



County of San Diego

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November 16, 2016

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, 2016, 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, 2016. 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 70 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 approximately 10 inches, thus 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

According to the State of California Department of Finance (DOF) as of May 2016, the County's population estimate for January 1, 2015 was 3.26 million, which grew 0.8 percent to 3.29 million as of the January 1, 2016 estimate. 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 1.39 million; and the City of Del Mar the smallest, at approximately 4,274.

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 percent White; 41.4 percent Hispanic; 13.9 percent Asian and Pacific Islander; 4.0 percent African American; and 4.1 percent 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. 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 weak growth seen in the national economy at the end of calendar year 2015 was projected to pick up, buoyed by increased consumer spending and income growth. A significant indicator of the health of the U.S. economy is real gross domestic product (GDP), which measures the value of final goods and services produced in the U.S. in a given time period. In 2015, GDP increased by 2.4 percent, the same rate of increase seen in 2014 (2.4 percent). According to the U.S. Department of Commerce Bureau of Economic Analysis (BEA), the increase in real GDP in 2015 resulted from positive contributions from personal consumption expenditures (PCE), nonresidential fixed investment, residential fixed investment, private inventory investment, state and local government spending, and exports.

According to the minutes of the July 26-27, 2016 meeting of the Federal Open Market Committee of the Federal Reserve Board, real GDP growth for 2016 was revised slightly based on weakness in second quarter results, including a soft construction market. Estimates

of consumer price inflation also saw revisions due to declines in crude oil prices, although inflation was projected to increase over the next several years due to rising energy and non-energy imports prices. Unemployment was projected to be flat throughout 2016, then to gradually decrease until 2018. Over the 12 months ending in June 2016, total consumer prices as measured by the consumer price index (CPI) rose 1 percent, while core CPI inflation was estimated at 2.25 percent. Longer-term inflation expectations remained relatively stable.

According to the UCLA Anderson Forecast of June 2016, GDP is expected to grow 1.7 percent in 2016 and at an average rate of 2.2 percent through 2018, notably slower than the quarterly growth rate of 3 percent seen in the 40-year period between 1965-2005. Nonetheless, the economy is predicted to generate 2.7 million jobs nationwide in 2016 and 2.1 million jobs in 2017. National economic growth is projected to be supported by increases in consumer spending and housing.

Based on the Kiplinger Economic Forecast for the housing market published on July 29, 2016, low mortgage rates and job growth is anticipated to prompt home buying and residential construction in the second half of 2016. Nationally, home prices rose 5 percent over the past year, although San Diego was noted as one of the areas that has seen more modest gains. This may indicate a period of slowing appreciation in a previously "hot" market.

California accounts for more than 13 percent of the nation's GDP which is by far, the largest of any state according to the July 27, 2016 news release from the Bureau of Economic Analysis. According to the California Department of Finance, in 2015, California's State GDP grew 5.7 percent, outperforming the nation's GDP growth rate of 2.4 percent. Overall, California's economy is large and growing rapidly. The State received more venture capital funds in 2015 than all 49 other states combined (\$33.5 billion and \$24.2 billion, respectively), as reported by the Los Angeles County Economic Development Corporation's Kyser Center for Economic Research in the Economic Forecast, February 2016. The Kyser Center added that California is a global leader in the technology, aerospace, life sciences, entertainment, tourism and

agriculture industries. Silicon Valley leads the world in technological innovation and the San Diego region is a global hub for biotechnology and pharmaceutical research.

According to the Kyser Center, throughout 2015 nearly every major industry sector in the State added jobs with the exception of nondurable goods manufacturing and natural resources, based largely on reduced energy sector investment due to low energy prices. Growth is anticipated in nonfarm jobs, by 2.5 percent in 2016, and slowing to 1.6 percent in 2017. The unemployment rate is expected to decline in 2016, while personal income and total taxable sales should increase, with additional gains forecasted in 2017.

According to the California Employment Development Department's news release dated July 22, 2016, California's unemployment rate increased to 5.4 percent in June 2016, for a total gain of more than 2.2 million jobs since the economic recovery began in February 2010.

Statewide, construction activity and employment in 2015 saw increases, after struggling in the years during and immediately following the Great Recession. According to the UCLA Anderson Forecast of December 2015, nonresidential construction permits rose by 4.3 percent to \$24.7 billion and new home permits showed a gain of 12.4 percent in 2015. The Anderson forecast dated June 2016 projects that both residential and nonresidential construction permit activity is expected to increase in 2016.

