



# County of San Diego

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To the honorable members of the Board of Supervisors and the Citizens of San Diego County:

The Comprehensive Annual Financial Report (CAFR) of the County of San Diego (County) for the fiscal year ended June 30, 2014, is hereby submitted in compliance with Sections 25250 and 25253 of the Government Code of the State of California.

Management assumes full responsibility for the completeness and reliability of the information contained in this report, based upon a comprehensive internal control framework it established for this purpose. Because the cost of internal control should not exceed anticipated benefits, the objective is to provide reasonable, rather than absolute, assurance that the financial statements are free of any material misstatements.

Vavrinek, Trine, Day & Co., LLP, Certified Public Accountants, have issued an unmodified ("clean") opinion on the County of San Diego's financial statements for the year ended June 30, 2014. The independent auditors' report is located at the front of the financial section of this report.

Management's discussion and analysis (MD&A) immediately follows the independent auditors' report and provides a narrative introduction, overview, and analysis of the financial statements. MD&A complements this letter of transmittal and should be read in conjunction with it.

## County Profile

San Diego County is the southernmost major metropolitan area in the State of California and covers 4,261 square miles, extending 75 miles along the Pacific Coast from Mexico to Orange County, and inland 75 miles to Imperial County along the international border shared with Mexico. Riverside and Orange counties form the northern boundary. The County enjoys a wide variety of climate and terrain, from coastal plains and fertile inland valleys to mountain ranges and the Anza-Borrego Desert in the east. The Cleveland National Forest occupies much of the interior portion of the County.

The climate is equable in the coastal and valley regions where most of the population and resources are located. The average rainfall in the

ASSESSOR/RECORDER/COUNTY CLERK  
AUDITOR AND CONTROLLER  
CHIEF ADMINISTRATIVE OFFICE  
CIVIL SERVICE COMMISSION

CLERK OF THE BOARD  
COUNTY COMMUNICATIONS OFFICE  
COUNTY COUNSEL  
COUNTY TECHNOLOGY OFFICE

GRAND JURY  
HUMAN RESOURCES  
RETIREMENT ASSOCIATION  
TREASURER-TAX COLLECTOR

coastal areas is 10 inches, so the County is highly dependent on imported water.

In March 2011, the U.S. Census Bureau estimated the County's population for 2010 to be 3,095,313, an increase of 10.0% from the 2000 figure of 2,813,833. The State of California Department of Finance released population data incorporating the 2010 Census counts as the benchmark showing the County's revised population estimate for January 1, 2013 was 3,150,178 and the County's population estimate for January 1, 2014 was 3,194,362. San Diego is the second largest county by population in California and the fifth largest county by population in the nation, as measured by the U.S. Census Bureau. There are 18 incorporated cities in the County; the City of San Diego being the largest, with a population of approximately 1,345,895; and Del Mar is the smallest, with a population of approximately 4,234.

The racial and ethnic composition of the County is as diverse as its geography. The regional population for 2030 is forecasted to be 3.9 million according to the San Diego Association of Governments' (SANDAG's) 2050 Regional Growth Forecast final series as of October 2011. SANDAG projects that in 2030 San Diego's population breakdown will be 41.9% White, 37.0% Hispanic, 11.4% Asian and Pacific Islander, 5.4% African American, and 4.3% all other groups. A significant growth in the Hispanic population is seen in this projection.

### County Government, Economy and Outlook

#### County Government

San Diego became one of California's original 27 counties on February 18, 1850, shortly after California became the 31st State in the Union. The County functions under a charter adopted in 1933, as subsequently amended from time to time. A five-member Board of Supervisors elected to four-year terms in district, nonpartisan elections governs the County. Each board member is limited to no more than two terms and must reside in the district from which he or she is elected.

The Board of Supervisors sets priorities for the

County and oversees most County departments and programs and approves their budgets. Per California Government Code Section 23005, the County may exercise its powers only through the Board of Supervisors or through agents and officers acting under the authority of the Board or authority conferred by law. The Board of Supervisors appoints the following officers: the Chief Administrative Officer (CAO), the County Counsel, the Probation Officer and the Clerk of the Board of Supervisors. The Chief Administrative Officer appoints the Assistant Chief Administrative Officer/Chief Operating Officer, the Deputy Chief Administrative Officer/Auditor and Controller and all other appointive officers. The CAO assists the Board of Supervisors in coordinating the function and operations of the County; is responsible for carrying out all of the Board's policy decisions that pertain to the functions assigned to that officer; and supervises the expenditures of all departments. Elected officials head the offices of the Assessor/ Recorder/ County Clerk, District Attorney, Sheriff and Treasurer-Tax Collector.

The State Legislature has granted each county the power necessary to provide for the health and well-being of its residents. The County provides a full range of public services to residents, including law enforcement, detention and correction, emergency response services, health and sanitation, parks and recreation, libraries and roads. The County also serves as a delivery channel for many State services, such as foster care, public health care and elections. These services are provided by five business Groups (Public Safety, the Health and Human Services Agency, Land Use and Environment, Community Services and Finance and General Government), each headed by a General Manager who reports to the CAO.

#### Economy and Outlook

Despite a sluggish pace of the national economic recovery which started more than four years ago, the U.S. Economy not only made significant progress but an improved outlook is projected in the coming year. In 2013, real gross domestic product (GDP) increased by 1.9% compared to a

2.8% increase for 2012. According to U.S. Department of Commerce Bureau of Economic Analysis (BEA), the decrease in federal government spending, slowdown in business investment, mainly in power, communication and equipment and consumer spending on services, contributed to the slowdown in real GDP growth in 2013. This was offset by acceleration in consumer spending on goods, slowdown on imports and less decline in local government spending. For the second quarter of 2014, the U.S. economy increased at an annual rate of 4.0% compared to an increase of 2.1% in the first quarter of 2014. This upturn in the percent change in real GDP primarily reflected upturns in private inventory investment and in exports, an acceleration in Personal Consumption Expenditures (PCE), an upturn in state and local government spending, an acceleration in nonresidential fixed investment, and an upturn in residential fixed investment that were partly offset by an acceleration in imports.

It should be noted that in July 2013, the BEA issued a comprehensive revision of GDP figures for 1929 through the first quarter of 2013. Revisions included a change in the reference year from 2005 to 2009, an upward revision of current-dollar GDP for all years, and the revision of 2012 from 2.2% to 2.8%.

Minutes from the Federal Open Market Committee meeting on July 29 and 30, 2014, indicated that real GDP projection would expand at a faster pace in the second half of the year and over the next two years than in 2013. Factors contributing to the acceleration include: further anticipated waning of the restraint on spending growth from changes in fiscal policy, continued improvement in credit availability, increases in consumer and business confidence, and a pickup in foreign economic growth. The Committee lowered its forecast for the unemployment rate over their projection period. The rebound in real GDP in the second quarter and the ongoing improvement in labor market conditions support the expectations for continued moderate economic expansion.

