



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, 2015, 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, 2015. 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 annual rainfall in the coastal areas is 10 inches, so the County is highly dependent on imported water.

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



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, 2014 was 3,194,362 and the County's population estimate for January 1, 2015 was 3,227,496. 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. SANDAG projects that in 2035, San Diego's population breakdown will be: 36.3% White; 41.4% Hispanic; 13.9% Asian and Pacific Islander; 4.0% African American; and 4.1% 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

The tepid growth path experienced by the national economy for more than five years is finally ramping up and an improved U.S. Economy is projected in the coming years. In 2014, real gross domestic product (GDP) increased by 2.4% compared to a 2.2% increase for 2013. According to U.S. Department of Commerce Bureau of Economic Analysis (BEA), increases in personal consumption expenditures, nonresidential fixed investment, exports, state and local government spending, private inventory investments, and residential fixed investment that were partly offset by a decrease in federal government spending contributed to the acceleration in real GDP growth in 2014. For the second quarter of 2015, the U.S. economy increased at an annual rate of 2.3% compared to an increase of 0.6% in the first quarter of 2015. This upturn in the percent change in real GDP primarily reflected upturns



in personal consumption expenditures, exports, state and local government spending, and residential fixed investment that were partly offset by decelerations in federal government spending, private inventory investment, nonresidential fixed investment and acceleration in imports.

According to the minutes of the July 28-29, 2015 Federal Open Market Committee meeting, economic activity expanded moderately after slight decline during the first quarter. The staff continued to forecast that real GDP would increase faster in the second half of this year compared to the first half and is forecasted to expand more rapidly in 2016 and 2017. Factors contributing to the increase include: positive contributions from personal consumption expenditures, state and local government spending and additional improvement in the housing sector. Labor market conditions improved further and unemployment continued to decrease. Inflation continues to be below 2%, partly reflecting earlier declines in energy prices and further decreases in non-energy import prices. However, longer-term inflation expectations have remained stable.

According to the UCLA Anderson Forecast, June 2015, the nation's real GDP is forecast to grow 2.4% in 2015 and 3.0% in 2016, bringing a sense of economic recovery and growth. The unemployment rate fell to 5.3% in July 2015, the lowest since April 2008. The rate of unemployment is expected to trend downward to 5.0% by the end of 2015. Growth will be led by increase in consumer spending, which will be supported by income growth and lower oil prices, along with housing starts and corporate investment in equipment.

Conditions in the housing sector continued to improve and improvement in the job market and stronger economic growth will spur housing demand in 2015. Both building starts and sales (new and existing) are expected to show additional growth. Existing home sales are expected to increase by 11.0%. Changes in the Federal Housing Authority (FHA) policies and lending standards are expected to help the housing market. (Source: Kiplinger's Economic Outlooks, August 2015).

California accounts for over 13% of the nation's GDP which is by far, the largest of any state. The state's

economy is growing and gaining momentum. In 2014, California's gross state product grew 3.3%, outperforming the nation's growth rate of 2.4%. The state recovered all the wage and salary jobs that were lost during the recession. More than seventy percent of California's new jobs occurred in: health care and social assistance; leisure and hospitality; administrative, support and waste services; professional, scientific and technical services; and construction. The coastal areas of the state have generally recovered from the recession faster than the interior areas. With the continued progress in labor market affecting growth in personal income, taxable sales is also expected to accelerate. (Source: Los Angeles County Economic Development Corporation, The Kyser Center for Economic Research: 2015-2016 Economic Forecast and Industry Outlook, February 2015). The State unemployment rate continued to improve and fell modestly from 8.9% in 2013 to 7.5% in calendar year 2014. The July 2015 unemployment rate showed continued improvement to 6.2% (seasonally adjusted rate). Nonfarm payroll employment in California during the month of July 2015 increased by 80,600 for a total gain of 2,027,700 jobs since the recovery began in February 2010 (Source: California Employment Development Department, News Release, August 21, 2015).

UCLA Anderson Forecast (June 2015) anticipates total employment growth (payroll, farm and self-employed) of 2.5% and 2.1% for 2015 and 2016, respectively. Real personal income growth is forecast to be 4.5% in 2015 and 4.4% in 2016. In 2015 the unemployment rate is expected to remain around 6.2%, and then average approximately 5.2% in 2016. The forecast also showed that real personal income (measured in 2009 dollars), which declined to 3.7% in 2009 and showed annual growth from 1.6% being the lowest in 2013 and its highest of 5.0% in 2012. Taxable sales declined 14.2% in 2009 and grew steadily passing the 2008 levels in 2013. It is estimated to grow by 3.0% in 2014, 3.2% in 2015, 2.0% in 2016, and 1.5% in 2017.

In the housing sector, home prices have risen in 2014 which brought home prices to the pre-bubble (2004) level. The level of foreclosures dropped to 6% of all home sales with total foreclosure and short sales falling to 11%, evidence that the State is moving to a



more normal real estate market (Source: UCLA Anderson Forecast, December 2014). February 2015 saw the 36th consecutive month with the state's median sale price increasing on a year-over-year basis. Of the existing homes sold statewide, 6.8% were foreclosed properties during the previous 12 months. In February 2009, resales on foreclosed properties peaked at 58.8%. Notice of Default, the first step of the formal foreclosure process, is diminishing and its effect is only noticeable in hardest-hit areas of the state. (Source: DataQuick March 18, 2015 News Release).

Virtually all aspects of California's economy are improving: employment is up, home prices are rising, construction started to pick up, increased spending has been seen in both consumers and businesses and the state remains as one of the top travel destinations. These factors partnered with U.S. growth rates from construction, automobiles, business investment and consumer demands fuel the state's economy which warrants an outlook of continued steady growth through 2016.

San Diego's economic outlook continues to improve. The region's economic stability is based on federal spending, innovation clusters, tourism and real estate. 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 that continued through 2009. In 2010, taxable sales showed moderate growth which continued in 2011 and 2012 has shown continued improvement although not as great as 2011. Taxable sales grew 6.2% in 2013 and moderate growth is expected to continue in 2014 and 2015 in the region. (Source: National University System Institute for Policy Research Economic Ledger, February 2015). Taxable sales report for 2014 is not available during publication of this document.

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 2015-16 from fiscal year 2014-15. 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.

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 2015-16 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 significant manufacturing presence and innovation clusters (e.g. energy storage, cyber-security, and clean tech), 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 2015 are listed below:

- Non-agricultural, industry employment totaled 1,391,400 jobs. This represents a gain of 44,200 jobs from the unadjusted August 2014 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 50.1% of non-agricultural employment, with a total of 702,600 employed.
- Trade, transportation and utilities industries were the second largest non-government sector, comprising approximately 15.8% of non-agricultural employment totaling 219,900 jobs.



- Government accounted for approximately 16.3% of non-agricultural employment (226,800). San Diego's military presence contributes to this significant component.
- Manufacturing accounted for an additional 1.8% of non-agricultural employment (98,600), up 1,700 jobs from the unadjusted employment figures for August 2014.
- 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 4.9% of total non-agricultural employment or 68,700 jobs, was down 600 from the unadjusted August 2014 employment figures.
- The financial sector, including finance, insurance, real estate and related employment, represents 5.4% of non-agriculture employment (74,400). Financial activities experienced an increase of 3,300 jobs from the unadjusted employment figures for August 2014.
- Agriculture (10,400) and mining (400) accounted for approximately 0.8% of total employment.

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.

San Diego County's residential real estate market is on the mend. Over the year, the median price for an existing single-family home rose and the number of foreclosures on the market has declined. The median home price of existing homes sold also fluctuated with the housing related turmoil. During 2009 and 2010, median home sales started to rebound from the low level experienced at the end of 2008 and early 2009. Since then median home prices showed improvement. June 2015 (\$476,000) showed a 5.8% increase compared to June 2014 (\$450,000).

Another measure of the recovery in housing is the rate of foreclosures, as well as the companion indices of notices of loan default and deeds recorded (changes in ownership). Foreclosures compared to total deeds recorded averaged 0.3% over the three-year period of 2003 through 2005, then rose significantly reaching

16.9% in 2008 and declining to 1.8% in 2014. The number of total deeds recorded fell significantly from 2003 levels of 223,087 to a low of 115,540 in 2008. Total deeds recorded through December 2014 were 116,251.

In San Diego County, notices from lenders to property owners that they were in default on their mortgage loans increased markedly from 2003 through 2009, and foreclosures rose dramatically from 2003 through 2008 before declining 21% in 2009. The percentage of properties with delinquent mortgage loans that went into foreclosure averaged at approximately 11.6% from 2003 through 2005. During the recession, this indicator peaked at 57.5% in 2008 and declined to 34.8% in 2014.