San Diego's economic outlook continues to be moderately positive. According to the National University System Institute for Policy Research's (NUSIPR's) San Diego 2016 Economic Outlook report, the region's economy grew a modest 1.4 percent in 2014, the lowest increase since emerging from the recession in 2010. GDP growth in 2015 was estimated to have improved slightly to 2.1 percent. In 2016 San Diego's GDP was projected to increase 1.9 percent, lagging California but modestly outperforming the nation. San Diego's various industry sectors are forecasted for uneven growth with some sectors still struggling to recover from economic damage of the recession, including: transportation and utilities; and finance, insurance, real estate and leasing. Growth in

the government sector was slightly positive due to increases in State and local government spending, enough to compensate for reduced federal military spending.

The San Diego region is home to the largest concentration of military in the world, making the military presence an important driver of the region's economy. In addition, San Diego is a thriving hub for the technology-oriented industries, an important manufacturing center and a popular travel destination. The region's quality of life attracts a well-educated, talented workforce and well-off retirees which contribute to local consumer spending.

However, the region continues to experience a decades-long squeeze on middle wage jobs, according to the NUSIPR report. In 2001 middle wage jobs accounted for 56.6 percent of San Diego total payroll employment. Through the recession and subsequent recovery, that ratio decreased to 49.5 percent as of 2014. In that time, the proportion of lower wage jobs increased while higher wage jobs saw the greatest surge. These job trends are likely to continue in 2016, the result being that the region's jobs are accumulating on the top and bottom of the wage scale, with fewer in the middle. This has significant implications on housing, income, education, and business needs beyond 2016.

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 impacts the County's general purpose revenue (GPR). Actual GPR increased in Fiscal Year 2015-16 from Fiscal Year 2014-15. General purpose revenue funds local services when no other funding is available and funds the County's share of costs for services that are provided in partnership with the State and federal governments. The County continues to adjust to changing 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 2016-18 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 from federal spending, and a thriving hub of biotech and telecommunications industries. Highlights of seasonally unadjusted County employment as of August 2016 data from the California Employment Development Department Labor Market Information Division are listed below:

- Non-farm industry employment totals 1.4 million jobs. This represents a gain of more than 25,000 jobs from August 2015. In comparison, agriculture includes 9,200 jobs, or 0.6 percent of all industries in the region.
- Goods-producing industries make up 12.6 percent of non-farm employment or 179,300 jobs. The most significant sectors include manufacturing, which accounted for 7.5 percent of non-farm employment or 106,600 jobs; and construction employment, which accounted for 5.1 percent of total non-farm employment or 72,300 jobs.
- Private (non-government) services industries constitute the largest share of employment in the region and accounted for 70.9 percent of non-farm employment, with more than 1.0 million employed. These industries include: transportation, information, financial activities, professional and business services, education and health services, leisure and hospitality, and other services.
- Of these, professional and business services make up the largest non-government sector, comprising 23.6 percent of private service-providing employment, totaling 237,900 jobs. Other large non-government sectors in this industry category include: trade, transportation and utilities (220,300 jobs), leisure and hospitality (197,800 jobs) and educational and health services (197,700 jobs).
- Government accounted for 16.4 percent of non-farm service-providing employment, or 233,600 jobs. San Diego's local governments, including education, contribute significantly to this sector.

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 remain low by historical standards.

San Diego County's residential real estate market ended 2015 on a positive note. The median price for all homes sold was \$462,750 in January 2016, up 6.4 percent from a year earlier, but less than the January 2006 peak of \$500,000. According to the Kyser Center report, regional home sales for all of 2015 rose by 9.0 percent over the previous year, consistent with California as a whole. New home construction rose in 2015 after a drop the prior year. Building permits increased 52.2 percent from 6,603 units in 2014 to 10,049 units in 2015.

Another measure of the housing market is the rate of foreclosures, as well as the companion indices of notices of loan default and deeds recorded (changes in ownership). According to the San Diego County Assessor/Recorder/County Clerk, foreclosures compared to total deeds recorded averaged 0.3 percent over the three-year period of 2003 through 2005, then rose significantly reaching 16.9 percent in 2008 and declining to 1.4 percent in 2015. Total deeds recorded through December 2015 were 128,164, an increase of 10.2 percent from the previous year.

In San Diego County, according to the San Diego County Assessor/Recorder/County Clerk, 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 percent in 2009. San Diego County saw 5,142 Notices of Default in 2015, down 12.2 percent from the 2014 level of 5,855. The percentage of properties with delinquent mortgage loans that went into foreclosure averaged at approximately 11.6 percent from 2003 through 2005. During the recession, this indicator peaked at 57.5 percent in 2008 but has declined to 36.0 percent in 2015, an increase of 1.2 percent from 2014.

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

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 the 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 for employees 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 the County will accomplish with public 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 departmental 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, and requests adjustments as needed, in a quarterly status report to the Board of Supervisors.

Financial (Budgetary) Policies

California 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 Groups/Agencies and their departments (except departments with elected officials as department heads), for supervising the expenditures of all departments and for reporting to the Board of Supervisors 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. This article also establishes guidelines for 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 State and federal regulations. This section 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.