In the housing sector, existing home sales rose 8.9% in 2013 and more expansion is ahead for the housing market during the second half of 2014 after a gloomy first quarter. Both building starts and sales (new and existing) are expected to show additional growth. For existing home sales, headwinds include rising home values, slim wage gains, tight mortgage lending, fewer first-time buyers and less interest from investors. For new home sales, less desirable lot locations and affordability resulted in dim performance. As the economy picks up and lending to builders increases, more favorable lots should become more accessible (Source: Kiplinger's Economic Outlooks, August 2014 release).

According to Moody's Analytics, economic recovery has kicked into higher gear mainly due to the wind-down of fiscal austerity as situations are improving especially among state and local governments. Private economy has also been growing as evidenced by additional jobs. Jobs are being added fast enough to eliminate slack in the labor market, estimated at 1.5% to 2%, by late 2016. (Source: Moody's Analytics: US Macro Outlook: Back in Stride, August 5, 2014).

The June 2014 UCLA Anderson Forecast forecasts real GDP to grow 3.6% in the second quarter, with a 3% economy that gets a little healthier in 2016. UCLA indicates that this growth is not a recovery but instead normal growth. The forecast assumes the rate of unemployment continues to trend downward to 5.4% in 2016.

The U.S. Office of Travel and Tourism Industries, September 30, 2014 news announced that spending of international visitors in the United States continues to ascend showing a jump of more than 9% in June 2014 over June 2013. For the first six months of 2014, visitation was up 9% compared to the same period in 2013, resulting in six consecutive monthly increases for the year. This is another example of continuing growth after the Great Recession.

Now, after more than four years of recovery, California is on a more solid footing and is back on track to reclaim its status as the Golden State according to Kyser Center for Economic

Research. The recovery is accelerating in just about every part of the State. Despite the recovery being slow, more people are finding jobs, there is improvement in housing and the State budget situation is improving. In 2013, California had regained about 70% of jobs lost during the recession. The steep decline of the California economy during the recession was worsened by the fiscal challenges that began well before the downturn. Although the recovery continues to be very slow, the unemployment rate is falling, more people are finding jobs, the housing market is improving and for the first time in years, budget surpluses are in sight. (Source: Los Angeles County Economic Development Corporation, The Kyser Center for Economic Research: 2014-2015 Economic Forecast and Industry Outlook, February 2014). The State unemployment rate continued to improve and fell modestly from 10.5% in 2012 to 8.9% in calendar year 2013. The August 2014 unemployment rate showed continued improvement to 7.4% (seasonally adjusted rate). Nonfarm payroll employment in California during the month of August 2014 increased by 44,200 for a total gain of 1,418,600 jobs since the recovery began in February 2010 (Source: California Employment Development Department, News Release, September 19, 2014).

The average monthly employment in California's Aerospace and Technology sector in 2013 was 1.03 million workers, an increase of 23,400 or 2.3% compared with 2012. Agriculture jobs had an increase of 11,900 workers or 3.1% in 2013 compared with a year earlier. The health care industry in California has been a steady source of employment, adding jobs even during the recession, with year-over-year gains averaging 2.1% from 2009 through the first half of 2013. The second half of 2013, however, had a slowdown in hiring due to federal government sequestration and Patient Protection and Affordable Care Act limitations on Medicare reimbursement to providers. International trade continues to play an important role in the State's economy. California ranks as the second largest exporting State in the country, with imports outweighing exports by a

two-to-one margin. Tourism and hospitality jobs increased as all of the major California metropolitan areas experienced gains in both occupancy rates and average daily rates due to rising demand for hotel rooms. Construction activity and employment have both experienced noteworthy gains in 2013 after struggling for several years. New home permits are expected to show significant gains of 41.4% in 2014 and 35.0% in 2015. (Source: Los Angeles County Economic Development Corporation, The Kyser Center for Economic Research: 2014-2015 Economic Forecast and Industry Outlook, February 2014).

In 2009, real personal income declined 3.7%, but since that time real personal income grew by 1.5% in 2010, 4.6% in 2011 and 2.8% in 2012. It is forecasted to grow by 1.3% in 2013, 3.1% in 2014 and 4.1% in 2015. Taxable sales declined 14.2% in 2009, and then grew by 3.1% in 2010, by 7.0% in 2011, by 5.0% in 2012, and are estimated to grow by 3.7% in 2013, by 2.7% in 2014, by 2.3% in 2015 and by 2.9% in 2016. California's economy is expected to have a continued slow to no-growth in inland areas and above average growth for coastal areas. Nonfarm employment grew by 2.4% in 2012, by 3.0% in 2013 and is projected to grow by 2.1% in 2014 and 2.3% in 2015. (Source: UCLA Anderson Forecast, June 2014).

San Diego's economic outlook continues to be moderately positive. The region's economic stability is based on federal spending, innovation clusters, tourism and real estate. Government operations account for 18% of the region's GDP. Since the end of the Cold War, the military's presence has diminished but remains an important driver of the region's economy. San Diego is a thriving hub for technology-oriented industries and an important manufacturing center as well as a popular travel destination. The quality of life attracts a well-educated, talented workforce and well-off retirees which contributes to a positive outlook in consumer spending.

Another indicator of economic health is county taxable sales. Taxable sales began to decline overall in the county in 2007 and continued through 2009. In 2010, taxable sales showed



moderate growth which continued in 2011. 2012 has shown continued improvement although not as great as 2011. Moderate growth in taxable sales is expected to continue in 2013 and 2014 in the region.

The state of the economy plays a significant role in the County's ability to provide core services and the mix of other services sought by the public. The real estate market has impacted the County's general purpose revenue (GPR), although GPR is expected to increase in fiscal year 2015 from fiscal year 2014. General purpose revenue is relied upon to fund local services where no other funding is available, as well as to fund the County's share of costs for services that are provided in partnership with the State and federal government. The County is continuing to adjust to new roles and responsibilities in the areas of health, public safety, and redevelopment. The County has been a Statewide model of collaboration and leadership in the implementation of healthcare reform through the federal Patient Protection and Affordable Care Act.

County management continuously evaluates and responds to the changing economic environment and its impact on the cost and the demand for County services. Specific actions are detailed in the fiscal year 2015 Adopted Operational Plan which can be accessed at <http://www.sdcounty.ca.gov/auditor/opplan/adoptedlist.html>.

### County's Economic Base

The County's economic stability is based on a significant manufacturing presence and innovation clusters (e.g. energy storage, cybersecurity, and clean technology), a large tourist industry attracted by the favorable climate of the region, a considerable defense-related presence related to federal spending; and the region is a thriving hub for biotech and telecommunications industries. Highlights of County employment as of August 2014 are listed below:

- Non-agricultural, industry employment totaled 1,347,200 jobs. This represents a gain of 34,200 jobs from the unadjusted August 2013 employment figures.
- The services industry, including information, professional and business services, education and health services, leisure and hospitality, and other services, constitutes the largest employment sector and accounted for approximately 49.4% of non-agricultural employment, with a total of 670,100 employed.
- The wholesale and retail trade industries were the second largest non-government sector, comprising approximately 13.9% of non-agricultural employment totaling 189,200 jobs.
- Government accounted for approximately 16.4% of non-agricultural employment (222,100). San Diego's military presence contributes to this significant component.
- Manufacturing accounted for an additional 7.1% of non-agricultural employment (96,900), up 2,200 jobs from the unadjusted employment figures for August 2013.
- The construction sector is greatly influenced by the general health of the economy, and in particular, population and housing growth. Construction employment, which accounted for 5.1% of total non-agricultural employment or 69,300 jobs, was up 6,800 from the unadjusted August 2013 employment figures.
- The financial sector, including finance, insurance, real estate and related employment, represents 5.2% of non-agriculture employment (71,100). Financial activities experienced a decrease of 700 jobs from the unadjusted employment figures for August 2013.
- Transportation, Warehousing and Public Utilities accounts for 2.1% of non-agricultural employment (28,100).
- Agriculture (9,900) and mining (400) accounted for approximately 0.7% of total employment.
- The San Diego County region experienced a net job gain of 15,900 from the August 2013 unadjusted employment figure of 1,592,000 (representing civilian labor force data by place of residence including self-employed,

household domestic workers, unpaid family workers and workers on strike), to the August 2014 level of 1,607,900.

