DOR) expanded business hours to include early morning as well as evening hours. The office is now open to the public from 7:30 a.m. to 7:00 p.m., Monday through Friday. Clients can now come to DOR before or after normal business hours to discuss their accounts, ask questions, and make payments for bills related to County services or Court fines. The change has improved customer service by making it more convenient for residents to conduct business with the County and is expected to improve collections.

## HUMAN RELATIONS PROMOTES INCLUSIVE COMMUNITY

### Immigrant Relations and Integration Services

When the Obama Administration announced a new immigration policy to be effective in August 2012, the Immigrant Relations and Integration Services (IRIS) unit convened local service providers and community advocates to discuss the policy of Deferred Action for Childhood Arrivals (DACA). Under the policy, which was the first positive change in immigration law in 27 years, those immigrants who arrived during childhood and met certain conditions were eligible to request deferred action for an initial renewable two-year period, which allowed them to remain in the United States without fear of deportation and be eligible for employment.

It is estimated that 30,000 youth in Santa Clara County could qualify for this program. IRIS facilitated the development of the SCC Deferred Action Network to implement a local plan to get the word out and assist the immigrant community to take advantage of the opportunity. IRIS took part in four national phone calls with U.S. Citizenship and Immigration Services regarding DACA, co-developed an overview of deferred action presentation, co-developed communication materials for the Network, co-developed training and materials about the policy, and conducted a volunteer training for more than 50 participants. The Deferred Action Network provided educational and informational sessions for 4,000 people during the first week of implementation. This countywide collaboration brought in \$100,000 in philanthropic funding to local legal service providers.

### Recognition of SCC Immigrant Integration Policies

Santa Clara County ranked first on the University of Southern California's Center for Study of Immigrant Integration's first-of-its-kind California Immigrant Integration Scorecard. This is a direct result of the County's work and community collaborations during the past 17 years, assisting more than 127,000 residents in their citizenship process.



### Cultural Proficiency Training Initiative/ Community Conciliation

The Office of Human Relations and the Human Relations Commission presented trainings to advance community awareness, cultural proficiency and bridging communities. Among the trainings presented in 2012 were: Difficult Dialogues on Race by Dr. Marquita Byrd, noted professor in multicultural communications. The two areas covered were practical skills for talking face to face about and responding to bigotry in the workplace. One of the emerging communities in Santa Clara County are the Oaxacans from southern Mexico. In collaboration with SJSU/Martin Luther King Library and the San Jose Multicultural Artist Guild's Day of the Dead exhibition, the Office and Commission sponsored a presentation about the Oaxacans in Silicon Valley. Presenters included noted author David Bacon, Tomas Gonzalez, President, Lazos Oaxaqueños, and Xochitl Chavez, cultural anthropologist. About 60 people attended each of these sessions.

### Dispute Resolution

The Dispute Resolution unit plays a critical role in resolving community conflicts and training of the community to engage in conflict resolution. It is a cost effective way for individuals to resolve conflicts without incurring the time and expense of court. In FY 2012, 1,897 cases were resolved with a satisfaction rate of 99.7%, resulting in a \$7,776,671 costs savings to the County of Santa Clara. Community members were engaged in the program through a variety of ways and activities, and contributed over 7,420 volunteer hours during the year. About 180 mediators received training and mentoring services related to court mediations, probate, small claims, unlawful detainers and housing issues in addition to mental health and personality disorders.

### INCREASED OPPORTUNITIES FOR PUBLIC ACCESS

Access is the watchword for the Clerk of the Board's efforts during the report period. Residents may now view Board Meetings and Board Policy Committee Meetings online and on cable television channels throughout Santa Clara County.

### Board of Supervisors Agenda Management Improvements

In August of 2011, a cross-boundary team led by the Clerk of the Board and Information Services Department was organized to replace the County's costly and proprietary agenda management system, which supports the creation, workflow, and publishing needs

of the Board of Supervisors, Committees, and Commissions. This team was organized using Rapid Transformation principles to pursue cost savings, useful features, and efficiencies offered by more modern systems available in the market. The new system was selected, implemented, and went live in July of 2012, only 10 months after project launch and will save over \$700,000 annually.