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.

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 for 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 the County achieves the 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 customers' needs and keep 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 individuals' needs

- Assisted 67% (2,774 of 4,100) of children entering kindergarten by identifying students with a developmental, social emotional or behavioral need and providing their parents with the

resources necessary to reduce the occurrence of undetected and/or untreated conditions in children entering school. (*Administrative Support*)

- Prevented hospital readmissions of over 12,300 high-risk Medicare patients by providing comprehensive, person-centered, care transition services provided by the San Diego Care Transitions Partnership. (*Aging and Independence Services*)
- Worked with the Pets for Patriots organization to place pets in forever homes with veterans. (*Animal Services*)
- Expanded by 23% (from 64 to 79) the County's crisis residential treatment bed capacity by building a crisis residential center in the North Inland HHS Service Region. (*Behavioral Health Services*)
- Provided training to over 5,200 community members countywide to enhance community awareness of the warning signs of suicide so that they can refer those at risk to available resources. (*Behavioral Health Services*)
- Increased total collections by \$1 million to \$177 million. (*Child Support Services*)
- Ensured 78% (1,353 of 1,745) of children with a new case under the supervision of the Juvenile Court were evaluated for mental health needs. These efforts assured that children 0-17 years of age had access to trauma informed mental health services. (*Child Welfare Services*)
- Supported stability by placing 56% (1,218 of 2,175) of foster children with a relative or close non-family member to minimize trauma to children and maintain their connections to familiar environments. (*Child Welfare Services*)
- Enhanced the Cultural Broker Program and provided a bridge for the African American community and families in child welfare to develop concrete supports and social connections to strengthen families. (*Child Welfare Services*)
- Developed a training program, in collaboration with the HHS, the Department of Parks and Recreation (DPR) and County Libraries to provide frontline staff at park and library facilities with tools and techniques to improve engagement and interactions with homeless populations to connect them with community resources. (*Housing and Community Development*)

- Partnered with a military organization to create three programs such as the El Capitan Preserve Warrior Challenge, the Stelzer Park Vets and Pets, and Memorial Day Warrior Hike that provide a therapeutic component through outdoor recreational or work experiences for those with traumatic exposures. (*Parks and Recreation*)

Strengthen the local food system and support the availability of healthy foods, nutrition education, and nutrition assistance for those who need it.

- Ensured certified organic produce is safe and healthy by increased produce sampling for illegal pesticide residue by 50%, from 30 to 45, at Certified Farmers' Markets and other outlets and locations. (*Agriculture, Weights and Measures*)
- Coordinated with the HHS to assist eight potential facilities with their plan check conversions to increase the number of stores offering fresh fruits and vegetables to underserved communities. (*Environmental Health*)
- Expanded the Farmers Market from a single location at the County Operations Center (COC) to a total of nine locations at various County facilities to support healthy food choices at work and at home. (*Human Resources*)
- Supported the availability of healthy food in communities through agricultural leases, community gardens, orchard donations, and education programs. (*Parks and Recreation*)
- In collaboration with groups and agencies including the San Diego County Office of Education Quality Preschool Initiative, the San Diego Hunger Coalition and the Alliance for African Assistance, Promise Neighborhood, YMCA, and military sites, conducted nutrition education for 665 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 residents with local food sources, nutrition education, and nutrition assistance. (*University of California Cooperative Extension*)

Pursue policy and program change for healthy, safe and thriving environments to positively impact residents.

- Formed 77 (from 124 to 201) new partnerships to achieve Live Well San Diego goals including access to healthy foods, smoking cessation and improving workplace wellness. (*Administrative Support*)
- Conducted 96% (6,289 of 6,518) of face-to-face contacts within 10 business days of receiving an Adult Protective Services referral and provided timely assistance and resources, which helped adults meet their needs. (*Aging and Independence Services*)
- Conducted 23,395 benefits counseling interviews to provide veterans and dependents with information and referral services. (*Aging and Independence Services*)
- Implemented new statewide guidelines and related tools for assessing and mitigating the emissions of toxic air pollutants. (*Air Pollution Control District*)
- Implemented the Laura's Law plan to provide services to people with serious mental illness who are resistant to treatment, in accordance with Laura's Law. (*Behavioral Health Services*)
- Expanded the In-Home Outpatient Treatment (IHOT) contracts to facilitate the referral process to Laura's Law. (*Behavioral Health Services*)
- Provided 48 first-time homebuyer loans through the regional HOME Consortium Homebuyer Downpayment and Closing Cost Assistance (DCCA) Program, which offers low-interest deferred payment loans for qualified low-income, first-time homebuyers. (*Housing and Community Development*)
- Provided 17 competitive academic scholarships to heads of household and/or their children who have established five year family self-sufficiency goals in academic or vocational self-sufficiency or who reside in Public Housing. (*Housing and Community Development*)
- Enrolled 100% (120,286) of newly eligible Medi-Cal recipients as part of the Affordable Care Act (ACA), increasing the number of residents with health insurance and reducing the overall costs of health care to these families and individuals. (*Regional Operations*)

Leverage internal communication resources, resource groups and social media to enhance employee understanding of the County's vision, *Live Well San Diego*.