County revenues that are affected by the state of the local economy include property taxes, sales taxes, and charges for services. Key factors impacting these revenues include real estate activity and consumer spending which are in turn greatly influenced by interest rates and employment levels. Short and long-term interest rates are low by historical standards.

In the second quarter of 2014, lower interest rates were not enough to offset increasing home prices. Housing affordability statewide declined in 19 of 26 counties from 33% in the first quarter of 2014 to 30% in the second quarter 2014, which is a 36% decline compared to second quarter of 2013. The percentage of home buyers who could afford to purchase a median-priced, existing single-family home in San Diego dropped to 26% in the second quarter of 2014, from 32% in second quarter of 2012. (Source: California Association of Realtors affordability index). The rate of first-time buyers in second quarter 2014 was 50% compared to 51% in first quarter 2014. The median home price of existing single family homes sold also increased to \$510,860 in August 2014 compared to \$482,470 in August of 2013. During 2009 and 2010, median home sales started to rebound from the low experienced at the end of 2008 and early 2009. Median home prices declined marginally in 2011 but showed significant improvement in June 2013.

Overall, there seems to be a general view that the pace of economic recovery at the national, state and local levels will continue to be gradual.

Sources: State of California Department of Finance, U.S. Census Bureau, U.S. Department of Commerce Bureau of Economic Analysis, San Diego Association of Governments (SANDAG) - San Diego's Regional Planning Agency, the State of California Employment Development Department, and the California Association of Realtors.

## General Management System

The General Management System (GMS) is the County's strategic framework that guides operations and service delivery to residents, businesses and visitors. The GMS identifies how the County sets goals, prioritizes the use of resources, evaluates performance, ensures collaboration and recognizes accomplishments in a structured, coordinated way. By communicating and adhering to this strategic framework, the County of San Diego is able to create and maintain an organizational culture that values transparency, accountability, innovation, and fiscal discipline and that provides focused, meaningful public services.

At the heart of the GMS are five overlapping components which ensure that the County asks and answers crucial questions, as well as completes required deliverables:

- Strategic Planning
- Operational Planning
- Monitoring and Control
- Functional Threading
- Motivation, Rewards and Recognition

These five GMS components form an annual cycle that is renewed each fiscal year with review of the Strategic Plan and development of a new Operational Plan. More information about the GMS and the Strategic Plan is available online at: [www.sdcountry.ca.gov/cao/](http://www.sdcountry.ca.gov/cao/).

### Context for Strategic and Operational Planning

To be effective, the goals that the County sets and the resources that are allocated must be consistent with the purpose of the organization. The context for all strategic and operational planning is provided by the County's Vision:

A county that is safe, healthy and thriving.

By establishing a clear Vision, the County can articulate the strategies it will take to carry out its Mission. The Mission reflects the County's commitment to understand and respond to the critical issues that affect county residents:

To efficiently provide public services that build strong and sustainable communities.

The County recognizes that "The noblest motive is the public good." As such, there is an ethical obligation to uphold basic standards as we conduct operations. The County embraces the following values and guiding principles:

- Integrity-We are dedicated to the highest ethical standards.
- Stewardship-We will ensure responsible stewardship of all that is entrusted to us.
- Commitment-We are committed to excellence in all that we do.

### Strategic and Operational Planning (Budgetary) Process

A five-year Strategic Plan is updated annually to provide long-term direction to County managers and staff. The Strategic Plan is developed by the Chief Administrative Officer and the County Executive Team, based on the policies and priorities set by the Board of Supervisors and an enterprise-wide review of the issues, risks and opportunities facing the region and the County organization. The Strategic Initiatives and their supporting objectives include:

**Safe Communities:** Promote safe communities,

**Sustainable Environments:** Support environments that foster viable, livable communities while bolstering economic growth, and

**Healthy Families:** Make it easier for residents to lead healthy lives while improving opportunities for children and adults.

The Operational Plan provides the County's financial plan for the next two fiscal years. However, pursuant to Government Code §29000 et seq., State law allows the Board of Supervisors to formally adopt only the first year of the Operational Plan as the County's budget. The Board approves the second year of the plan in principle for planning purposes. To demonstrate that resources are allocated to support the County's Strategic Plan goals, all program objectives in the Operational Plan and department performance measures are aligned with the Strategic Plan Initiatives and/or the Required Disciplines for Excellence. State law permits modifications to the adopted budget

during the year with approval by the Board of Supervisors, or in certain instances, by the Deputy Chief Administrative Officer/Auditor and Controller. The Chief Administrative Officer reviews the status of the County's performance against the budget in a quarterly status report to the Board of Supervisors.

### Financial (Budgetary) Policies

Government Code (GC) Sections 29000 through 29144 provide the statutory requirements pertaining to the form and content of the County's Budget. Government Code Section 29009 requires a balanced budget in the proposed and final budgets, defined as "funding sources shall equal the financing uses".

County Charter Section 703 establishes the Chief Administrative Officer as responsible for all Group/Agencies and their departments (except departments with elected officials as department heads) and for supervising the expenditures of all departments and reporting to the Board of Supervisors on whether specific expenditures are necessary.

County Administrative Code Article VII establishes the components and timeline for the budget process and establishes the Chief Administrative Officer as responsible for budget estimates and submitting recommendations to the Board of Supervisors.

The County has the following financial policies that serve as guidelines for the budget process:

### Board of Supervisors Policies

A-136 Use of County of San Diego General Management System for Administration of County Operations: Establishes the General Management System (GMS) as the formal guide for the administration of County departments, programs and services, and ensures that all County departments and offices operate in compliance with the GMS.

B-29 Fees, Grants, Revenue Contracts - Department Responsibility for Cost Recovery: Provides a methodology and procedure to encourage County departments to recover full

cost for services whenever possible.

**B-71 Fund Balance and Reserves:** Establishes guidelines regarding the use of fund balance and the maintenance of reserves in order to protect the fiscal health and stability of the County. Expenditures for services are subject to fluctuations in demand and revenues are influenced by changes in the economy and by State and Federal regulations. This policy ensures the County is prepared for unforeseen events by establishing and maintaining prudent levels of fund balance and reserves.