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

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) and the State of California Employment Development Department.

General Management System

The General Management System (GMS) is the County's foundation 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.sdcounty.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 vision that can only be realized through strong regional partnerships with our community, stakeholders and employees.

Vision:

A region that is Building Better Health, Living Safely and Thriving - Live Well San Diego

Mission:

To efficiently provide public services that build strong and sustainable communities

Values:

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 is dedicated to:

- Integrity - Character First
 - We maintain the public's trust through honest and fair behavior
 - We exhibit the courage to do the right thing for the right reason
 - We are dedicated to the highest ethical standards
- Stewardship - Service Before Self
 - We are accountable to each other and the public for providing service and value
 - We uphold the law and effectively manage the County's public facilities, resources and natural environment
 - We accept personal responsibility for our conduct and obligations
 - We will ensure responsible stewardship of all that is entrusted to us

- Commitment - Excellence in all that we do
 - We work with professionalism and purpose
 - We make a positive difference in the lives of the residents we serve
 - We support a diverse workforce and inclusive culture by embracing our differences
 - We practice civility by fostering an environment of courteous and appropriate treatment of all employees and the residents we serve
 - We promote innovation and open communication

Strategic and Operational Planning (Budgetary) Process

The County ensures operations are strategically aligned across the organization by developing a five-year Strategic Plan that sets forth priorities it will accomplish with its resources. The Strategic Plan is developed by the Chief Administrative Officer (CAO) and the County Executive Team, based on the policies and initiatives set by the Board of Supervisors, an enterprise review of the issues, risks and opportunities facing the region and reflects the changing environment, economy and community needs. All County programs support at least one of these four Strategic Initiatives through audacious visions, enterprise-wide goals and cross-departmental or department objectives that make achievement of the initiatives possible. The Strategic Initiatives include:

- **Healthy Families**
- **Safe Communities**
- **Sustainable Environments**
- **Operational Excellence**

The Operational Plan provides the County's detailed financial plan for the next two fiscal years. However, pursuant to Government Code Section 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, all program objectives in the Operational Plan and department performance measures are aligned with the County's Strategic Initiatives, Audacious Visions and/or Enterprise-Wide Goals. 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, and by ensuring that all one-time resources generated by the County are appropriated for one-time expenditures only.

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

Strategic planning communicates the County's strategic direction for the next five years. The Strategic Plan explains the County's four strategic initiatives, in addition to its vision, mission and values. The four strategic initiatives focus on how we achieve the County's vision of a region that is Building Better Health, Living Safely and Thriving.

The five-year Strategic Plan is developed by the Chief Administrative Officer, the Assistant CAO/Chief Operating Officer, the five General Managers and the Strategic Planning Support Team based on the policies and initiatives set by the Board of Supervisors and a countywide review of the risks and opportunities facing the region.

The four strategic initiatives are:

- **Healthy Families** - ensure every resident has the opportunity to make positive healthy choices, that San Diego County has fully optimized its health and social service delivery system and makes health, safety and thriving a focus of all policies and programs.
- **Safe Communities** - make San Diego the safest and most resilient community in the nation, where youth are protected and the criminal justice system is balanced between accountability and rehabilitation.
- **Sustainable Environments** - strengthen the local economy through planning, development and infrastructure, protect San Diego's natural and agricultural resources and promote opportunities for residents to engage in community life and civic activities.
- **Operational Excellence** - promote continuous improvement in the organization through problem solving, teamwork and leadership, focus on our customers' needs and keep our employees positive and empowered.

Strategic planning starts with audacious visions, which are bold statements detailing the impact the County wants to make in the community. Enterprise-wide goals (EWGs) support the audacious visions by focusing on collaborative efforts that inspire greater results than any one department could accomplish alone. Audacious visions and EWGs are developed to support each of the strategic initiatives.

County EWGs for each Initiative include:

Healthy Families

- Promote the implementation of a service delivery system that is sensitive to those individuals who have been affected by traumatic circumstances.
- Strengthen the local food system and support the availability of healthy foods, nutrition education and nutrition assistance for those who need it.
- Pursue policy change for healthy, safe and thriving environments with a special focus on residents who are in our care or rely on us for support.
- Leverage internal communication resources, resource groups, and social media to enhance employee understanding of Live Well San Diego.

Safe Communities

- Encourage and promote residents to take important and meaningful steps to protect themselves and their families for the first 72 hours during a disaster.
- Plan, build and maintain safe communities to improve the quality of life for all residents.
- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse.
- Expand data-driven crime prevention strategies and utilize current technologies to reduce crime at the local and regional level .
- Fully implement a balanced-approach model that reduces crime by holding offenders accountable while providing them access to rehabilitation.

Sustainable Environments

- Provide and promote services that increase consumer and business confidence.
- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning.
- Foster an environment where residents engage in recreational interests by enjoying parks, open spaces and outdoor experiences.
- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges.

Operational Excellence

- Align services to available resources to maintain fiscal stability.



- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers.
- Strengthen our customer service culture to ensure a positive customer experience.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted.

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 include:

Healthy Families

- Promote the implementation of a service delivery system that is sensitive to those individuals who have been affected by traumatic circumstances.
 - Ensured the success of the child support program by establishing and enforcing court orders to support the long-term well-being of children by collaborating with custodial and non-custodial parents, courts, government agencies and community resources.
 - Expanded In-Home Outreach Team (IHOT) program services countywide (from 3 to 6 regions). Team members linked treatment-resistant individuals and their families with existing behavioral health services and community resources. This outreach and engagement was essential in assisting this population to willingly receive needed services.
 - Enhanced the service delivery system for children and youth in foster care by implementing "Pathways to Wellbeing," a cross-departmental effort with Child Welfare Services
 - Stabilized psychiatric staffing at the San Diego County Psychiatric Hospital by utilizing physician recruitment firms.
 - Worked with HHSA departments to create a trauma informed atmosphere in new and modernized facilities. This was accomplished by creating a professional setting that includes a welcoming customer greeting area and a family-friendly setting.

- Established a common understanding of expectations for Trauma Informed Systems Integration and developed an action plan to implement in each department and region.
- Improved recruitment efforts for foster and adoptive families resulting in a 34% increase of persons attending the Foster/Adoptive Family Orientation meetings.
- Expanded caller options and customer support on the Foster and Adoption KIDSline to serve more than 370 calls over an average of 6 months.
- Improved the Adoption website by adding features such as children available for adoption and links to resources.
- Improved customer service through utilizing a Foster/Adoption Ombudsman to provide additional support to foster and adoptive parents.
- Rolled out Trauma Informed Services training to department leadership.
- Pursue policy change for healthy, safe and thriving environments with a special focus on residents who are in our care or rely on us for support.
 - Processed 3,355 compensation and pension claims to allow veterans and their dependents to thrive by promptly facilitating their access to needed benefits.
 - Created 73 new partnerships to achieve the Live Well San Diego goals of access to healthy foods, smoking cessation and improving workplace wellness. A list of all contributing Live Well San Diego recognized partners and their commitments are included at www.LiveWellSD.org.
 - Enrolled 100% (157,969) of Medi-Cal eligible applicants as part of the Affordable Care Act (ACA) and increased the number of residents with health insurance to reduce the costs of health care to families and individuals.
 - Hosted the Grandparents Raising Grandchildren symposiums in the North, East and Central Regions. Completed updating the Grandparents Raising Grandchildren Handbook.
 - Achieved permanency for 73% (33 of 45) of children identified through the Exceptional Families for Exceptional Children campaign.