- Achieved a 16% (2,727 of 17,044) overall employee participation rate in various Employee Wellness Program activities. (*Human Resources*)

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.

- Engaged 300 organizations participating in the Risk Communication Plan-Partner Relay to promote and encourage translation and/or dissemination of preparedness information. Partners participated in two exercises that involved translation of emergency messages into nine languages. (*Office of Emergency Services*)
- Provided coordinated responses to emergency situations, severe weather events, and natural disasters to ensure public safety, timely recovery, and ability for the public to use the County's transportation network. Used County Continuity of Operations Plan (COOP), Department Emergency Response Plan, and involvement at the Emergency Operations Center (EOC) to ensure all Department of Public Works (DPW) units provide a coordinated response during an event. (*Public Works*)

Plan, build and maintain safe communities to improve the quality of life for all residents

- Promoted the safe and legal use of pesticides and ensured a timely resolution of non-compliances related to pesticide treatments by completing pesticide-related complaint investigations in an average of 75 days, surpassing the State's guideline of 120 days. (*Agriculture, Weights and Measures*)
- Investigated 100% of the 778 air pollution complaints received from the public within two business days or less. (*Air Pollution Control District*)
- Achieved goal of 0% euthanasia of any healthy, friendly animal by reuniting lost pets with their owner or through adoption to a new family. (*Animal Services*)
- Expanded Psychiatric Emergency Response Teams (PERT) to 40 teams to provide education, training and clinical support to the Sheriff's Department, local law enforcement and the community for calls involving persons having a mental health crisis. (*Behavioral Health Services*)
- Integrated new human trafficking training standards into the curriculum of the California Peace Officers Standards Training to ensure sworn

law enforcement officers across the State will receive instruction based on best practices. (*District Attorney*)

- Achieved a 94% (10,811 of 11,501) rate of conviction on felony cases prosecuted and an 82% (20,325 of 24,786) rate of conviction on misdemeanor cases prosecuted. (*District Attorney*)
- Completed 1,020 food facility plan checks submitted by operators and 23,631 food facility inspections to ensure compliance with regulations to promote safe communities and improve the quality of life for all consumers. (*Environmental Health*)
- Pursued formal enforcement of 40 businesses with Class I violations in order to prevent future hazardous waste spills and exposures. (*Environmental Health*)
- Provided time-critical (24/7) maintenance response to emergency requests involving life and safety issues or those posing an imminent risk to County assets and infrastructure, by responding to and initiating corrective action for 100% (1,532) of all emergency requests within 4 hours of notification. (*General Services*)
- Reviewed and investigated 34 citizen's complaints, issues and other County matters of civil concern brought before the Grand Jury. (*Grand Jury*)
- Funded 25 public community projects for parks, street/sidewalk improvements, ADA improvements, firefighting equipment, public services, community, youth and family centers, health clinics, and affordable housing activities. (*Housing and Community Development*)
- Provided 25 low-income homeowners and mobile home owners residing in the Urban County with Home Repair Assistance for critical health and safety improvements, accessibility improvements, and/or other necessary rehabilitation. (*Housing and Community Development*)
- Provided safe and decent housing opportunities to special needs populations to improve the quality of life and promote self-sufficiency.
 - Promoted self-sufficiency by providing permanent housing for 125 eligible homeless applicants referred by the Continuum of Care. (*Housing and Community Development*)
 - Provided 458 homeless veterans rental assistance through the Veterans Affairs Supportive Housing (VASH) program. (*Housing and Community Development*)
 - Increased the number of participants receiving VASH security and utility deposit assistance (funded through the Emergency Solutions Grant) to 20 total participants. (*Housing and Community Development*)
 - Held an Identify the Missing event, which 22 families attended. Ten missing persons reports were updated and ten new missing persons reports were filed. Nineteen families provided DNA samples to be submitted to the Department of Justice to be added to the nationwide database. (*Medical Examiner*)
 - Improved quality of life for all residents through the planning, construction, and maintenance of safe, healthy, and inclusionary opportunities throughout the County park system. (*Parks and Recreation*)
 - Ensured high quality safe communities were achieved through the review and approval of 536 discretionary projects to reach final decisions and resolution, while balancing community, economic and environmental interests. (*Planning & Development Services*)
 - Reduced risks to lives and property by ensuring buildings and improvements were designed and constructed in accordance with building safety codes.
 - Reviewed 16,372 proposed building plans. (*Planning & Development Services*)
 - Conducted 36,369 building inspections. (*Planning & Development Services*)
 - Promoted safe communities through the plan check and inspection of 681 new homes. (*Planning & Development Services*)
 - Ensured that 93% (185,460 of 198,574) of emergency responses in which a transport occurred were answered within established response time standards, exceeding the target of 90%. (*Public Health Services*)
 - Stabilized roadway infrastructure through implementation of a multi-year pavement resurfacing program, which included feedback from most community groups and identified nearly