**M-13 Legislative Policy: State-Mandated Local Program Costs:** Calls on the State and Federal Legislature to encourage equitable reimbursement of mandated local program costs.

### **Administrative Manual**

**0030-01 Procedure for Fees, Grants and Revenue Contracts for Services Provided to Agencies or Individuals Outside the County of San Diego Organization:** Establishes a procedure within the framework of Board of Supervisors Policy B-29, to serve as guidance in the process of recovering full costs for services provided to agencies or individuals outside the County of San Diego organization under grants or contracts or for which fees may be charged.

**0030-06 State Mandated Cost Recovery:** Establishes guidelines to attempt full recovery of all State mandated costs resulting from chaptered legislation and executive orders.

**0030-14 Use of One-Time Revenues:** One-time revenue will be appropriated only for one-time expenditures such as capital projects or equipment, not to ongoing programs.

**0030-22 Revenue Management - Auditor and Controller Responsibilities:** The Auditor and Controller is responsible for reviewing and evaluating revenues from all sources in order to maximize these revenues within legal provisions and to institute internal controls and systems to be used by departments to estimate, claim, and collect revenues.

**0030-23 Use of the Capital Program Funds (CPFs), Capital Project Development and Budget Procedures:** Establishes procedures for developing the scope of capital projects, monitoring the expenditure of funds for capital projects, timely capitalization of assets and closure of capital projects within the Capital Program Funds.

### **Strategic Initiatives and Achievements**

The County ensures operations are strategically aligned across the organization by developing a five-year Strategic Plan that sets forth its priorities and what it will accomplish with its resources. The Strategic Plan is developed by the Chief Administrative Officer and the County Executive Team, based on the policies and initiatives set by the Board of Supervisors and an enterprise review of the issues, risks and opportunities facing the region. All County programs support at least one of these three Strategic Initiatives or the Required Disciplines for Excellence through objectives that make achievement of the initiatives possible. The Strategic Initiatives and their supporting objectives include:

**Safe Communities:** Promote safe communities.

- Protect residents from crime and abuse.
- Provide for a strong, collaborative criminal justice system that holds offenders accountable and protects victims' rights.
- Reduce recidivism and help offenders successfully reenter society.
- Make neighborhoods safe to live, work and play.
- Help communities prepare, respond, and recover from natural disasters, public health threats, environmental hazards and other emergencies.

**Sustainable Environments:** Support environments that foster viable, livable communities while bolstering economic growth.

- Provide for planning, development, infrastructure and services that support the local economy and are fundamental to a strong, vibrant region.



- Implement strategies that protect our natural and agricultural resources, diverse habitats and sensitive species, and promote energy efficiency and conservation.
- Promote an environment where communities can prosper and residents can enjoy parks, open spaces, clean air and water, and outdoor experiences.
- Encourage residents to engage in community life, civic activities, volunteering, and recreational interests.

**Healthy Families:** Make it easier for residents to lead healthy lives while improving opportunities for children and adults.

- Help residents adopt a healthy lifestyle.
- Make neighborhoods healthy places to live, work and play.
- Improve access to high-quality and efficient health care that leads to improved physical and behavioral health.
- Assist families in achieving and maintaining self-sufficiency and promote the future well-being and prospects of residents.

The Strategic Plan also commits the organization to adhere to eight key internal disciplines that are necessary to maintain a high level of operational excellence and accomplish the Strategic Initiatives. These Required Disciplines for Excellence are:

- **Accountability, Transparency and Ethical Conduct:** Ensure accountability to ourselves and the public by upholding the highest ethical, financial and legal standards in addition to requiring that County business be conducted as openly as possible.
- **Customer Satisfaction:** Ensure customers are provided with superior services, while continually seeking opportunities for an improved experience.
- **Fiscal Stability:** Maintain fiscal stability through key management practices, including financial planning and forecasting, to ensure a structurally balanced budget and the availability of services for customers.
- **Regional Leadership:** The County forges cooperative partnerships, educates, and leverages resources to optimize services for residents.

- **Skilled, Adaptable and Diverse Workforce:** Develop and maintain a skilled, adaptable and diverse workforce that turns plans and resources into success while providing opportunities for well-being.
- **Continuous Improvement and Innovation:** Achieve operational efficiency through continuous efforts to improve and innovate, thereby maximizing value for taxpayers.
- **Essential Infrastructure:** Provide the facilities and structures to ensure superior service delivery to our residents.
- **Information Services:** The County will be the center of Information Services innovation for advancing the delivery of County services, anytime and anywhere.

Within the structure of the two-year operational planning process, the County plans for and attains interim progress toward achievement of the Strategic Initiatives. Some of the highlights over the last year were:

#### **Strategic Initiative: Safe Communities**

- Protected residents from crime and abuse:
  - Monitored offenders subject to community supervision to mitigate new crimes.
  - Employed information-led policing strategies to crime problems at the local and regional levels.
  - Reduced recidivism through evidence-based practices and services in collaboration with community and justice partners.
  - Continued proactive law enforcement activities in the unincorporated area and in cities that contracted with the Sheriff's Department for law enforcement services.
  - Expanded services to offenders in custody and increased detention capacity; supported the opening of Phase I of the Las Colinas Detention and Reentry Facility and completed construction of the East Mesa Reentry Facility.
- Ensured neighborhoods are safe places to live, work and play:
  - Created safer parks, preserves and recreation centers by using volunteers to assist with park patrols, operations, and

maintenance, contributing more than 106,500 volunteer hours annually, exceeding goal of 96,000.

- Reduced risks to lives by ensuring buildings and improvements were designed and constructed in accordance with building safety codes.
- Reviewed 10,628 proposed building plans to ensure structures are properly and safely designed.
- Helped 52,966 customers navigate the building permit and inspection process by explaining code requirements and explored options to achieve compliance.
- Conducted 31,926 building inspections during construction to ensure structures were built in accordance with approved building plans.
- Communities were resilient to disasters and emergencies.
  - Coordinated with local and regional agencies' emergency services and critical first responder agencies to strengthen the regional emergency notification system.
  - Collaborated with regional fire service agencies to improve fire protection and emergency response services.
    - Winner of the San Diego County Taxpayers Association's 2014 Grand Golden Watchdog Award with the City of San Diego, the U.S. Navy and the U.S. Marine Corps for mutual cooperation in fighting and quickly suppressing the May 2014 Wildfires and minimizing damage to taxpayers. The Bernardo, Cocos and Poinsettia fires scorched 26,000 acres and destroyed an estimated 65 structures.
  - Incorporated disaster preparedness into programs and services that target vulnerable populations and encourage self-sufficiency during and after an adverse event.
  - Worked with the U.S. Environmental Protection Agency (EPA) and Baja California, Mexico as the U.S. Co-Chair of the Border 2020 Emergency Preparedness and Response Group for the San Diego-Tijuana region:

- Coordinated and conducted binational emergency training with the goal of ensuring that responders in the region use the same equipment, procedures and have the same training.

- Integrated the Office of Emergency Services Operational Area Emergency Operations Center and the Tijuana Protection Civil's Emergency Operations Center into binational exercises.