- Performed 20,494 blood pressure screenings at over 150 locations, with 84 partners as part of the 2015 Love Your Heart campaign. One out of every two individuals with a reported blood pressure level was identified as having an elevated blood pressure. Screened individuals received educational materials about heart health. This event helped to elevate the importance that blood pressure plays in overall health and is directly linked to 3-4-50 (3 behaviors-no physical activity, poor diet and tobacco use,-that result in 4 diseases-cancer, heart disease and stroke, type 2 diabetes and lung disease-that result in over 50 percent of deaths in San Diego).
 - Collaborated with the San Diego Foundation on its Climate Initiative and helped coordinate with government, nonprofits, businesses and consumers to advance regional efforts to reduce greenhouse gas emissions.
 - Leverage internal communication resources, resource groups, and social media to enhance employee understanding of Live Well San Diego.
 - Collaborated with County Human Resources to educate all County job applicants on Live Well San Diego so they can understand the role employees play in helping residents to live well. By educating job applicants, new employees were aware of the County's vision of Live Well San Diego and the role they play in advancing its strategies of building better health, living safely and thriving.
 - Strengthen the local food system and support the availability of healthy foods, nutrition education and nutrition assistance for those who need it.
 - In conjunction with the Health in All Policies (HiAP) Team, produced consumer-oriented certified farmer's market brochure in English and Spanish with information on availability of healthy, locally produced fruit, vegetables and other agricultural products.
 - Conducted nutrition education for 1,320 low-income families with children to reduce the risk of childhood obesity and chronic diseases (such as diabetes, heart disease, and high blood pressure) through lifestyle change related to diet and physical activity.
 - Supported the County of San Diego's Live Well San Diego Building Better Health initiative by presenting an average of 350 healthy lifestyle programs for all ages every month.
- ### Safe Communities
- Encourage and promote residents to take important and meaningful steps to protect themselves and their families for the first 72 hours during a disaster.
 - Completed a disaster preparedness curriculum, which aligns and complies with the Common Core State Standards, for San Diego County's 4th grade students.
 - Ensured professional, timely emergency response was provided to the residents of County Service Area 135 through the supervision of the San Diego County Fire Authority.
 - Continued the implementation process of replacing the Regional Communications System (RCS) with a state of the art, next-generation communications system.
 - Plan, build and maintain safe communities to improve the quality of life for all residents.
 - Collaborated with law enforcement agencies and community services organizations to combat human trafficking and enhance the support to victims and education to the community.
 - Enhanced enforcement of required standards of care in long-term care facilities.
 - Improved the quality of life of all San Diego residents by proactively working to make our streets, parks, public spaces and buildings safer from crime and injury.
 - Increased AIS Ombudsman positions from 5 to 11, to improve the oversight of Skilled Nursing Facilities (SNF) and Residential Care Facilities for the Elderly (RCFE). This provides an increase in advocating efforts for SNF and RCFE residents through recruitment, training and oversight of additional volunteers.
 - Provided support to the Board sponsored Alzheimer's Project. Hosted the Care and Public Awareness roundtable discussions and participated in the Clinical and Cure roundtables. Completed the Alzheimer's Project Report prepared for the Board Conference and completed the Project's Implementation Plan to drive ongoing action.



- Recruited and trained 414 adults and teens (19 years and over) 4-H volunteers, exceeding the goal of 350, to deliver positive youth development experiences to youth ages 5-19 years in reaching their full potential as competent, confident leaders of character who contribute and are connected to their communities. Four experiential learning activities were held: Large Animal Field Day, Agriculture Judging Day, Bates Nut Farm 2-Day Archery Exhibition and North County Area Beach Clean Up Project, reaching approximately 600 youth and their families.
- Maintained the capability to deploy an emergency network of two fine particulate matter (PM2.5) monitors within 48 hours of any wildfire and link the instruments via satellite for real-time data delivery to the public.
- Repainted and or used thermoplastic to re-mark crosswalks and roadway legends adjacent to 123 public school and 12 private school locations in the unincorporated area of the county. Thermoplastic has been introduced at some school sites to minimize the need for annual repainting.
- Reduced risks to lives by ensuring buildings and improvements were designed and constructed in accordance with building safety codes.
- Facilitated two trainings for federal agency staff and local aviation community members on foreign flight school students vetting and screening requirements.
- Flood Control staff assisted communities in preparing and responding to flood events by inspecting 75% of flood control facilities and maintaining County flood control facilities to their design capacities by removing debris from clogged or blocked facilities.
- Provided safe and accessible parks and preserves, fostered innovative programs and initiatives that promote government agency partnerships and community involvement and enhanced emergency communication and preparedness.
- Created safer parks, preserves and recreation centers by using more than 100,000 hours of volunteer service to assist with park patrols, operations and maintenance.
- Worked collaboratively with the San Diego County Fire Authority, Planning & Development Services, Office of Emergency Services, County Department of Parks and Recreation, regional fire authorities, government agencies, university staff and community groups to enhance wildfire related research. Disseminated information through a minimum of four outreach activities such as distributing Wildfire Zone preparedness and safety tip cards in English and Spanish; participated in six meetings with the Fire Safe Council of San Diego; management of the Wildfire Zone website; established a You Tube channel and curated relevant videos for the Extension Wildfire Information Network (eWIN).
- Provided four workshops for the Local Agency Management Program to educate stakeholders on the new standards and regulations for onsite wastewater treatment systems.
- Protected county residents by conducting 439 safety inspections on structural fumigations in San Diego County, exceeding the goal of 320 safety inspections.
- Funded 30 public community projects for parks, street/sidewalk improvements, Americans with Disabilities Act (ADA) improvements, firefighting equipment, public services, community, youth and family centers, health clinics, and affordable housing activities to promote wellness and enhance the quality of life in San Diego County neighborhoods.
- In support of the County's Live Well San Diego Living Safely initiative, expanded the use of social media to educate the public and increase awareness of various issues such as animal safety, neglect and disaster preparedness by posting quarterly educational bulletins on the Department of Animal Services Facebook page and website.
- Fully implement a balanced-approach model that reduces crime by holding offenders accountable while providing them access to rehabilitation.
 - Continued participation in multi-agency operations and multi-agency task forces.
 - Improved offender reintegration into the community through a continuum of care and case management through reentry that begins at Sheriff facilities and juvenile institutions with an assessment of offender needs, which also



occurs at the Community Transition Center for certain offenders. Probation continued to engage with offenders on supervision to provide case management and rehabilitative services.

- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse.
 - Exceeded the previous year's levels of services by offering an average of 431 after-school programs each month, and offered students and families a safe place for the pursuit of education and constructive civic engagement in support of the County's Live Well San Diego Living Safely initiative.
 - Funded the continuation of the HOME Tenant-based Rental Assistance programs that served 68 youth aging-out of the foster care system and 58 families with children that were participants of the County's substance abuse recovery and family reunification programs.

Sustainable Environments

- All residents engage in community life and civic activities.
 - Held a Live Well San Diego Expo featuring 48 partners and 28 County departments to highlight their services and demonstrate collective impact to the community in support of the County vision.
- Foster an environment where residents engage in recreational interests by enjoying parks, open spaces and outdoor experiences
 - Hosted and promoted the 2015 Live Well San Diego 5K Walk/Run and Health Fair to provide a healthy and informative outdoor experience to County residents. The Live Well San Diego 5K event encouraged residents to exercise with family and friends at a local park while supporting thousands of children in foster care and receive health information.
 - Developed and enhanced the experiences of park patrons and promoted healthy lifestyles by increasing recreational opportunities and educational programs.
 - Stopped the spread of Red Imported Fire Ants (RIFA), a devastating pest of agriculture and urban environments (community parks, ball fields, and schools), by planning and conducting a comprehensive survey of high risk habitats

throughout the entire county for RIFA infestations. Conducted three RIFA training sessions with key personnel from the Departments of Parks and Recreation and Public Works.

- Protected the environment and preserved community character through efficient application of planning, engineering, and environmental regulations in the management of land development permit applications for discretionary projects.
- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning.
 - Provided two stakeholder workshops for the Environmental Corrective Action Program (ECAP) which is a program now delegated to the Department of Environmental Health by the Department of Toxic Substances Control to oversee the clean-up of contaminated sites.
 - Prevented the spread of the insidious pest Glassy-winged Sharpshooter, a serious threat to California's \$4 billion grape industry, by ensuring 100% of more than 2,705 plant shipments arrived at destination with no viable life stages of the pest.
 - Maintained an inspection program to protect the public from the harmful effects of air pollution by conducting more than 7,400 inspections of equipment at regulated facilities for compliance with air pollution laws.
 - Conducted emissions measurement tests on all 41 natural gas fired reciprocating internal combustion engines required to show ongoing compliance with the National Emission Standards for Hazardous Air Pollutants.
 - Identified problems and potential solutions for endemic and invasive pests such as insects, diseases, weeds (Asian Citrus Psyllid, Gold Spotted Oak Borer, Phytophthora, invasive grasses, etc.) impacting San Diego agriculture, nursery, ornamental horticultural and landscapes through workshops for 213 participants at various locations throughout San Diego County, including County libraries; training in eradication techniques for 35 participants from the Department of Agriculture, Weights and Measures; field research project on Pala



Reservation and the establishment of a website (http://ucanr.edu/sites/socaloakpests/Polyphagous_Shot_Hole_Borer).