\$36 million in funding to be spent on road maintenance in Fiscal Years 2015-16 and 2016-17 to slow the degradation of our roads. *(Public Works)*

- Increased opportunities for bicycles and pedestrian safe use by incorporating appropriate bike and pedestrian facilities in 100% of road capacity improvements. *(Public Works)*
- Replaced 100% (2,300) 250 Watt High Pressure Sodium streetlights with energy-efficient LED streetlights using remote access technology that will allow staff to proactively troubleshoot and repair inoperable lights within one working day, resulting in improved customer service, reduced carbon emissions and safer streets for residents. *(Public Works)*
- To provide for public safety, ensured 100% of County bridges considered "structurally unsound" (Safety Rating at or below 50) were programmed for repair or replacement in the Federal Highway Bridge Program to ensure timely reconstruction and to maintain the confidence of the traveling public. *(Public Works)*
- To help communities prepare for and respond to flood events, Flood Control staff inspected 75% of flood control facilities (more than 50 miles of drainage pipe; four miles of open channels; and more than 2,000 storm drain inlets) and maintained 100% of County flood control facilities in need of maintenance after inspection to make sure they were operating at full capacity. *(Public Works)*
- To maintain safety and security of inmates in detention facilities and provide increased suicide prevention training to staff, deputies were sent to Psychiatric Emergency Response Team (PERT) training and an Inmate Safety Program was developed internally along with a training video. *(Sheriff)*

Expand data-driven crime prevention strategies and utilize current technologies to reduce crime at the local and regional level.

- Created standardized protocols, Memoranda of Understanding, referrals and training for the District Attorney's four regional High Risk Domestic Violence Teams to support victims of domestic violence. *(District Attorney)*

- Continued to implement information-led policing (ILP) throughout the department as the primary philosophy used to address crime trends. Among the noteworthy ILP-based actions were the following:

- Using analysis of the time and day patterns for a string of burglaries, detectives apprehended two suspects in the act of burglarizing vehicles at a local gym. The suspects were associated with four Sheriff's cases and three other cases. *(Sheriff)*
- With the use of technological savvy and a query on license plates, an attempted murder suspect was identified who was subsequently sentenced to 17 years in prison. *(Sheriff)*
- There were 33 Regional Realignment Group (R3G) operations conducted. These R3G operations resulted in 253 arrests, 561 field interviews, and 9 citations. *(Sheriff)*
- Cleared 7,813 warrants due to the shift to an ILP philosophy within the warrant service unit, with an increased focus on serving warrants for offenders with the highest risk rating for recidivism. *(Sheriff)*

Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse.

- Provide effective legal services to HHSA in matters relating to children who have been dependents of the Juvenile Court to ensure the safety of any child who may have been the victim of abuse.
- Prevailed in 99% (780 of 782) of Juvenile Dependency petitions contested in Superior Court and in 98% (407 of 414) of Juvenile Dependency appeals and writs filed. *(County Counsel)*
- Provided 58 youth aging-out of the foster care system and 57 families with children that are participants of the County's substance abuse recovery and family reunification programs, HOME Tenant-based Rental Assistance programs. *(Housing and Community Development)*
- Fostered positive development of youth through the creation of eight additional recreation programs and services such as Intergenerational Pickle Ball, Youth Yoga, Hula and Beginning Guitar, that increased physical, intellectual, social and/or emotional abilities. *(Parks and Recreation)*
- Expanded juvenile mental health services to youth in custody and in the community.