The Clerk's Office also brought in e-filing for officials to file Conflict of Interest Statements electronically. More than 5,000 filings take place each year. The new streamlined process for 200 agencies and departments yield \$86,000 in savings in the Clerk's office each year. A new Boards and Commissions database was deployed which streamlined the appointment process and tracking tool and laid the foundation for an automated appointment application process for the public to be released in the future.

### LEADING TECHNOLOGY SOLUTIONS

The invisible partner behind many of the County technology improvements is the Information Services Department. Much of the department's work is captured in agency reports. A few others are highlighted here.

### County Common Directory and Office 365 Implementation

Historically various County departments made technology decisions in isolation, which led to fragmentation, redundancies and unnecessary costs. In a major transformation effort, a countywide team of technology managers determined that by standardizing, consolidating and leveraging technology dollars the County could achieve considerable savings and efficiencies, and create a foundation for broader integration of IT business solutions. This technical team developed the requirements for a countywide common directory and hosted e-mail solutions.

After a competitive bidding process, the County selected Microsoft Office 365 and took the opportunity to incorporate all Microsoft product licensing, maintenance and Office 365 into one consolidated Enterprise Agreement, providing significant cost savings to the County and adding 36 new products, that provide additional security, management, functionality to all County departments. The Enterprise Software License Agreement has enabled the County to nearly double the number of employees covered and will provide staff with new tools and collaboration technologies.

Microsoft Office 365 will enable the workforce to share information in a secure, confidential manner, consistent with regulations that govern privacy and



other sensitive information. This new approach will increase the mobility of workers by providing access virtually anywhere, any time and with any device, and will provide the ability to share documents across the organization electronically, which is mostly completed manually today. The cost to the County will be \$3.6 million annually for the entire workforce. Prior to this agreement, only half of the County staff was covered at a cost of \$3.3 million.

### Weights and Measures

#### Online Electronic Payment Service

Weights and Measures is tasked with insuring that the public receives accurate measurements and prices from businesses using commercial measuring devices, such as grocery scales, gasoline pumps and taxi meters. The Department of Weights and Measures sends bills to companies for registration and inspection of commercial measuring devices, as well as for a variety of other types of fees.

A business may have a single measuring device or hundreds, such as a taxi company with a hundred taxis. Each taxi is an individual business, with its own business ID. The company owning those taxis will receive a hundred invoices, one for each taxi or business. Another example is a grocery store chain, such as Safeway, would receive an invoice for each grocery store owned by that company. The business owners would have to select and manually total up the paper invoices they receive for payment and either mail in or drive to County offices.

The new online Weights and Measures Electronic payment service developed by the Information Services Department allows a company to pay any or all invoices outstanding for the businesses owned all at once online. Prior to the new online epayment service, business owners mailed in checks with their invoices or had to drive into County offices with all of their invoices. Payments were then manually processed by Weights and Measures. Time and effort has been reduced, and more timely payments are now being received.

#### Special Event Permit Application

Events such as bike races on County roads or block parties in non-incorporated areas require a permit issued by the Roads and Airports Department. Prior to the implementation of the online Special Event Permit System (SEPS) application, the public had to come into County offices to file for a permit and any associated paperwork. Now the public can file applications online. SEPS performs the validations and screens the information the applicant provides online and derives the appropriate permit type. Applicants can also upload supporting documents along with their permit request application.