- County Communications Office participated in two drills this fiscal year to prepare for and respond to major natural or man-made disasters impacting the San Diego County region. Provided accurate and timely emergency and recovery information to the public and media, using a wide variety of traditional and new media tools, such as the County's new emergency website, social media, news releases, video and mobile technology.

### **Strategic Initiative: Sustainable Environments**

- Promoted green building, including sustainable building practices, renewable energy and energy efficiency through economic incentives, such as waivers for 4,621 renewable energy permits.
- Partnered with East Otay Mesa property owners, the San Diego Association of Governments (SANDAG), the California Department of Transportation (Cal Trans) and the City of San Diego to plan and construct a regional sanitary sewer network to support the phased implementation of the East Otay Mesa Specific Plan while safeguarding public health and the environment.
- Saved 30 million gallons of water at 19 park facilities that have converted to smart irrigation controllers, resulting in water conservation.
- Reduced air pollution emissions and health risk from freight movement by providing 36 grant awards from Proposition 1B Highway Safety, Traffic Reduction, Air Quality, and Port Security Bond Act of 2006, Goods Movement Emission Reduction Program funds to award grants to

equipment owners to replace 150 older, higher emitting heavy-duty diesel equipment with newer, cleaner models.

- Protected the health of the public by reducing exposure to hazardous air pollutants by testing natural gas fired reciprocating internal combustion engines for initial compliance with the National Emissions Standards for Hazardous Air Pollutants; expanding the network of air monitors for carbonyl compounds (toxic air pollutants) to include the Environmental Justice area of Barrio Logan and the Otay Mesa border crossing; and developing the capability to deploy an emergency network of two fine particulate matter (PM2.5) monitors within 48 hours of any wildfire threatening a wide area of the County and provide real-time data delivery to the public.
- Ensured that regulated agricultural commodities met international shipping requirements for Light Brown Apple Moth by inspecting 90 cropland traps once every 30 days to meet export requirements for Canada and Mexico.
- Celebrated 100 years of the County Library with branches as centers of communities, while looking ahead to the use of technology in service delivery.

### Strategic Initiative: Healthy Families

Advanced the County's Strategic Initiatives and Live Well San Diego to provide the right services, to the right people, at the right time for the best possible outcome.

- Built a better service delivery system that is innovative, impactful, and outcome driven.
  - County Counsel provided effective legal services to the Health and Human Service Agency (HHSA) in matters relating to children who were dependents of the Juvenile Court.
  - Prevailed in 99% or more of Juvenile Dependency petitions filed in Superior Court.
  - Prevailed in 100% of Juvenile Dependency appeals and writs filed.

- Protected public health and the environment by minimizing the risk of sanitary sewer spills.
- Cleaned 402 miles of sanitary sewer collector mains within the sanitary sewer system.
- Inspected 21 miles of targeted sewer mains within the sanitary sewer system to identify sewer defects and facilitate proactive facility repairs.
- Planned and completed a draft detailed design for a major upgrade of the Rancho San Diego wastewater pump station facility.
- Continued implementation of the multi-year Community Transformation Grant (CTG) to support public health efforts to reduce chronic diseases, promote healthier lifestyles, reduce health disparities, and decrease health care costs, including changing the San Diego Unified School District procurement practices to improve the nutrition of school meals for 132,000 students.
- Promoted the well-being of children and the self-sufficiency of families through the success of the child support program.
- Provided 1,089 public health nurse home visits to participants in the Community Based Care Transitions Programs (CCTP) to help them proactively manage their chronic medical conditions and avoid costly hospital readmissions.
- Expanded trauma-informed practices among Child Welfare Services staff by including trauma information to help foster parents, relatives, non-relative extended family members, and group homes build trust with the children who are leaving the Polinsky Children's Center to be in their care.
- Ensured that all construction work by utility companies and private developers in the County's right-of-way that is within 1,000 feet of a school site provided safe access to schools for families and children.
- Supported positive choices that empowered residents to take responsibility for their own health and well-being.

- Continued implementation of the multi-year Supplemental Nutrition Assistance Program Education (SNAP-Ed) project to promote nutrition education and obesity prevention services to 30,484 low-income families that are potentially eligible for the federally funded Cal Fresh food assistance program. This project is a continuation of the grant formerly known as the Community Nutrition Education program.
- Provided nutrition education for 525 low-income families with children, emphasizing healthful nutrition practices, food resource management and food safety. Additionally, over 3,000 youth received nutrition education via a train-the-trainer method whereby teachers are taught the curricula and then teach their students.
- Supported regional efforts to reduce homelessness among families and veterans and increase self-sufficiency through the Veterans Affairs Supportive Housing vouchers for rental assistance and Emergency Solutions Grant funds for security and utility deposits.
- Promoted healthy lifestyles for 2,000 adults and seniors through participation in 66 recreation programs.
- Educated over 9,000 children on awareness of and protection from mosquito-borne diseases and other vector-related diseases, household hazardous waste/source reduction, environmental health careers, and food and pool safety by conducting outreach presentations to primary and/or secondary school children at schools or other outreach events throughout the year.
- Pursue policy and environmental changes that make it easier for people to engage in healthy and safe behaviors.
  - Identified various community projects including creating walkable neighborhoods and community gardens. These projects will be conducted by, and with, graduates from the Resident Leadership Academy (RLA) in support of the regional community health improvement plans. RLA graduates are community members who have received

training on how to advocate for improvements to the health, safety and quality of life within their own neighborhoods.

- Supported the Department of Human Resources employee wellness initiatives that promoted healthy and safe behaviors in the workplace, including employee volunteers who served as Wellness Champions on the Wellness Committee to promote activities such as the Stairwell Campaign, and the blood and bone marrow drive.
- Developed the third phase of the succession plan to advance Live Well San Diego.

### Certificate of Achievement

The Government Finance Officers Association of the United States and Canada (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to the County for its comprehensive annual financial report (CAFR) for the fiscal year ended June 30, 2013. In order to be awarded a Certificate of Achievement, a government must publish an easily readable and efficiently organized CAFR. This report must satisfy both generally accepted accounting principles and applicable legal requirements.

A Certificate of Achievement is valid for a period of one year only. We believe that our current comprehensive annual financial report continues to meet the Certificate of Achievement Program's requirements and we are submitting it to the GFOA to determine its eligibility for another certificate.

### Other Awards and Recognitions

The County of San Diego is always looking for ways to improve the lives of residents and save taxpayer dollars by cutting costs, streamlining processes, incorporating the latest technology and expanding services. We do it to improve communities, but it's an added bonus when people take notice!

Here's a look at the recognition the County received during the past fiscal year for its leadership and excellence in operations.



## San Diego County Taxpayers Association

The San Diego County Taxpayers Association gives organizations that employ cost-efficient, smart governing decisions and innovative initiatives its Watchdog Awards. Of those winners, one is selected as the Grand Golden Watchdog Award. San Diego County has taken home that honor three years in a row now.

- In 2014, the County was named along with the City of San Diego, the U.S. Navy and the U.S. Marine Corps for working together to fight wildfires that had taken place only months before the ceremony. This cooperation among local, state and federal governments enabled firefighters, the military, emergency medical service providers and law enforcement to put the fires out quickly, minimize damage and help residents stay safe.