- Implemented a Trauma Responsive Unit in the Kearny Mesa Juvenile Detention Facility for youth with higher mental health and trauma-related needs. (*Probation*)
 - Expanded programming for Commercially Sexually Exploited Children at the Girls Rehabilitation Facility and the Kearny Mesa Juvenile Detention Facility. (*Probation*)
 - Increased the number of mental health clinicians for youth in custody and the community to provide crisis management and follow-up care. (*Probation*)
 - The Youth Advisory Group (YAG) formally started in Summer 2015 and held four successful events throughout the year. The YAG is comprised of young people from San Marcos, Encinitas, Vista, Fallbrook, Poway, Rancho San Diego, Imperial Beach and Santee. (*Sheriff*)
- Fully implement a balanced-approach model that reduces crime by holding offenders accountable while providing them access to rehabilitation
- Updated the eligibility criteria of Drug Court to include misdemeanants and other non-violent felony offenders. (*District Attorney*)
 - Provided rehabilitative services to offenders.
 - Linked 73% (2,295 of 3,134) of high-risk adult offenders and Post Release Community Supervision offenders to appropriate intervention services to address factors that lead to criminal behavior. Post Release Community Supervision offenders are individuals released from State Prison to Probation Supervision. (*Probation*)
 - Provided substance abuse services to 100% (299) of youth in custody assessed to have substance abuse needs. (*Probation*)
 - Provided employment readiness services to 100% (271) of youth in custody assessed as having an employment readiness need. (*Probation*)
 - Added three additional community-based evidence-based programs to inmates within the detention facilities. (*Sheriff*)
- Ensured 97% (597 of 618) of Residential Care Facilities for the Elderly (RCFE) were reviewed quarterly by the Long Term Care Ombudsman program and ensured 100% of facilities were reviewed at least once annually. (*Aging and Independence Services*)
 - Ensured 100% (89) of skilled nursing facilities were reviewed quarterly by the Long Term Care Ombudsman program. (*Aging and Independence Services*)
 - Conducted undercover test purchases of gasoline at 71 of 712 gas stations in the region ensuring consumers are getting what they pay for. (*Agriculture, Weights and Measures*)
 - Ensured consumer confidence by completing 100% of approximately 30,000 annual inspections for fuel meters, taxi meters, water dispensers, computing scales and counter scales. (*Agriculture, Weights and Measures*)
 - Recorded property ownership in a timely manner, facilitating access to ownership information for the buying, selling and financing of property. (*Assessor/Recorder/County Clerk*)
 - Expanded the Computer and Technology Crime High-Tech Response Team to include a credentialed District Attorney Investigator Forensic Examiner to investigate crimes where there is digital or hardware-related evidence. (*District Attorney*)
 - Streamlined the permitting process for local fishermen by providing guidelines and reducing regulations which will boost the local seafood industry and provide safe and fresh seafood. (*Environmental Health*)
 - Presented 18 vendor/supplier outreach sessions in cooperation with local business associations and/or other public agencies. (*Purchasing and Contracting*)
 - Continued to conduct research project on high-density avocado plantings to maintain the viability and profitability of avocado production in the San Diego region. (*University of California Cooperative Extension*)

Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning.

Sustainable Environments

Provide and promote services that increase consumer and business confidence

- Promoted the diversion of recyclable materials from landfills through the implementation of three recycling events in conjunction with the Departments of Public Works and Environmental Health and industry. (*Agriculture, Weights and Measures*)
 - Reduced the possibility of an invasive pest quarantine to avoid stakeholder cost associated with mitigating and complying with regulatory requirements by inspecting and maintaining the mandated 9,750 insect detection traps. (*Agriculture, Weights and Measures*)
 - Collected valid and complete ozone measurement data on 90% of days in the year, surpassing a federal requirement of 75%. Meeting and surpassing the data completeness requirement ensures that efforts to attain clean air and provide a healthier environment for residents are based on an accurate assessment of existing air quality conditions. (*Air Pollution Control District*)
 - Conducted 7,833 inspections of equipment at regulated facilities for compliance with air quality rules and regulations. Ensuring compliance helps to minimize excess emissions of air pollution and protect the public from its harmful effects. (*Air Pollution Control District*)
 - Monitored/inspected 96% (956 of 1,001) of underground storage tanks (USTs) that hold hazardous materials and hazardous wastes. Conducting annual inspections of USTs helps reduce pollution to groundwater and natural resources. (*Environmental Health*)
 - Conserved resources and reduced the carbon footprint of park facilities by implementing the next phase of DPR's Water Conservation and Energy Efficiency Plan. (*Parks and Recreation*)
 - Continued implementation of the Purchase of Agricultural Conservation Easement (PACE) program. A total of 190 acres were acquired on two properties in Fiscal Year 2015-16. (*Planning & Development Services*)
 - Promoted renewable energy generation in the unincorporated areas of the county through the plan check and inspection of solar system capacity of 70,617 kilowatts. (*Planning & Development Services*)
 - Completed first-of-its-kind wet weather epidemiology study that examined the health effects and actual risk of illness to surfers who are in the water following winter storm events. Measurable results indicated that health risks to surfers increased after storms but illness levels were within the range of what U.S. EPA considers acceptable in its Recreational Water Criteria. Other findings and opportunities for potential regulatory relief continue to be reviewed. (*Public Works*)
 - Protected a sustainable watershed by improving the health of local waters and minimizing downstream pollutants. (*Public Works*)
 - To prevent health risks to the public and protect the environment, operated the sanitary sewer system with zero Sanitary Sewer Overflows (SSO) that reached surface waters or exceeded 1,000 gallons of spillage. (*Public Works*)
 - Cleaned 440 miles of sewer lines. (*Public Works*)
 - Inspected 32 miles of targeted sewer mains. (*Public Works*)
 - Maintained, supported and managed the volunteer Master Gardener program and provided research-based information in the areas of home gardening, community gardening, landscaping, water conservation and pest management to San Diego county residents via 2,400 office consultations, 162 educational exhibits and 22,953 hours of volunteer service. The total savings for the volunteered hours amounted to over \$529,000. (*University of California Cooperative Extension*)
- Foster an environment where residents engage in recreational interests by enjoying parks, open spaces and outdoor experiences.
- Supported the DPR's Summer Movies in the Park efforts through Coast2Coast funding and the accompanying display of videos to promote a healthy, safe and thriving region. The Summer Movies in the Park series is free to residents, offered fun activities for children and encouraged families to visit local parks, countywide, for an estimated 40,000 residents. (*Administrative Support*)
 - Sustained the natural environment by providing high quality parks, open space, trails, programs, and recreational opportunities for all residents as well as educated the public on how to preserve these resources.
 - Combined physical activity and environmental education for youth by constructing the first nature-based play pockets (play elements reflecting local natural and cultural resources) in Tijuana River Valley. (*Parks and Recreation*)