## UPDATING COMMUNICATIONS SYSTEMS

### Moving to Narrow Bandwidth

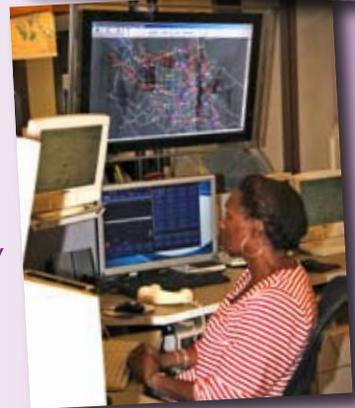
When you dial 9-1-1, you trust that someone will answer quickly and be able to communicate your needs efficiently to first responders, so they can deliver the help you need. County Communications has been busy reconfiguring its radio systems to ensure that you and your neighbors will be able to continue receiving quick, appropriate, responsive service. This effort, mandated by the FCC to be in effect by January 1, 2013, involved the reconfiguration of the County's radio systems. All public safety agencies operate on a fixed number of channels. The reconfiguration included changing to a narrow bandwidth to provide additional spectrum to meet the growing need for public safety services. Some older radio hardware had to be changed and in some cases it was possible to update software so that existing equipment could continue to function effectively.

### Improving the Region's Communications Capacity

County Communications Department is also involved in long-term regional efforts to develop interoperable communications. Beginning in 1998, the County, 15 municipalities in Santa Clara County, South Santa Clara County Fire Protection District and Santa Clara Valley Water District began the Silicon Valley Regional Interoperability Project (SVRIP). The participating agencies formalized their relationship in 2001 with a joint funding agreement.

In the aftermath of 9/11, the Department of Homeland Security created many grant programs to address public agencies use of disparate systems that make communication difficult between agencies in the same municipalities and across jurisdictions. Grant funding has been allocated for the planning, equipment, infrastructure, and training needed to address this problem. Locally, agencies within Santa Clara County have been working collaboratively on these and other issues. In 2010, a joint powers authority was formed as Silicon Valley Regional Interoperability Authority (SVRIA), with a board of directors comprised of nine elected officials, including two County officials.

The County is actively involved in a leadership role on several projects that will improve the delivery of service and reduce response time. For instance, the SVRIA data exchange project will link and share data between all 9-1-1 centers in Santa Clara County, Santa Cruz County's regional center, and CAL FIRE. The initial phase of a regional radio system, which will be deployed in the summer of 2013, is a first step toward giving all of the agencies a common interoperable radio system. This will support improved multi-agency and mutual aid response. Additional funding will be required for the full build out.



# 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 2012, it is an appropriate

presentation. For that reason, budgeted figures are not included but can be accessed for future reference at <http://www.sccgov.org/budget>.

This report presents the highlights of the significant economic and financial activity of the Santa Clara County for the fiscal year (FY)

## 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 \$1.6 billion (net assets) for the year.

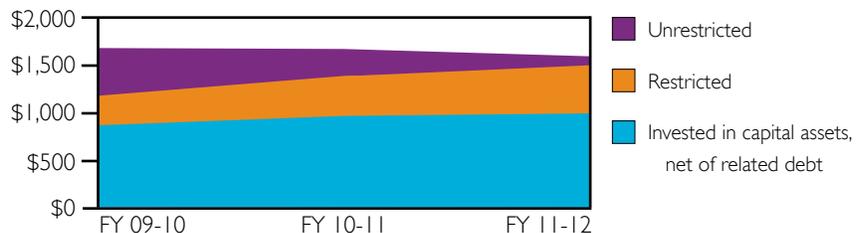
There are three components of net assets:

- \$999.1 million or 62.2% 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.
- \$429.8 million or 26.8 % are restricted net assets. These resources are subject to external restrictions on how they are used.
- \$176.6 million or 11.0 % 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 2011	Fiscal Year 2012	Dollar Change	Percent Change
Current & Other Assets	2,513,453	2,323,050	(190,403)	(7.6%)
Capital Assets	1,835,428	1,965,512	130,084	7.1%
<b>Total Assets</b>	<b>4,348,881</b>	<b>4,288,562</b>	<b>(60,319)</b>	<b>(1.4%)</b>
Deferred Outflows on Derivative Instrument	12,679	26,832	14,153	111.6%
<b>Total Assets and Deferred Outflows on Derivative Instruments</b>	<b>\$4,361,560</b>	<b>\$4,315,394</b>	<b>\$(46,166)</b>	<b>(1.1%)</b>
Current & Other Liabilities	554,600	460,117	(94,483)	(17.0%)
Long-term Liabilities	2,162,059	2,222,904	60,845	2.8%
Noncurrent Derivative Instrument Liabilities	12,679	26,832	14,153	111.6%
<b>Total Liabilities</b>	<b>\$2,729,338</b>	<b>\$2,709,853</b>	<b>\$(19,485)</b>	<b>(0.7%)</b>
<b>Net Assets:</b>				
Invested in Capital Assets, Net of Related Debt	960,230	999,051	38,821	4.0%
Restricted Net Assets	397,877	429,847*	31,970	8.0%
Unrestricted Net Assets	274,115	176,643*	(97,472)	(35.6%)
<b>Total Net Assets</b>	<b>\$1,632,222</b>	<b>\$1,605,541</b>	<b>\$(26,681)</b>	<b>(1.6%)</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 \$140.7 million of the primary government's total net assets amounts from restricted to unrestricted and \$278.1 million from invested in capital assets, net of related debt to unrestricted.

ended June 30, 2012. 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 the Change in Net Assets

The Statement of The Change in Net Assets 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 decreased by \$104.4 million or 3.1%, to \$3.3 billion, while its total expenses decreased by \$66.7 million or 2.0%, to \$3.3 billion. The County's total net assets decreased by \$37.7 million for the year.

## Change in Net Assets (In Thousands)

### REVENUES:

#### Program Revenues:

Charges for Services	1,115,589	1,046,746	(68,843)	(6.2%)
Operating Grants & Contributions	1,310,800	1,290,888	(19,912)	(1.5%)
Capital Grants & Contributions	15,225	13,449	(1,776)	(11.7%)

#### General Revenues:

Property Taxes	774,406	775,768	1,362	0.2%
Sales & Use Taxes	13,603	13,976	373	2.7%
Other Taxes	49,683	38,163	(11,520)	(23.2%)
Unrestricted Grants & Contributions	28,787	23,260	(5,527)	(19.2%)
Unrestricted Investment Income	18,006	22,867	4,861	27.0%
Securities Lending Activities	12	9	(3)	(25%)
Gain on Sale of Capital Assets	1,785	3,361	1,576	83%
Other Revenue	68,877	63,889	(4,988)	(7.2%)

#### Total Revenues

\$3,396,773	\$3,292,376	(\$104,397)	(3.1%)
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### PROGRAM EXPENSES:

General Government	289,001	278,128	(10,873)	(3.8%)
Public Protection	783,309	763,368	(19,941)	(2.5%)
Public Ways & Facilities	52,860	42,508	(10,352)	(19.6%)
Health & Sanitation	427,805	434,700	6,895	1.6%
Public Assistance	688,475	626,696	(61,779)	(9.0%)
Education	33,283	34,455	1,172	3.5%
Recreation & Culture	34,860	35,462	602	1.7%
Interest on Long-term Liabilities	41,198	37,176	(4,022)	(9.8%)
SCVMC	1,028,854	1,061,127	32,273	3.1%
Airport	3,516	3,351	(165)	(4.7%)
Sanitation District	2,577	2,086	(491)	(19.1%)

#### Total Expenses

\$3,385,738	\$3,319,057	(66,681)	(2.0%)
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Excess (Deficiency) Before Transfers	11,035	(26,681)	(37,716)	(341.8%)
Transfers	-	-	-	n/a
Increase (Decrease) in Net Assets	11,035	(26,681)	(37,716)	(341.8%)
Net Assets, Beginning of the Year	1,621,187	1,632,222	11,035	0.7%
Net Assets, End of the Year	1,632,222	1,605,541	(26,681)	(1.6%)