- Maintained, supported and managed the volunteer Master Gardener program which provides research-based information in the areas of home gardening, community gardening, landscaping, water conservation and pest management to San Diego County residents and other County departments. The 297 Master Gardeners volunteered 22,579 hours for a savings of over \$499,000.
- Acquired 423 acres within the Multiple Species Conservation Program (MSCP) plan areas that will count toward the County's commitment to the MSCP Implementing Agreement. The goal of 500 acres was not met due to multiple properties still in negotiations.
- Conserved irrigation water by installing smart irrigation controllers at Heritage, Pine Valley and Felicita Parks.
- Worked on Phase One of Comprehensive Renewable Energy Plan (CREP) with stakeholder meetings held in October 2014, January 2015 and April 2015 with the intent to present phase one CREP to the Board of Supervisors in fall 2015.
- Continued to work towards completion of the North County Multiple Species Conservation Program (MSCP) and public review of environmental documentation. A draft plan was sent to the U.S. Fish & Wildlife Service and California Fish & Wildlife Agency in September 2014.
- Conducted outreach to residents with information and resources on stormwater pollution prevention at over 30 community events throughout the unincorporated area of the county.
- Assisted 100 businesses and 65 multifamily complexes in initiating or expanding recycling programs.
- Provided residential composting education at nine workshops, one community event and four schools in the unincorporated area of the county. As part of the awareness campaign, installed a new composting demonstration site at the Ramona High School for composting food scraps and landscape materials.
- Increased awareness of the Mobile Source Incentive Program by participating in 11 community outreach events about the Air Pollution Control District's mobile source emission reduction incentive program and grant funding opportunities, exceeding the goal of eight events.
- Agriculture, Weights and Measures promoted the diversion of recyclable materials from landfills through recycling events in conjunction with the Department of Public Works by implementing two collection events for recycling of used pesticide containers from the agricultural community.
- The Board of Supervisors approved Form-Based Zoning Codes for Ramona Town Center and Alpine Village on July 30, 2014 (2). Received San Diego Gas & Electric partnership funding to work on a Form Based Code for Valley Center South Village.
- The Board of Supervisors approved a Zoning Ordinance update on October 29, 2014 (1), to streamline accessory structure regulations. Refinements to the winery ordinance are undergoing stakeholder review with a goal of bringing an updated ordinance to the Board before the end of 2015.
- Protected a sustainable watershed and enhanced water quality in the region by minimizing downstream pollutants and through robust programs to reduce or eliminate water pollutants.
- Monitored 100% of 173 major stormwater outfalls to assess the health of watersheds.
- Provide and promote services that increase consumer and business confidence.
 - Promptly reviewed all 35 Carl Moyer Program grant applications upon receipt and notified applicants within five business days of any additional information that was required.
 - Completed an internal Business Process Reengineering to streamline the Temporary Event permit process. Improved methods for receiving permit applications and tracking temporary events; improved customer information and updated online resources. Conducted a workshop for annual temporary



event organizers and vendors, who learned about food safety and permitting requirements for temporary food vendors.

- Educated the business community by creating two new compliance assistance videos and posting them on the APCD website.
- Completed a Business Process Reengineering to identify improvements to streamline the plan check process for new retail food and public swimming pool projects to less than 50% of the State law requirement of 20 days. Improvements identified are being implemented to help make the plan check process more efficient and reduce review time.
- Met the informational, recreational and cultural needs of the community and actively promoted reading and lifelong learning by ensuring the public had access to library resources and services and that the San Diego County Library had the capacity to meet these goals.
- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges
 - The Community Services Group worked with the Land Use and Environment Group to develop the third component of Live Well San Diego, the Thriving initiative, which was approved by the Board of Supervisors in October 2014.
 - Convened the Live Well San Diego Thriving Volunteer Action Team to begin strengthening the quality, functionality and impact of the region's volunteer system.
 - Convened the Live Well San Diego Thriving Housing Action Team to support the availability and affordability of housing for all community members.
 - Distributed information in support of the County's Live Well San Diego strategies using "filler" pages printed in the Sample Ballot and Voter Information Pamphlets provided to all registered voters for the November 4, 2014 Gubernatorial General Election.
 - Increased the number of permanent vote-by-mail voters.
 - Recruited and replaced non-accessible poll sites to comply with federal and State accessibility requirements.

Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Improved communications with volunteer firefighters through the continued implementation of the Advanced Situational Awareness for Public Safety Network.
- Continued projects to improve data sharing and operations while achieving optimal results for County residents.
- Managed the execution of parks-related capital projects identified in the Capital Improvement Needs Assessment as approved by the Board of Supervisors, in a timely and cost effective manner. For more information see the Capital Program section.
- The Department of Environmental Health provided four California Electronic Reporting System (CERS) kiosks for facility owners and operators throughout the county that need CERS assistance or may not have access to a computer.
- Increased efficiency, consistency and accuracy by implementing auto-generated Notices of Proposed Action (NOPA) for Agriculture, Weights and Measures' retail fuel meters and water dispensers, developed associated business practices and conducted staff training.
- Conducted an analysis of the building permit pre-review process to identify and implement improvements to reduce customer wait and transaction times, while ensuring continued quality review. Phase One deployed in July 2014 and included expanded appointments and revisions to the pre-review process. Phase Two deployed in November 2014 and included the Initial Study Research Report and the Property Summary Report; both automate portions of work previously done by Planning and Development staff.
- Implemented a new Airport Lease Management System (ALMS), using LUEG's enterprise-wide Business Case Management System as the platform, to track County airport leases and other contracts.
- Ensured responsible stewardship of resources expended to fulfill Public Records Act requests by identifying the top three requested public



records and making them available on Agriculture, Weights and Measures' webpage for 24/7 customer access.

- Reengineered and streamlined the incentive grant application process, moving from a largely paper-based system to an online application process using Accela Citizen Access in the Air Pollution Control District.
- Expanded online services to reduce transaction times and the need for customers to visit a County office in the Department of Planning and Development Services by deploying Instant Permits to seven of the online available permit types and deployed a Property Summary Report used for the pre-review process and the public as a research tool.
- Funded the completion of various accessibility improvements in County facilities and pilots for innovative technology programs.
- Examined the viability and feasibility of installing a 24/7 Library-To-Go kiosk at another County location to provide library services; selected site in Encinitas for installation in Fiscal Year 2015-16.
- Updated the Library's website to maximize customer usability and access to self-published e-materials and publishers' e-book catalogs.
- Began design-build construction of the new libraries in Alpine and Imperial Beach.
- Continued due diligence for donated property, planning and design for a new Borrego Springs Library.
- Continued construction of the Cedar and Kettner Development Parking Structure for completion and occupancy in October 2015.
- Initiated replacement/renewal projects with the Health and Human Services Agency for key Family Resource Centers and Levant Adoptions Center.
- Completed the master plan for capital improvements to the animal shelter in Bonita.
- Made contracts available to the public through the internet by posting at least 50% of new and amended contracts within five business days of award.
- Provided enhanced customer service by sharing/disseminating information on the Housing Choice Voucher (HCV) program information via the HCD website, emails, videos, and social media.
- Modernized and rebuilt the County's Active Directory domain (a repository of County users or accounts that have access to the network) by updating architecture, migrating accounts, integrating existing services (e.g., SharePoint and Virtual Private Network), and converting accounts to agreed identification naming standards. Anticipated completion date for initial phase of this project is the end of October 2015 with subsequent phases to be implemented in Fiscal Year 2015-2016.
- Upgraded the County's Kronos employee timekeeping application. The Kronos 7.0 upgrade initiative has provided County users with a more supportable timekeeping platform and enhanced functional capabilities.
- The County Technology Office, Assessor/Recorder/County Clerk, Auditor & Controller and the Treasurer-Tax Collector continued the design and development of the Integrated Property Tax System (IPTs), which will significantly improve property assessment, tax collection and apportionment activities in the County.
- Provided open access to County business by making 56 audio recordings of Board of Supervisors meetings available on the Internet within three days of the related meeting.
- Strengthen our customer service culture to ensure a positive customer experience.
- Launched an updated Live Well San Diego website (LiveWellSD.org) to provide access to timely, relevant news and material. The Live Well San Diego website was developed using feedback from focus groups, one-on-one interviews with subject matter experts and survey of 194 community partners. The number of unique visitors to Live Well San Diego website was increased 83% (from 8,838 to 16,144).
- Completed soft launch of the Live Well San Diego Top 10 Indicators dashboard beta site, an interactive and dynamic tool to encourage positive change toward the vision of a healthy, safe and thriving San Diego County. It communicates progress, provides access to



community-level health/well-being data, research, best practices and helps to drive public engagement.