- Increased participation in nature engagement programs by 29% (from 23,771 to 30,736 visitors) through targeted outreach to underserved youth. (*Parks and Recreation*)

Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges.

- Provided timely and relevant information to the public about the County's programs and services while demonstrating the fact that the County is a responsible steward of tax dollars through content posted on County News Center. The department provided at least one content item (article, video or graphic) per day for a total of 510 items during Fiscal Year 2015-16. (*County Communications Office*)
- Ensured that collections and library materials are current and relevant to meeting the needs and interests of a dynamic community by achieving the annual average circulation of 7.82 times per item. (*County Library*)
- Engaged 347 youth and family volunteers to instill a sense of civic responsibility and pride through participation in 16 park volunteer activities that encourage ongoing use of the park system. (*Parks and Recreation*)
- Mitigated challenges to the voter registration process.
 - Worked with volunteers and community-based organizations through our Voter Accessibility Advisory Committee and Language Advisory Committee to identify needs and increase voter registration opportunities. (*Registrar of Voters*)
 - Identified and developed strategies through the ROV's Voter Education and Outreach Committee to address potential challenges, including application submittal accuracy, community knowledge and awareness, voter movement/relocation, cultural expectations, and the growing senior population. (*Registrar of Voters*)
- Engaged the community in the electoral process and ensured polling sites were sufficiently staffed with qualified personnel by recruiting 126% (7,773 of 6,169) of the number of poll workers needed for the June 7, 2016 Presidential Primary Election. Of those who worked, 1,800 were specifically qualified to serve as bilingual poll workers. (*Registrar of Voters*)

Operational Excellence

Promote a culture of ethical leadership and decision making across the enterprise.

- Regularly communicated and discussed the importance of the County's Statement of Values to ensure a consistent and deep understanding of ethics across the enterprise. During Fiscal Year 2015-16, the Chief Administrative Officer, the Office of Ethics and Compliance and County leadership "set the tone at the top" through periodic presentations on Ethics and the County's Statement of Values. (*Chief Administrative Office*)
- Developed and delivered DPC Procurement Academy, consisting of classes in nine subject areas. Classes were attended by staff from all five Groups. (*Purchasing and Contracting*)

Align services to available resources to maintain fiscal stability.

- Collected, distributed and accounted for all mandated fees and transfer taxes to ensure County departments, federal and State agencies, cities and special districts can fulfill their legal obligations. (*Assessor/Recorder/County Clerk*)
- Achieved a recovery rate percentage of 7.11%, which is an increase of 0.41% from the Fiscal Year 2014-15 percentage of 6.70%. (*Auditor & Controller*)
- Resolved 82% (27 of 33) of personnel disputes without the need for a full evidentiary hearing resulting in time and cost savings. (*Civil Service Commission*)
- Aggressively represented the County in litigation, maintaining fiscal stability while advancing the overall interests of the County of San Diego and the public it serves.
 - Prevailed in 94% (76 of 81) of court decisions in all lawsuits filed against the County. (*County Counsel*)
 - Handled 100% (109) of the defense of all lawsuits filed in California against the County, unless a conflict of interest required outside counsel to handle a case. (*County Counsel*)
- Existing and new services were reviewed and analyzed for best value to the County in order to provide a fair and reasonable price related to the Information Technology Outsourcing Agreement.
 - Negotiated one price point for both Interior and Exterior Network Wireless Access Points. (*County Technology Office*)