### Capital Asset Activity

The County's net capital assets increased by \$130.1 million or 7.1% to \$1.97 billion. During the year, governmental activities rose by \$25.0 million mainly due to:

- Land decreased by \$0.9 million due to the sale of the Work Furlough Center parcel.
- Construction in progress increased by \$27.2 million. This included Qualified Energy Conservation Bonds projects of \$11 million, Assessor Reengineering Project of \$4.8 million, other financial systems projects of \$3.4 million, Anderson Visitor Center improvements of \$3.2 million and bridge rehabilitation and replacement of \$2.6 million.
- Infrastructure increased by \$3.8 million due to the completion of the Coyote Lake-Harvey Bear Ranch phase II of \$1.7 million, Santa Teresa Ranch House of \$1.3 million and other improvements made to Roads & Airports and Parks properties.
- Buildings and improvements decreased by \$2.3 million due to the sale of the Work Furlough Center and Court House. This decrease was offset by the transfers in of completed capital projects such as the Elmwood Barracks renovation.
- Equipment decreased by \$2.7 million mainly due to the retirement of \$2.1 million in the County's fleet vehicles.

Net capital assets for business-type activities increased by \$105.1 million for the year. This increase was mainly due to current year additions of \$150.5 million in construction costs for seismic compliance for SCVMC buildings. This was offset by the current year depreciation of \$48.2 million and \$50.9 million of completed projects that were transferred from construction in progress to other capital asset categories.

### Capital Assets

(Net of Depreciation in Thousands)

	Fiscal Year 2011	Fiscal Year 2012	Dollar Change	Percent Change
Land	257,638	256,716	(922)	(0.4%)
Construction in Progress	361,793	488,852	127,059	35.1%
Infrastructure	176,181	179,999	3,818	2.2%
Building & Improvement	954,924	958,016	3,692	0.4%
Equipment & Vehicles	84,922	81,463	(3,459)	(4.1%)
Leasehold Improvements	570	466	(104)	(18.2%)
<b>Total</b>	<b>\$1,835,428</b>	<b>\$1,965,512</b>	<b>\$130,084</b>	<b>7.1%</b>

### Outstanding Debt

(In Thousands)

	Fiscal Year 2011	Fiscal Year 2012	Dollar Change	Percent Change
Taxable Pension Funding Bonds	409,221	412,963	3,742	0.9%
General Obligations Bonds	346,235	327,717	(18,518)	(5.3%)
Lease Revenue Bonds (net of discount and deferred loss on refunding)	803,977	768,320	(35,657)	(4.4%)
Capital Appreciation Bonds	132,029	139,931	7,902	6.0%
Certificates of Participation	3,936	3,758	(178)	(4.5%)
Capital Lease Obligations	459	323	(136)	(29.6%)
<b>Total</b>	<b>\$1,695,857</b>	<b>\$1,653,012</b>	<b>\$(\$42,845)</b>	<b>(2.5%)</b>

### Outstanding Debt

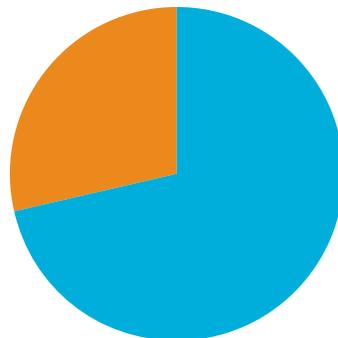
The County's long-term debt for governmental activities decreased by \$21.5 million due to reductions of \$18.5 million in General Obligation bonds and \$14.4 million in lease revenue bonds. These were offset by an increase of \$7.9 million in capital appreciation bonds and, because of accreted interest, a net increase of \$3.7 million in Taxable Pension funding bonds. For business-type activities, lease revenue bonds decreased \$21.3 million because of scheduled debt service payments.

### Total Revenues

The County's revenues decreased by \$104.4 million or 3.1%, 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 71.4% of its total revenues. The general revenues account for the remaining 28.6% of the total revenues.