## National Association of Counties (NACo)

The National Association of Counties recognizes innovative county government programs from across the nation each year. In 2014, the County of San Diego received 34 NACo awards - the highest number of awards in California and tied with another county for the most in the nation. Two programs, "AlertSanDiego" and "Community Transition Center" not only won awards, but were judged "Best in Category." See below for highlights and learn more about the awards on County News Center at <http://www.countynewscenter.com/news/san-diego-county-wins-34-achievement-awards-outstanding-programs>.

- AlertSanDiego (Office of Emergency Services): The Office of Emergency Services was honored for teaming up with the Target Corporation to give free tents donated by the company to the first 2,000 local residents who filled out Family Disaster Plans and registered with AlertSanDiego, the County's emergency alert system for cell phones. Learn more at <http://www.countynewscenter.com/news/pledge-prepare-win-tent>.
- Community Transition Center (San Diego County Probation Department): Probation created a new County unit to help deal with

"Public Safety Realignment" - the State's 2011 move to shift responsibility for thousands of prisoners from state prisons to counties - by making sure offenders undergo assessments, treatment and case-plan development before being released into the community.

- Operations Center Redevelopment for Consolidation and Effectiveness (Department of General Services): The redevelopment project used a creative public-private approach to create a government center that consolidated public and internal services in a walkable, energy-efficient and model campus. The multi-year phased project replaced outdated and inefficient one and two-story buildings.
- San Diego Legends (San Diego County Library): The Legends project lets San Diego elders lead selected youth by example. The elders exemplify lifestyles that embrace the community's diversity, spiritual integrity, humanism and healthy living. Their lives and accomplishments are a testament to the nobility of hard work, respect for each other, commitment and a 'greater good.'
- Family Advocate Program (San Diego County Probation): Retired probation officers serve as Family Advocates to help reduce language and cultural barriers for Hispanic youth and others involved in the juvenile justice system. Probation employs two bilingual Family Advocates who work at the Juvenile Court and help steer youth and their parents through the complex legal process to help address court and probation requirements.
- First 5 San Diego Quality Preschool Initiative (First 5 Commission): The initiative implements high-quality preschool programs that will help reduce the school readiness gap and improve children's school achievements in San Diego County. It is designed to ensure access to a high-quality preschool experience at no cost to families in 17 targeted high-need communities. The program promotes high standards for the delivery of early childhood education program services and learning environments based on state and nationally recognized best practices.

## Letter of Transmittal

- **Workers Compensation e-Billing (Department of Human Resources):** An initiative that expanded the use of current vendor software to drastically reduce the volume of paper used for workers compensation medical bills. The project came at no cost to the County and has significantly improved staff efficiency in processing and paying medical bills.
- **E-Notification (Treasurer-Tax Collector):** A program designed specifically to remind taxpayers that their property tax payment will soon be due.
- **Property Tax Drive-Thru "Drop-n-Go" Payment Program (Treasurer-Tax Collector):** Property tax payments made by vehicle drive-through during peak periods.
- **Behavioral Health Court (Public Defender):** Behavioral Health Court is a collaborative program that helps formally diagnosed mentally ill offenders receive treatment, supervision and guidance on reaching life goals rather than jail time. It holds individuals accountable while helping them change for the better. The pioneering, innovative program helps offenders develop skills, receive appropriate mental health services and support in maintaining stable lives. The County of San Diego established the program to end the jail/prison revolving door many mentally ill offenders find themselves in. Defendants in this program are required to plead guilty to their crimes, but then receive treatment to reduce criminal activity.
- **Community Resource Directory (San Diego County Probation):** The San Diego County Probation Department has created a web-based Community Resource Directory to assist in linking probationers to appropriate community based intervention services based on their assessed needs via a customized case plan. The directory is a catalog of countywide services to which adults and juveniles can be referred in pursuit of their rehabilitation. The service provider reports back to probation officers on offender progress toward meeting program goals.
- **DNA CODIS Hit/CMS Integration Program (District Attorney):** The DNA CODIS Hit/CMS Integration Program is an innovative effort to enhance public safety by making DNA data automatically accessible for prosecutors. The real-time notifications allow the deputy district attorneys to connect a defendant to a new crime scene, even if it is someone they have prosecuted in the past.
- **San Diego Electronic Probable Cause Declaration (Sheriff's Department):** The project streamlines the presentation of probable cause declarations from arresting officers, via the jail to the courts for judicial review to determine if an arrestee shall remain in County Jail pending arraignment. It was a joint initiative between the San Diego County Sheriff and the Superior Court. This information technology project was internally developed by the Sheriff Department's Data Services Division.
- **Tsunami Inundation Zone Mailing Project (Office of Emergency Services):** The County of San Diego spearheaded a project to create tsunami evacuation zone maps for each of its coastal cities, employing common terminology and symbology to ensure message consistency regardless of where members of the public may be along San Diego's coast. City-specific tsunami information and evacuation brochures were then mailed to every single resident and business within the worst-case scenario tsunami inundation zones as identified by the USGS.
- **Autoscore (Department of Human Resources):** Human Resources implemented autoscore, which looks at applicants' answers to a series of questions and screens out those who do not meet minimum qualifications. This enables staff to maintain timely hiring processes. The County receives over 90,000 online applications annually.
- **Lead Gradient Study of Ambient Air Surrounding the McClellan-Palomar Airport (Air Pollution Control District (APCD)/ Department of Public Works):** The Air Pollution Control District collaborated with the County Department of Public Works Airports Division and conducted a special "Lead Gradient Study" of the ambient air surrounding the McClellan-Palomar Airport in which levels of the heavy metal lead were measured from April to May 2013 and determined to be well

below national limits. The study is of special significance because the EPA has been testing for lead in the air at more than 15 airports nationwide using the single-location sampling protocols and the APCD-Public Works study developed proper testing protocols for airport lead levels to ensure the public is appropriately informed of actual lead levels in the air they breathe.