- "Team LUEG" was created to leverage interdepartmental efforts in the following areas: Workforce Development, Communication and Outreach and Customer and Stakeholder Focus. Comprised of all LUEG departments, "Team LUEG" is about striving to be a "service before self" organization by working together and meeting the varying needs of customers.
- Ensured effective and efficient management of discretionary permit applications from submittal to final decision through the application of case and project management knowledge, skills and techniques.
- Planning & Development Services continued to proactively engage our customers and sought feedback to ensure customer needs were met through bimonthly meetings with three user groups and with 31 additional stakeholder groups.
- Reviewed and updated 219 classification specifications as part of Phase I of the Classification Modernization Project as of June 30, 2015. The goal of reviewing and updating the specifications for Phase II will be completed by June 30, 2016.
- Align services to available resources to maintain fiscal stability
 - Completed Business Process Reengineering (BPR) and identified process changes to realize a 25% cost reduction in delivery costs for street repavement projects. DPW can only control the costs of delivery; not the cost of materials. Revised processes have been implemented and actual savings will be reported next year, the second year for this two year goal.
 - Achieved a collection rate of 99.1% for secured taxes and 98% for unsecured taxes by preparing and mailing property tax bills/notices, and processing tax payments in a timely manner to ensure timely revenue collection on behalf of San Diego County's taxpayers.
 - Resolved 64% (51 of 80) of all lawsuits against the County by a court decision/dismissal, and resolved 36% (29 of 80) by settlement.

- Negotiated fiscally prudent successor agreements with 11 of 25 bargaining units and 6 of 9 existing employee organizations by June 30, 2015.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Fostered an environment of excellence, innovation and exceptional customer service among County employees who serve the public through the County's intranet site, posting 269 content items (article or video) in support of the County's Strategic Plan during Fiscal Year 2014-15.

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, 2014. 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 workforce continually plans to cut costs, streamline processes, incorporate the newest technology and expand services to improve the lives of residents and save taxpayer dollars. While our goal is to improve communities, it is gratifying to be recognized for those efforts.

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 recognizes organizations that employ cost-efficient,



smart governing decisions and innovative initiatives with its Watchdog Awards. One of those winners is selected to receive the Grand Golden Watchdog Award. That honor has gone to San Diego County four years in a row. In 2015, the San Diego County Sheriff Department's program for incarcerated veterans which offers tailored in-custody rehabilitative and treatment services was selected. The Veteran's Forward program keeps veterans from reoffending and saves taxpayers at least \$550,000 in incarceration costs per year.

This year, the County was also the recipient of two additional awards.

- The County Department of Planning & Development Services received a Golden Watchdog Award for overhauling its building permit process to make it faster, easier and less expensive for applicants.
- The Taxpayers Association presented the County with a Visionary Leadership Award for transforming two parking lots into the Waterfront Park around the County Administration Center. The 12-acre park along the Bayfront downtown uses recirculated water for the fountains, drought resistant native plants and solar lighting.

National Association of Counties (NACo)

The National Association of Counties recognizes innovative county government programs from across the nation each year. This year, the County of San Diego received 43 NACo awards - the third most awards in the nation. One of those awards won "Best of Category" for the County Department of Planning & Development Services' business model improvement program. Learn more about the awards on County News Center at <http://www.countynewscenter.com/news/county-programs-earn-43-national-achievement-awards-0>.

- DA's Youth Advisory Board Campaigns: "Respect: Give it, Get it," "The Fight" & "Redefine Success" (District Attorney): The San Diego County District Attorney's Youth Advisory Board created three public service campaigns for their peers and community members to address pressing issues affecting young people in San Diego County and work toward a positive change, through adult mentorship. Lincoln High students' campaign uses kinetic typography to illustrate the importance of respect for self, others, community and the world

at large. Mira Mesa High students created a mobile webpage to address anxiety, bullying, and dealing with peer pressure. Scripps Ranch High produced a campaign which encourages students to redefine success, to pursue what they value most and to recognize happiness with oneself.

- First 5 San Diego First 5 Steps (Health & Human Services Agency): The County provides countywide home visitation services using a trauma-informed, evidence-based model for specific, high-risk expectant families that are teens, military, refugees, immigrants, or low-income.
- Growing Opportunities Garden (Probation): Girls in custody learn about healthy foods and gardening in this joint effort between Farm Home Advisor and Probation staff.
- Professional Group Study (Library): The Professional Group Study was established at the County Library El Cajon Branch in 2010 through a partnership with San Diego County Health and Human Services Agency and its Welfare-to-Work contractor, Professional Consulting Group. This program allows refugees to receive their Welfare-to-Work benefits by getting credit for the number of hours they study to recertify in their chosen profession. SDCL recently expanded this program to include an additional branch in Rancho San Diego, broadening the reach for the program and making space at the table for people in need.
- Integrity in Action Program (Chief Administrative Office): The County of San Diego's Office of Ethics and Compliance created the Integrity in Action Program as part of its comprehensive enterprise-wide ethics and compliance function. The program includes several components including an active and responsive Ethics Hotline and several outreach programs and resources.
- Lean Six Sigma - Phase 1 Building Capacity (Health & Human Services Agency): The County's Health & Human Services Agency staff were trained in Lean Six Sigma methodology to streamline processes, eliminate waste, reduce cost, and continually improve products, services and processes to meet customer needs.
- Office of Business Intelligence (Health & Human Services Agency): The County's Office of Business Intelligence uses business intelligence tools to analyze data, create reports, develop dashboards, and provide data visualization tools. The data-



- driven methods are aimed at boosting agency-wide performance by transforming data into actionable information to help Health & Human Services Agency make informed business decisions.
- Replacement of Airport Lease Management System (Public Works): The County implemented a new fully-customized Airport Lease Management System to allow for enhancements that will improve administration of the County Airport property contracts. The Accela-based program helps staff and customers with property contracts.
 - SMART Building Automation System Project Saves Energy, Lowers Utility Costs (General Services): The program is a real-time automatic sensing and reporting building support system that allows County staff to control irregularities at government facilities remotely to reduce and eliminate high utility costs.
 - Veterans Moving Forward (Sheriff): The Sheriff's Department implemented the Veterans Moving Forward Program at the Vista Detention Facility in partnership with the San Diego Veterans Administration to assist incarcerated veterans by providing tailored in-custody treatment and services, links to community programs and re-entry assistance. The program is helping turn around the lives of veterans, many who have post-traumatic stress, traumatic brain injury, and other service-related issues underlying their crimes.
 - Regional Realignment Response Group (Probation): The interagency Regional Realignment Response Group partners with Sheriff's crime analysts to keep the whole County safe by conducting joint operations targeting realigned offenders and their associates.
 - Mandatory Supervision Court (Probation): The County established a Mandatory Supervision Court as a collaborative process in which the Probation Department, Court, District Attorney, Public Defender, and Sheriff's Department work together with an offender to design and implement a case plan for success and to hold the offender accountable to it. Prior to release and after release from jail, offenders attend hearings to review their plans and discuss progress. The tailored case management and close monitoring of offenders has helped participants break the cycle of crime.
 - Mobile Devices Inspire Effective and Efficient Law Enforcement (Sheriff): The San Diego County Sheriff's Department issued iPads to every field deputy which has enabled them to use important tools including facial recognition software to help identify arrestees who will not give the deputy their correct name.
 - Cyber Disruption Response Planning Annex (Office of Emergency Services): The County Office of Emergency Services developed the Cyber Disruption Recovery Plan which provides a framework for a County-level team to provide cyber-related expertise and management to affected cyber assets in an effort to lessen the impact of a disruption event.
 - AFN Shelter Worker Training Video Project (Office of Emergency Services): The County Office of Emergency Services produced shelter manager and shelter worker training videos which focus on working with people with physical, emotional and cognitive disabilities.
 - Risk Communication Plan: Targeted Outreach to Form a Partner-relay System (Office of Emergency Services): The County program engages in targeted outreach to diverse language communities to form a partner-relay communication system for disasters and public health emergencies.
 - Food Handler Program Enhancements (Environmental Health): The County Department of Environmental Health worked with stakeholders to identify upgrades to the Food Handler Program. The upgrades included enhancing food safety by requiring food-handler training every three years, reducing the cost of the food handler certificate and offering online food handler training and testing opportunities.
 - Classification Modernization Project (Human Resources): The County initiated a six year project plan to modernize the job classification structure to be more progressive, flexible and consistent and better meet workforce needs.
 - Veteran Outreach Program (Human Resources): The program, started in 2014, establishes hiring initiatives for the veteran community and transitioning servicemen and women from the local military bases in San Diego County. The County also launched the Veteran Resource webpage on the Department of Human Resources website.