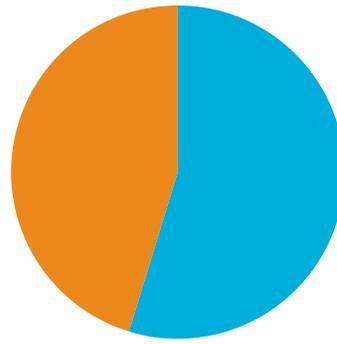


### County Revenues

- Program Revenues - 71.4%
- General Revenues - 28.6%

### Program Revenues

The County's program revenues decreased by \$90.5 million to \$2.3 billion for the year. Federal and State grants and contributions are the largest source of County's revenues and contributed 55.5% 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 44.5% of the County's total program revenues.

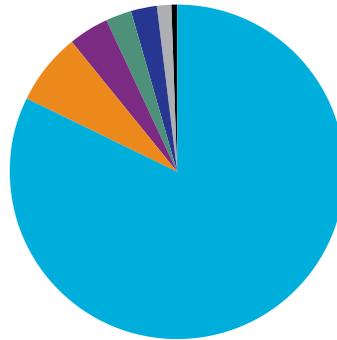


### Program Revenues

- Grants & Contributions - Federal and State - 55.5%
- Charges for Services - 44.5%

### 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 \$827.9 million in tax revenues (property tax, property tax in lieu of motor vehicle license fee, and sales tax) for the current year. This is approximately 87.9% of the general revenues, and 25.15% of the total current year revenues. These general revenues provide the County most of its discretionary spending ability.

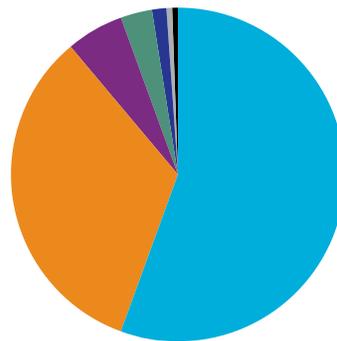


### General Revenues

- Property Tax - 82.4%
- Other Revenues - 6.8%
- Other Taxes - 4.0%
- Unrestricted Grants & Contributions - 2.5%
- Investment Earning - 2.4%
- Sales Tax - 1.5%
- Gain on Long-term Liabilities - 0.4%
- Securities Lending - 0.0%

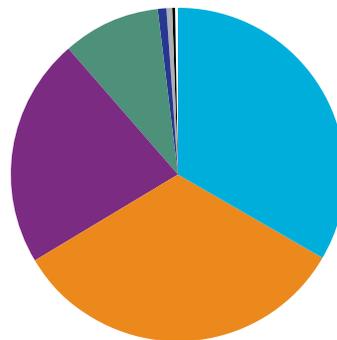
### General Fund

The General Fund is the chief operating fund of the County with revenues of \$1.93 billion and expenditures of \$1.82 billion respectively. While its revenues decreased by \$40.7 million or 2.1% for the year, its expenditures decreased by \$138.3 million or 7.1%.



### General Fund Revenues by Source

- Intergovernmental Revenues - 55.7%
- Taxes - 33.2%
- Charges for Services - 5.7%
- Fines, Forfeitures & Penalties - 2.9%
- Other Revenues - 1.4%
- Licenses & Permits - 0.6%
- Interest & Investment Income - 0.5%
- Securities Lending - 0.0%



### General Fund Expenditures by Function

- Public Assistance - 33.4%
- Public Protection - 33.2%
- Health & Sanitation - 22.1%
- General Government - 9.6%
- Debt Service Interest & Fiscal Charges - 0.8%
- Debt Service Principal Retirement - 0.6%
- Public Ways & Facilities - 0.2%
- Capital Outlay - 0.1%

# ACKNOWLEDGEMENTS

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COUNTY OF SANTA CLARA  
County Government Center  
70 West Hedding Street  
San José, California 95110  
[www.sccgov.org](http://www.sccgov.org)