- Beach and Bay Mobile Website (Department of Environmental Health): To meet growing demands in the use of mobile devices and provide timely public health protection information, the Department of Environmental Health launched its Beach Water Quality Monitoring Mobile Website. The site provides up-to-date beach water quality information to protect public health.
- Chemical Suicide Risk Assessment for First Responders and the Public (Department of Environmental Health): The County of San Diego, Department of Environmental Health, Hazardous Materials Division conducted an extensive risk assessment to evaluate the hazards associated with responding to hydrogen sulfide suicides and the subsequent disposal of the hazardous wastes. This risk assessment has been presented and well-received by fire, law and medical professionals at local, regional, national and international conferences.
- Love Your Heart (Health and Human Services Agency): Love Your Heart is a Valentine's Day event during which the County and its partners provide free blood pressure screenings to the public at select sites throughout the San Diego region. The goal of Love Your Heart is to activate San Diegans to "know their numbers" and take charge of their own heart health.
- Protecting Our Hospitals From Contamination (Department of Environmental Health): The Department of Environmental Health, Hazardous Materials Division has trained over 400 hospital workers at 19 area hospitals to use Homeland Security equipment for decontamination. Hazardous materials incident victims that arrive at an area hospital potentially can close that hospital if not handled properly. The classes were conducted using adjunct instructors from multiple hospitals to standardize the hospitals and improve interoperability.
- Safe Pain Medication Patient Handout (Behavioral Health): The San Diego County Prescription Drug Abuse Task Force developed a colorful Safe Pain Medicine Prescribing handout printed in English and Spanish. The handout is given to all patients who are discharged from any emergency department in San Diego County.
- Plan to Eliminate Homelessness for Families With Children (Housing and Community Development): The Department of Housing and Community Development created a Special Local Preference for Homeless Families for the Housing Choice Voucher Rental Assistance Program (commonly referred to as "Section 8"). This preference is aimed at breaking the cycle of homelessness by providing a resource to prevent homeless individuals and families with children from returning to the streets or shelters once they have graduated from a federally funded transitional housing program.
- Fall Risk Screenings for Older Adults in Community Settings (Aging and Independence Services): Aging and Independence Services developed a screening to determine older adults' risk of falling.
- Grandparents Raising Grandchildren (Aging and Independence Services): Aging and Independence Services has been working with community partners and service providers to identify needed resources and support for grandparents raising grandchildren and other kinship caregivers in the community. Their combined efforts have resulted in annual "Grandparents Raising Grandchildren" symposiums held at various regional locations and in the creation of "Handbook for Grandparents and Other Relatives Raising Children," which is available in English and Spanish, and online as well.
- County Government Jobs Makeover (Department of Human Resources): Redesigned the external website to meet industry trends for design. The department included a promotional video to educate

potential employees on available County opportunities, created a user-friendly experience and considered millennials in the design.

- **Electronic Performance Appraisal Notification (Department of Human Resources):** The Department of Human Resources improved the administration of performance appraisals in the County by implementing paperless delivery of notifications of performance appraisals due to departments. This saved the County significant annual printing costs and eliminated the labor costs of sorting and mailing the bi-weekly performance appraisal forms to departments.
- **Improved Access to Immunization Services (Health and Human Services Agency):** The South Region Public Health team successfully designed, implemented and evaluated a web-based immunization scheduling pilot that has improved access to important public health services. Evaluation data demonstrated a 96.7% high customer satisfaction rating and a significant reduction in wait time for services.
- **Job Applicant Self-Scheduling (Department of Human Resources):** Human Resources implemented the self-scheduling component of NEOGOV for written exams and interviews for applicants. This provided more convenience and flexibility for applicants and resulted in a reduction of staff time spent scheduling exams and interviews.
- **Legal Paperless System (Department of Child Support Services):** The Department of Child Support Services' Legal Paperless System is an application that eliminated the need for paper files in court. The system reduced costs associated with generating paper files and increased the efficiency of the court hearing process.
- **Wireless Radio Alarm Transmission System (Department of General Services):** The Department of General Services developed a Wireless Radio Alarm Transmission System to ensure the continuous, fast, and reliable transmission of critical alarm signals from County facilities. The goal was to improve the performance of the existing alarm communication system, minimize/eliminate reliance on older analog phone lines and, where possible, reduce costs associated with the use of dedicated phone land lines.
- **Community Design Guideline Checklists and Streamlined Process (Planning and Development Services):** The program establishes a new ministerial process for the design review of multi-family, commercial and industrial projects within nine unincorporated County village areas with adopted Community Design Guidelines. The new ministerial process is implemented through standardized Design Review Checklists that streamlined the design review process. By complying with the Design Review Checklists, applicants avoid going through the lengthier discretionary process while continuing to ensure that Community Design Guidelines are appropriately applied and community character is maintained.
- **Live Well San Diego Initiative Focuses on Population Health, Safety and Quality of Life (Health and Human Services Agency):** Live Well San Diego is an initiative that promotes a vision of healthy, safe and thriving communities in which every resident across the county can "live well." It marks an evolution in how local government connects with and energizes the public to make positive choices for their own well-being. Live Well San Diego involves every department in County government, formally recognized partners across every sector, and five regional leadership teams that drive change at the community level. The backbone or infrastructure of this initiative includes a new website-LiveWellSD.org-and Top 10 Indicators to capture progress and focus efforts, as well as a process for enlisting and recognizing organizations as Live Well San Diego partners.
- **Online Building Permits for Roof-Mount Solar (Planning and Development Services):** The Department of Planning and Development Services developed an online application for roof top solar (photovoltaic) permits, and heating / air conditioning. Collectively, the department is processing over 25% of total permit volume online. This is a 400% increase



from a year ago. It saves the customer and County a significant amount of time and money.

- **Fleet Mobile Maintenance (Department of General Services):** The Fleet Mobile Maintenance Program offers an efficient and cost-effective method in providing routine preventive maintenance and repair of County vehicles and equipment operating in remote areas and where there is no fleet maintenance facility within close proximity. The benefits include a reduction in fuel cost, vehicle mileage and staff downtime associated with transporting vehicles to and from Fleet Maintenance Facilities.

### **California State Association of Counties (CSAC)**

San Diego County led the state in the CSAC annual awards program which honors the most innovative programs developed and implemented by California counties each year. CSAC recognized the County of San Diego with one Challenge Award and six Merit Awards in 2014.

- A Challenge Award went to the County's Accela Automation Implementation, a new website to streamline a wide variety of permitting operations and allows you to apply for and pay for certain permits online. People can submit plans, ask to schedule an inspection and conduct research on permits and property information on the new website.

San Diego received Merit Awards for the following:

- **Embedding Eligibility Workers at Local Food Banks:** County Health and Human Services Agency had staff work at two food bank agencies to enhance access to nutrition assistance and health coverage. This partnership helps provide Cal Fresh (food stamps) and Medi-Cal application assistance.
- **Online Building Permits:** To reduce the time and cost of processing, as well as to improve customer service, the County's Planning and Development Services department developed an online application process for roof-mounted solar panels that has cut the processing time in half and eliminated the

need for customers to spend time and money driving to County offices to get their building permits.

- **Paperless Performance Appraisals:** The County's Department of Human Resources improved the administration of performance appraisals by implementing a paperless system. This electronic system has saved the County significant annual printing costs and eliminated the labor costs of sorting and mailing forms.
- **Plan to Eliminate Homelessness for Families:** The County established a Special Local Preference for Homeless Families applying for a Housing Choice Voucher Rental Assistance Program - commonly referred to as Section 8. This preference is aimed at breaking the cycle of homelessness.
- **San Diego Emergency Smartphone Application:** This mobile application allows users to access critical information to prepare for, respond to and recover from disasters in San Diego County, including wildfires. The application is accessible on iPhone, iPad or Android phone and tablet.
- **Sheriff's Analysis Driven Law Enforcement (SADLE):** The Sheriff's Analysis Driven Law Enforcement team uses traditional investigative techniques along with computer-aided analysis to anticipate and respond to crime trends and hot spots. Overall, the approach has spread through the department and is credited with contributing to a 5% reduction in crime in the Sheriff's service areas.