- **Fraud and Risk Management Compliance Program (Treasurer-Tax Collector):** The County developed a comprehensive Fraud and Risk Compliance Program to improve controls, processes and procedures to mitigate the risk of fraud within the Treasury department in two phases.
- **Standardized Bond Documents Saves Thousands in Taxpayer Dollars (Treasurer-Tax Collector):** The County streamlined and standardized the school and community college bond documentation process by developing a standardized paying agent and investment management agreement for all school districts. The new process improved the overall efficiency of the process and saved the school districts tax dollars to hire a bond counsel to draft the document.
- **Standardized Countywide Escheatment Process (Treasurer-Tax Collector):** The County improved its annual Countywide Escheatment Process, which returns unclaimed property held by county departments to rightful owners and transfers any remaining unclaimed property to the County General Fund, by creating standardized documents and training for participants that include a timeline and checklist as well as email updates and reminders about developments and deadlines.
- **A Guide to Using Facebook to Prevent Suicide and Reduce Stigma (Health & Human Services Agency):** The County developed a comprehensive guide to assess, establish and maintain a Facebook page for suicide prevention and stigma reduction. The guidebook is also listed on the Suicide Prevention Resource Center's Best Practices Registry.
- **Using the Affordable Care Act to Increase Healthcare Access for Inmates and Probationers (HHSA, Sheriff, Probation):** A program which embeds County Eligibility Workers at Sheriff Detention sites to form an Eligibility Unit for pre-release inmates and those on probation to expedite enrollment into the Medi-Cal Program. This allows for greater access to healthcare benefits and reduced local costs. The program has saved the County more than \$4 million of local funds.
- **Legacy Corps - Support for Veterans and Military Families (Health & Human Services Agency):** The County program matches a volunteer member of AmeriCorps with a veteran or military family to provide respite and support for caregivers. The people who benefit include families with an older veteran dealing with dementia to active duty families needing child care.
- **Adult Protective Services Acutely Vulnerable Adult Protocol (Health & Human Services Agency):** The County developed the protocol that includes interventions to mitigate the risk and to protect individuals with severe cognitive or communication deficits that prevent them from protecting themselves from maltreatment and are highly dependent on someone who is assessed as being high risk for perpetrating abuse.
- **The Alzheimer's Project (Health & Human Services Agency):** The County launched the project to develop a regional roadmap to address this crippling disease. The project seeks to search for a cure and improve care for those suffering from the disease and their caregivers.
- **The San Diego Care Transitions Partnership (Health & Human Services Agency):** The County partnered with more than a dozen local hospitals to form the San Diego Care Transitions Partnership to help provide comprehensive, patient-centered, hospital and community-based care transition services to high risk fee-for-service Medicare patients as they transition across care settings.
- **The Amazing Race (Human Resources):** Part of the County's comprehensive Employee Wellness Program, the race is an event that is modeled after the television show and sends employees on a physically challenging competition of strength and wit.
- **Implementation of Permanency Roundtables (Health & Human Services Agency):** The County adopted a process to improve the outcomes for youth and families served by Child Welfare Services. A permanency roundtable is a professional case consultation that is structured, in-depth, non-blaming, and creates a sense of urgency around permanency in the form of adoption or legal guardianship for a child.
- **Young Master Chef (Health & Human Services Agency):** The County held a Young Master Chef competition in 2014 that supported the Live Well San Diego initiative. Youth from the County's 17 contracted group homes were challenged to create a kid-friendly healthy entree that was low in sodium, fat, and calorie levels, or a dessert with less



- sugar and reduced calories per serving. All participants received a gift basket and four were the grand prize winners.
- Embedding Eligibility Workers in Food Banks (Health & Human Services Agency): The County embedded eligibility staff at California Association of Food Banks to assist people through the Medi-Cal application process. This practice helps to ensure timely and accurate issuance of benefits.
 - Parenting Time Opportunities for Children (Child Support Services): The Department of Child Support Services recognized the need to provide parents with assistance in obtaining custody and visitation orders as part of the child support process. This process engages parents at the earliest opportunity to encourage them in a positive direction toward meeting the emotional and financial needs of their children.
 - A Regional Approach to Administration of First-Time Home Buyer Programs (Housing and Community Development): The County of San Diego Department of Housing and Community Development implemented a new regional model that provides a one-stop-shop for homebuyers, expands eligible jurisdictions to 12 cities, and reduces program delivery costs by 45 percent. In the three months alone, this new regional collaboration provided 23 percent more loans than in any of the previous four fiscal years.
 - Taking Program Integrity to the Next Level (Housing and Community Development): The County held a regional collaboration event about fraud investigation best practices as it pertains to housing assistance and federal funding for the Housing Choice Voucher program. Additionally, HCD tries to ensure compliance by methods which include unannounced visits and working with law enforcement.
 - Land Use & Environment Group Business Case Management Program (Land Use & Environment Group): The County's Land Use & Environment Group started the Business Case Management Program to reengineer all its permitting IT systems and operations to provide better customer service and create a collaborative working environment. The project has greatly improved the permitting process. Customers can now access up-to-the-minute permit information online.
 - Electronic Master File Request (Human Resources): The County has created an electronic employee master file checkout system that allows hiring managers to request the file and review the documents more conveniently.
 - Performance Improvement Team (Planning and Development Services): Planning and Development Services developed a team to focus on innovation, continuous improvement, and information technology. The team leverages technology and reengineering to improve business operations. This program won a NACo Best in Category honor.
 - County of San Diego Waterfront Park: Parking Lots to Scenic Showpiece (General Services): The County transformed a 12-acre parking lot to the most significant waterfront open space park downtown. The park features two large interactive water fountains, sprawling lawns, and dynamic children's playground equipment.
 - Deferred Compensation Retention Campaign (Treasurer-Tax Collector): The County developed a creative outreach campaign to retain County retirees in its Deferred Compensation Program, which provides the administration of tax-deferred supplemental retirement plans. The campaign is trying to keep retirees from switching to private sector compensation plan management companies. The County program has helped more than 15,000 participants save over \$1 billion.
 - Electronic Training Evaluations (Human Resources): The County Employee Development staff revamped the training evaluation process to incorporate data points that support the County strategic plan in order to provide meaningful data on participant feedback and knowledge gained from the training.
 - Learning Management System Upgrade (Human Resources): The County upgraded its online employee training system to deliver required training to employees and to be more learner-centered with on-demand training opportunities.
 - Purchase of Agricultural Conservation Easements (PACE) Program (Planning and Development Services): The County established a pilot PACE Program to promote the long term preservation of agricultural land in the County. Under the program, willing agricultural property owners are



compensated for placing a perpetual easement on their agricultural property that limits future uses and extinguishes future development potential.

California State Association of Counties (CSAC)

The CSAC annual awards program honor the most innovative programs developed and implemented by California counties each year. This year the County of San Diego led all other counties receiving seven awards in all including its California Counties Innovation Award, the highest honor given as well as two Challenge Awards and four Merit Awards.

For the Innovation Award, the County Health and Human Services Agency developed and managed protocols for protecting acutely vulnerable adults. These adults typically have severe cognitive or communication deficits that can prevent them from protecting themselves from maltreatment and are highly dependent upon someone, often a family member, who has been assessed as being high risk for perpetrating abuse. As a result, the County does more frequent monitoring and is more involved in these cases. Since being implemented in October 2014, the safety statuses of clients have largely been stable or better.

The two San Diego County Challenge Award winners were:

- The Sheriff's Veterans Moving Forward program is a tailored rehabilitation and treatment program for incarcerated veterans that has reduced recidivism by linking participants with community programs and re-entry assistance programs upon their release. In the first year of the program, 77 inmates were successfully returned to the community from the program, and not one returned to custody on a new charge. That's compared to an expected return-to-jail rate of about 20-45 percent, according to local and state averages one year after release from jail or prison.
- The Utilizing Medi-Cal Expansion to Increase Healthcare Access program was spearheaded by Health and Human Services Agency and Public Safety departments to embed Medi-Cal eligibility workers in jails and probation re-entry facilities to process inmates' applications so that they could receive medical and mental health services upon

their release. Over 1,800 individuals are currently active in Medi-Cal through this effort and the County has estimated significant savings.