### **Additional Honors**

- First 5 San Diego received a Bronze award in the Campaign-Not-for-Profit category of the Telly Awards. The Telly Awards honor outstanding local, regional, and cable TV commercials and programs, video and film productions, web commercials, videos and films. First 5 won for its Early Childhood Health and Education Campaign.
- The SD Emergency mobile application, available at [www.sdcounty.ca.gov/appcenter](http://www.sdcounty.ca.gov/appcenter), received the International

Association of Emergency Managers 2013 Global Technology and Innovation Award for a local government.

- The Department of Purchasing and Contracting received an Achievement of Excellence in Procurement Award for the 13th year in a row from the National Procurement Institute. The department was among 179 agencies to win the award, which recognizes organizational excellence in procurement by measuring innovation, professionalism, e-procurement, productivity and leadership attributes.
- Two County projects won the Center for Digital Government Best of California Awards. The Department of Child Support Services won for its Legal Paperless System in the "Best Application Serving an Agency's Business Needs" category. Learn more about the application at <http://countynewscenter.com/video?v=152554>. The Office of Emergency Services won for its SD Emergency mobile application (available at [www.sdcounty.ca.gov/appcenter](http://www.sdcounty.ca.gov/appcenter)) in the "Best Mobile/Wireless Project" category.
- The County was recognized with the Distinguished Budget Presentation Award for the Adopted Operational Plan Fiscal Years 2013-2014 & 2014-2015. This makes 12 consecutive years that the Government Finance Officers Association (GFOA) has recognized the County's commitment to the highest standards of governmental budgeting.
- Aging and Independence Services received two Achievement Awards from the National Association for Area Agencies on Aging for the More on the Menu (MOM) program and the Peer Educator Development and Leadership (PEDAL) program. MOM provides fresh produce to homebound older adults. Learn more at <http://countynewscenter.com/news/helping-seniors-put-more-menu>. PEDAL is an innovative program designed to support chronic disease self-management.
- Supervising Environmental Health Specialist, Nick Vent, was given a Fire and Life Safety Educator of the Year award from the Fire Prevention Officers Section of the San Diego County Fire Chiefs' Association. The award is presented to a public educator, fire inspector or firefighter who is selflessly dedicated to public fire safety education. Vent was nominated because of the extensive hazardous materials response and terrorism awareness training he has provided over the years in his role with the Department of Environmental Health.
- The Edgemoor Skilled Nursing Facility in Santee was honored by the American Health Care Association/National Center for Assisted Living with the 2013 Not-for-Profit Program of the Year award for the Sierra Stroll Program. The program helps patients who suffer from dementia, mental illness and aggression by allowing them to engage in social and physical activities to improve their physical and mental health.
- The Help and Outreach to Protect the Elderly (HOPE) Team received one of 10 prestigious national Community Partnership Awards from Mutual of America. The team is a partnership of health, social service and law enforcement agencies focused on helping the most vulnerable victims of elder abuse get back on their feet and avoid being re-victimized.
- County Communications Office videographer Suzanne Bartole was awarded an Emmy for her profile of mountain bikers who volunteer with the Sheriff's Department Search and Rescue Team. The story is featured on County News Center and also ran on the CNC-TV's "County Chronicles" program. Bartole received the award from the National Academy of Television Arts and Sciences Pacific Southwest chapter. Watch <http://countynewscenter.com/video?v=152269>
- The San Diego County Investment Pool's comprehensive annual report received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association of the United States and Canada. The Certificate of Achievement is the highest form of recognition in the area of governmental accounting and financial reporting.
- County News Center (<http://countynewscenter.com/>) was named the best in the nation in local government multimedia. It was honored by the National

Association of Telecommunications Officers and Advisors with the distinction of First Place for Overall Excellence.

- The County earned two Gold Beacon Spotlight awards from the California State Association of Counties for its efforts to reduce energy consumption and practice sustainability. The first award was for "Sustainability Best Practice Activities" after the County implemented 20 best practices in 10 different areas. The second was for "Energy Savings at Facilities" for reducing electricity and natural gas use in County buildings by more than 10% between 2006 and 2012. The Beacon Awards recognize cities and counties for reducing greenhouse emissions, saving energy and adopting policies and programs that promote sustainability.
- A project to update the County Transportation Impact Fee (TIF) won a Small Firm Merit Award in the 2014 Engineering Excellence Awards competition, sponsored by the American Counsel of Engineering Companies. A TIF is a fee that developers pay to mitigate the cumulative impacts of development.
- The California Park and Recreation Society presented the Creating Community Award of Excellence for Environmental Stewardship to the County for its efforts in involving the community in beautification projects, community cleanups and environmental education. Learn more at <http://countynewscenter.com/news/celebrating-milestone-regional-park>.
- The top passport official in the United States presented the Clerk of the Board with a Leadership Award for his exceptional commitment to the passport program in San Diego County, outstanding customer service and adherence to rigorous standards.
- The Department of General Services received the 2013 Public Facility Award of Excellence from the California Counties Facilities Services Association. DGS demonstrated exceptional dedication to facilities excellence through best practices, process innovation, staff development, department automation and energy program improvements.
- Two County of San Diego projects, the Rancho San Diego Sheriff Station and the Registrar of Voters building at the County Operations Center, received the Construction Management Association of America's Project Achievement Awards, which recognize excellence in construction management. The American Public Works Association also recognized both projects as representing the best in the public works profession.
- The City of San Diego's Environmental Services Department selected the County as a Director's Recycling Award winner. The 2014 Waste Reduction and Recycling Awards recognized the County as an environmental leader through our combined efforts in waste reduction and recycling.
- County News Center won five first place honors at the Annual Conference for the California & Nevada Region of the National Association of Telecommunications Officers & Advisors. The awards were for Best Website, Best Use of Social Media, Magazine Program (for "County Chronicles"), Public Safety (for our Realignment video) and Documentary-Profile.
- Sheriff's Deputy William Dunford recently received the Charles "Bud" Meeks Valor Award for Deputy Sheriff of the Year, one of the highest honors a deputy sheriff can receive in the nation from the National Sheriff's Association. He is credited for helping save the lives of two fellow deputies. Read his story: <http://countynewscenter.com/news/deputy%E2%80%99s-aid-wounded-partners-earns-top-honor>
- The Fire Safe Council of San Diego County, a nonprofit agency promoting fire prevention and management, presented the County Fire Authority with an Agency Award for providing exceptional service within the community. The award recognized the Fire Authority for funding work that better prepared more than 200 properties in the East County for the 2014 fire season.

## Acknowledgments

We would like to express our appreciation to the accounting staff of County departments and the staff of the Auditor and Controller's department whose coordination, dedication and professionalism are responsible for the preparation of this report. We would also like to thank Vavrinek, Trine, Day & Co., LLP for their professional support in the preparation of the CAFR. Lastly, we thank the members of the Board of Supervisors, the Chief Administrative Officer, Group/Agency General Managers and their staff for using sound business practices while conducting the financial operations of the County.

Respectfully,



A handwritten signature in black ink that reads "Donald F. Steuer".

DONALD F. STEUER  
Assistant CAO/  
Chief Operating Officer

A handwritten signature in black ink that reads "Tracy M. Sandoval".

TRACY M. SANDOVAL  
Deputy CAO/  
Auditor and Controller