The other four San Diego County programs to receive Merit Awards include:

- The Online Appointment System for Immunizations is a Health and Human Services Agency program that established an innovative, online and bilingual appointment system for one of its public health centers in 2013. The new system is easy to use and has increased access to vaccinations. In 2014, the County expanded it to two more public health centers. The system showed a significant reduction in wait time for customers. During periods of high demand where the walk-in customer wait time could be over an hour, the online appointment customers received their vaccinations in less than six minutes.
- The Planning and Development Services Template Permits program streamlined the process for minor permits and eliminated repetitive data entry by developing template records for the most common permit types. These templates pre-fill much of the permit data, which has resulted in substantial savings in transaction times during the processing of permits.
- The Protecting Public Health by Getting the Word Out involved the Department of Environmental Health's launch of a mobile web application for sdbeachinfo.com, where anyone can get the most recent water quality information for San Diego County beaches and bays at any time, on their smartphones, tablets or computers. The app was created specifically to allow people to get information on-the-go, even when they're at beaches or away from home. The app's at-a-glance information is available in different formats, including lists and an interactive mapping feature, that identify potentially unhealthy water quality and areas that are more susceptible to poor water quality because of nearby surface water runoff sources.
- Real-Time Invasive Pest Mapping is an Agriculture Weights and Measures program that implements real-time pest mapping using a mobile app for County pest collectors. The increased efficiency in map development allows the County to track invasive pests more accurately and quickly disseminate information about the infestation. It



also allows the County to quickly communicate the extent of the spread of a pest and therefore make better decisions on limiting or eradicating pests. The system has improved the County's contribution to regional pest management.

Additional Honors

- The Department of Purchasing and Contracting received an Achievement of Excellence in Procurement Award for the 14th year in a row from the National Procurement Institute. The award recognizes organizational excellence in procurement by measuring innovation, professionalism, e-procurement, productivity and leadership attributes.
- San Diego County was awarded a second place 2015 Digital Counties Survey Award for its new web site which features responsive design, a clean updated look and links to innovative apps such as Finding Rover which uses facial recognition to find lost pets and the County's emergency mobile app which sent out 2.5 million push notifications and logged nearly 75,000 new users during the May 2014 wildfires.
- The County received the Urban Planning Orchid for the San Diego County Waterfront Park in the San Diego Architectural Foundation Orchids and Onions Awards. The annual awards note hits and misses in local building, landscaping and urban design. The 12-acre park, which opened in May 2014, was transformed from parking lot to what the nomination calls the most significant waterfront open space in downtown, featuring two large fountains, sprawling lawns and dynamic playground equipment.
- The County of San Diego was awarded the San Diego Business Journal's 2015 award for the Healthiest Company in the Mega Company category for the Employee Wellness Program. The County was recognized as a forward-thinking organization that has "moved rapidly from traditional basic health care and retirement benefits to a host of inventive programs that address a holistic approach to employee wellness, satisfaction and retention." The County of San Diego beat out ViaSat, Qualcomm and Welk Resorts Group, Inc. for the number one spot in the Mega Company category. The San Diego Business Journal held an event on May 7 at the Paradise Point Resort & Spa where nearly 440 senior managers from companies around San Diego gathered to honor the 31 exceptional winners from the list of nominations in seven categories.
- San Diego County Library received the Digital Government & Education Achievement Award for Increased Services with Self-Service Technologies, Apps and Kiosks in the Government-to-citizen State government category.
- 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.
- 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.
- Social Worker Madelyn Ochoa-Wingate, a member of the Lemon Grove/Spring Valley Cluster of East Regions' Neighborhoods for Kids (N4K), was honored in July as the 2014 Juvenile Justice Commission Awardee for her outstanding work with youth and their families. Another honoree, Detective John Whiteman from the Santee Sheriff's Station was presented with the Juvenile Justice Commission Award for Law Enforcement.
- First 5 San Diego received a Bronze award at the 35th Annual Telly Awards for its "Healthy Eating" public service announcement (PSA.) The Telly Awards honor outstanding local, regional and cable TV commercials and programs, as well as web commercials, videos and films. First 5 San Diego's "Healthy Eating" PSA was recognized in the not-for-profit category. More than 12,000 entries came in from all 50 states and other countries. Two Aging and Independence Services (AIS) programs were among only 13 programs nationwide to receive Innovation Awards from the National



Association of Area Agencies on Aging national conference in mid-July. The two programs were the Grandparents Raising Grandchildren Initiative and the Legacy Corps support for veterans and military families. AIS also received two Achievement Awards for the Care Transitions Partnership and the Beacon Care Transitions Pilot.

- The County has excellent ratings with three major rating agencies: Aaa rating with Moody's Investor Service, AAA rating with Standard & Poor's, AAA with Fitch Ratings as of August 2014. County staff meets with the rating agencies on an annual basis to provide an update on County finances and operations. The ratings reflect the county's maintenance of a very strong fiscal position. The county's overall credit quality also benefits from stable and prudent management, which maintained the county's resilient credit strength even during the recession.
- The Director of the San Diego County Behavioral Health Services, Alfredo Aguirre, LCSW, received a prestigious honor of "Outstanding Mental Health Director for 2014" at the NAMI California (National Alliance on Mental Illness) annual conference. Based on nominations received from communities throughout the state, the NAMI California Board of Directors selects a single winner each year based on excellent achievements in the mental health field.
- The Department of Parks and Recreation won three American Inhouse Design Awards in a competition sponsored by Graphic Design USA, a national trade magazine for the graphic design field. DPR was among 500 winners selected out of 5,000 entries that represented every segment of the public and private sectors that employ in-house graphic design teams. The winning entries were for "Embrace the Outdoors," a wedding ad that appeared in Exquisite Weddings magazine; "Brilliance in Nature," a direct-mail postcard promoting our parks as sites for weddings; and an announcement flier for the Rancho Garden Fair at Los Penasquitos.
- The Department of Human Resources was awarded IPMA-HR's 2014 Agency Award for Excellence for a Large Agency in recognition of its exemplary contributions to the efficiency and effectiveness of public sector human resource management. Some of the programs highlighted in the award include the Employee Wellness Program, Work Safe Stay Healthy Strategic Plan, Recruitment and Selection best practices, Veterans Outreach Program, and Employee Development Initiatives.
- The County Communications Office was honored in multiple categories by the National Association of Telecommunications Officers and Advisors (NATOA). The Association recognized the best in government programming at its conference in October 2014. The Communications Office received three first place honors: best website for County News Center; best promotion of a City/County for a video about the services the County provides to its residents; and best magazine program for County Chronicles. In addition, the CCO received second place for overall excellence; use of social media; in the category of public safety for a video about realignment, which was a collaboration with the Public Safety Group (PSG) and many of its departments; and the category of public health for a video highlighting Live Well San Diego's accomplishments during its third year, another collaboration with the Health and Human Services Agency and PSG.
- The Department of Environmental Health (DEH) was honored for its part in an environmental cleanup by the Industrial Environmental Association at its conference in October 2014. DEH, the City of Encinitas and SCS Engineering - which teamed up to work together on the cleanup at Encinitas Community Park - were collectively given an award for excellence at the conference. Encinitas Community Park prior to its construction had pesticide-contaminated soils that were mitigated under the oversight of DEH through their Voluntary Assistance Program. The DEH Site Assessment and Mitigation program staff found innovative solutions to the cleanup that were protective of public health, the environment and were cost effective. The environmental association also presented Mike Vizzier, Chief of the DEH Hazardous Materials Division, with an Environmental Excellence Award for his work on the CUPA Forum Board. (The CUPA Forum Board is a statewide association of CUPAs and Participating Agencies that implement the Unified Hazardous Materials and Waste programs.)
- The U.S. Department of Housing and Urban Development (HUD) designated the County's Department of Housing and Community Development (HCD) as a "High Performer" for the



last 12-month rating period. Serving as the County's Housing Authority, HCD was recognized for its efficient management of the Section 8 Housing Choice Voucher Program. High Performer is HUD's highest possible designation, which HCD has earned for 13 consecutive years. The ratings are based on 14 key performance indicators, such as the voucher utilization rate and quality control results. This rating demonstrates that HCD is administering the Section 8 Housing Choice Voucher Program at a consistently high level in accordance with HUD's standards.

- The American Institute of Architects, San Diego Chapter recognized two County projects at its 2014 Design Awards ceremony in October 2014. The new Las Colinas Detention and Reentry Facility received a Merit Award in the Interiors category and a Special Recognition in the Institutional Projects category. This project, the first design-build project under AB900, was previously recognized by the national American Institute of Architects with a citation for its design in the 2013 Justice Facilities Review. The Lincoln Acres Library, Park and Community Room project received an award in the Foundation Projects Institutional category. The 4,844 square-foot building housing the new library (2,500 sf) and community room tripled the size of the 53-year-old former library and included expansion of the nearby park. The new building has received LEED Gold certification.
- Planning and Development Services' new Online Building Permits system was recently honored with awards from both the National Association of Counties and the California State Association of Counties. The online building permits were launched in the summer of 2013, and have steadily grown. As of October 2014, over half of the building permit volume is done online. This saves customers time and money by avoiding a drive to the County offices. It also saves staff time. The new online permits include scripting and automation that reduces the staff time required to process the permit. The program improves not only customer service, but also efficiency.
- Planning and Development Services was honored for its work on Ramona Village Center Form Based Code, winning a Certificate of Merit for Outstanding Planning Document from the Association of Environmental Professionals at its awards event in October 2014. The Ramona Village Center FBC is an innovative tool for developing, enhancing and preserving Ramona's Village. Establishing FBCs that promote compact and viable County village areas is a key component of the County General Plan. FBCs have been shown to be successful tools to help improve aesthetics and walkability, and increase the economic value of developments by diversifying properties with mixed uses.
- Planning and Development Services' work on the Campus Park West Project was honored by the Association of Environmental Professionals winning a Certificate of Merit for Outstanding Environmental Analysis - EIR/EIS, specifically for the project's Subsequent EIR (SEIR) in October 2014. The Campus Park West SEIR includes a comprehensive project description for this mixed use project.
- San Diego County Library (SDCL) was named the recipient of the 2014 Digital Government Achievement Award in October 2014. This national award is given out by e.Republic's Center for Digital Government and highlights outstanding agency and department projects at the application and infrastructure level. SDCL was honored for its innovative use of self-service technology in providing library services to the public. The library technology includes SDCL's book sorters, mobile app and the 24/7 Library To Go kiosks.
- The County won three Beacon Spotlight awards at the 2014 annual CSAC conference in November 2014: Gold Level Award for Agency Greenhouse Gas Reductions of 12.2 percent; Platinum Level Award for Agency Electrical Energy Savings of 23.4 percent and Platinum Level Award for Natural Gas Savings of 21.6 percent. The Beacon Spotlight Awards are part of the Beacon Award program, sponsored by the Institute of Local Government and the Statewide Energy Efficiency Collaborative, an alliance helping cities and counties reduce greenhouse gas emissions and save energy.
- Medical Examiner's Office Chaplain Joe Davis received the prestigious 2014 DonorCARE Award from the Musculoskeletal Transplant Foundation in December 2014. The tissue bank selected Davis for the national award, which is presented every other year and commends those who have demonstrated a commitment to donor families above and beyond what is currently recognized as the industry standard of care. Davis' name was



submitted by Lifesharing, another nonprofit and federally-designated tissue and organ recovery organization.

- San Diego's Human Relations Commission honored Chief Deputy District Attorney Summer Stephan in November 2014 with a Commission Partner Award for her efforts in combating human trafficking and for partnering with the Human Relations Commission in its work. The award honors people or organizations that have worked closely with the Human Relations Commission through the year on priority issues, acknowledging that partnerships are key to accomplishing positive change in the community.
- Planning and Development Services (PDS) was recognized for its outstanding best practices in two publications, for its contributions to California's new Solar Permitting Guidebook and for its permitting process to handle Heating, Ventilation and Air Conditioning (HVAC) permit applications. Planning staff participated on a task force to update the California Solar Permitting Guidebook. The guide is the result of a collective effort of stakeholders from local government, the building industry, professional associations, solar companies, utility providers and state regulatory agencies. The guide is intended to help local agencies throughout California navigate the exponentially increasing customer demand for solar and associated permits. In addition, the California Center for Sustainable Energy (CCSE) interviewed PDS as part of a CCSE study of best practices for processing HVAC permits. The study highlighted many of the processes that are in place at PDS.
- First 5 San Diego's Healthy Development Services Project (HDS) received the prestigious designation as a Bright Idea from Harvard University's Ash Center for Democratic Governance and Innovation at the John F. Kennedy School of Government. HDS received national recognition for the program's innovative approaches to treating children with mild to moderate developmental and behavioral concerns. The Bright Idea initiative recognizes and promotes innovative and promising government programs and practices.
- First 5 San Diego's website received the Web Marketing Association's 2014 Award for Outstanding Achievement in Web Development.

Since 1997, the Web Marketing Association's annual competition has been setting the standard of excellence for website development. The award is the premier award recognition program for web developers and marketers worldwide.

- The County's Department of General Services is one of 45 winners of the 2014 Public Facility Award of Excellence from the California Counties Facilities Services Association. All recipient organizations demonstrated exceptional dedication to facilities excellence through best practices, process innovation, staff development, department automation and energy program improvements. The outstanding leadership of these organizations continues to advance the development of programs and processes that extend the life of California public facilities.
- The San Diego Regional Climate Collaborative (Climate Collaborative) was recognized by the U.S. Environmental Protection Agency (EPA) in February 2015 at the annual climate leadership award ceremony. The Climate Collaborative is a member-based network that supports regional public agencies to share expertise, leverage resources, and advance comprehensive solutions to facilitate climate change planning. The eight-member Steering Committee includes a representative from Planning and Development Services. The EPA recognized the collaborative for being an innovative partnership that works collaboratively on leading edge climate initiatives that are above and beyond business-as-usual. The award acknowledges the Climate Collaborative as a replicable model for other regions, highlighting its demonstrated leadership and success.
- The District Attorney's DNA Hit Integration Program was recognized with a Bright Idea Award from the Ash Center for Democratic Governance and Innovation at Harvard University. The DNA Hit Integration Program helps prosecutors link defendants to other crimes they have committed.
- The Waterfront Park received five awards in March 2015. These include a Project Achievement award for Public Works projects over \$15 million from the Construction Management Association of America; Project of the Year from the American Public Works Association; the Grand Award and Project of the Year from the California Counties Architects and Engineers Association; the Award of Excellence



- from California Parks and Recreation Society; and the Best Landscape/Urban Development Project from Engineering News-Record California.
- First 5 San Diego earned the Certificate of Achievement for Excellence in Financial Reporting Program (CAFR Program) from the Government Finance Officers Association (GFOA) for its Comprehensive Annual Financial Report for fiscal year ending June 30, 2014. The CAFR Program recognizes state and local governments that go beyond the minimum requirements of generally accepted accounting principles to prepare comprehensive annual financial reports that evidence the spirit of transparency and full disclosure. This is the first award of its class for First 5 San Diego.
 - Department of Public Works (DPW) Airports was honored in February with an award from the American Association of Airport Executives (AAAE) for the department's efforts in training excellence at Palomar Airport. AAAE recognized 92 airports nationwide with the ANTN Digicast Excellence in Airport Training award. The award signifies that airport employees and others working at the facility have completed a specific amount of federally-mandated airport-specific continuing education using the Webbased Digicast training system.
 - McClellan-Palomar Airport was presented with a plaque marking the achievement in the non-hub category.
 - The Department of Child Support Services (DCSS) received the State Department of Child Support Service's Innovation Award at a statewide meeting in March 2015. The award recognized the department for their development and implementation of the Legal Paperless System, which is the first paperless application in the State to fully integrate all external agency calendaring systems to the department's queue management system.
 - Emergency dispatchers at the Sheriff's Communications Center in Kearny Mesa save lives everyday by answering 9-1-1 calls and making sure help gets to those in need. The San Diego Association of Public Safety Dispatchers (APSD) recently recognized these dispatchers' hard work and dedication by honoring the Sheriff's Communications Center with its "Communications Center of the Year" award. The nonprofit association develops and presents training courses for public safety dispatchers in the region.
 - The Department of Purchasing and Contracting (DPC) is the recipient of the 2015 National Institute of Governmental Purchasing's (NIGP) Innovation in Public Procurement Award. This award recognizes non-standard, forward-thinking approaches for the public procurement profession. It promotes public procurement's unique and critical contributions as an invaluable strategic partner within the public organization. The award recognized DPC's implementation of its Realignment of Purchasing & Contracting for Customer Service Excellence over the last two years which set up procurement teams to provide dedicated support by County Group and Department. NIGP is a national non-profit organization of public sector purchasing professionals.
 - The County of San Diego was selected as one of the Director's Recycling Award winners by the City of San Diego, San Diego Environmental Services Department in April. The City recognizes businesses and organizations that have successful and innovative programs resulting in significant waste reduction, recycling and economic benefits. The County was recognized in the 2015 Waste Reduction and Recycling Awards as an environmental leader through our combined efforts in waste reduction and recycling.
 - Agriculture, Weights and Measures team members were recognized by the California Department of Food and Agriculture (CDFA) for keeping their detection routes in excellent condition during a recent quality control check. County staff are challenged daily by weather, finding "host sites" that fit State protocol and aggressive dogs. Keeping the staff's challenges in mind, CDFA recognized County team members for setting very good insect trap placements; keeping wicks properly baited; making sure insect traps were clean and clearly identified; and for making very good efforts to keep trap servicing on schedule. All of these recognizable qualities mean staff are more likely to find exotic insect pests easier and earlier.



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Respectfully,



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