- Negotiated reduced pricing for storage services. (*County Technology Office*)
- Completed 96% (7,603 of 7,920) of vehicle and mobile equipment preventive maintenance actions. (*General Services*)
- Implemented a redesign of the Community Development Block Grant and Annual Plan outreach process to increase resident participation while decreasing costs to taxpayers; this change supports the department's Audacious Goal to build a more efficient HCD that is nimble and sustainable. (*Housing and Community Development*)
- Increased financial literacy for County employees through development of an online Financial Literacy training course accessible through the Learning Management System. (*Human Resources*)
- Achieved a 4.8% reduction in hours of lost productivity related to workers' compensation claims (133,901 to 127,521). (*Human Resources*)
- Submitted a request to the Regional Water Quality Control Board to reduce permit costs for closed landfill and burn sites to prolong the life of the Environmental Trust Fund. The Regional Water Quality Control Board has approved the request and agreed to change the threat levels and correspondingly reduce the permit fees by approximately \$300,000 per year. (*Public Works*)
- Implemented identified process changes to realize a 10% cost reduction in delivery costs for street repavement projects. Revised processes have been implemented and savings of more than \$470,000 were achieved. (*Public Works*)
- The Treasurer-Tax Collector invested public monies held in the Treasury and maximized cash resources without sacrificing the principles of safety or liquidity, for an anticipated weighted average rate of return of 0.68% in Fiscal Year 2015-16. (*Treasurer-Tax Collector*)
- Attained a collection rate of 99.3% for secured taxes and 98.2% for unsecured taxes by preparing and mailing property tax bills/notices, and processing tax payments in a timely manner. (*Treasurer-Tax Collector*)
- Achieved all Fiscal Year 2015-16 major milestones that were targeted for the development and implementation of an electronic information exchange system-ConnectWellSD-that will link information systems within the County. ConnectWellSD will facilitate the provision of exceptional customer service. (*Health and Human Services Agency*)
- Continued development of a Land Use and Environment Group (LUEG) 3-1-1 style mobile application for the public to submit complaints. (*Agriculture, Weights and Measures; Air Pollution Control District; Planning & Development Services*)
- Created a web-based automated system that calculates and displays the APCD's labor costs and balances on account for permit applications in real-time. (*Air Pollution Control District*)
- Convened with San Diego Geographic Information Source (SanGIS) and other agencies interested in pooling resources to maximize the benefits of high resolution oblique imagery. The development of this consortium of cost sharing users of oblique imagery increases Assessor imagery area at no additional cost, and increases efficiency by reducing field trips, increasing accuracy of assessment information and final assessments of all taxable property. (*Assessor/Recorder/County Clerk*)
- Implemented Kronos Workforce Mobile Timekeeping which is an employee timekeeping application that runs on mobile devices and is downloadable from various online application stores. (*Auditor & Controller*)
- Implemented innovative electronic cash payment options which made paying child support easier, provided more convenient locations for customers, and resulted in an additional \$1.3 million collected. (*Child Support Services*)
- Expanded video interviewing capabilities for social workers so that they can communicate with parents in County jails to determine children's needs and identify best placement. (*Child Welfare Services*)
- Enhanced the efficiency of the Property Tax Assessment Appeal Hearing Board and hearing process by revising the Assessment Appeals Board Rules of Procedure to include a confirmation of hearing process for appellants. (*Clerk of the Board of Supervisors*)

Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers.

- Provided easy, on-the-go access to important County information through social media. Increased the number of followers on Facebook and Twitter by 54% (increase of 25,945) during Fiscal Year 2015-16. (*County Communications Office*)
 - Utilized data to ensure a comprehensive aerial green swimming pool identification program to reduce urban mosquito breeding sources which leads to superior customer service. This analysis and effort aided in the reduction of urban mosquito breeding sources and potential risk of West Nile virus by identifying 994 green swimming pools. (*Environmental Health*)
 - Completed various phases of construction projects: the Alpine Library as the first Zero Net Energy County building, Phase 2 of the new Las Colinas Detention and Reentry Facility, Cedar & Kettner Development Parking Structure, and COC Fleet Services Facility and Parking Structure. (*General Services*)
 - Ensured all departments have staff trained and the tools necessary to stay up-to-date and current on all Countywide Records Management policies and best practices. (*Purchasing and Contracting*)
 - Increased the number of Accessible AlertSanDiego Spanish language registrations by 49% (330 to 493) and increased overall AlertSanDiego registrations and SD Emergency mobile application downloads by 7% (538,222 to 573,718). (*Office of Emergency Services*)
 - Enhanced our customers' engagement through the development of a custom web-based interactive computer program in coordination with the County's Geographic Information Services that provides users with trail maps showing trail elevation gain, distance and allowed uses. (*Parks and Recreation*)
 - Expanded online permitting services to include an online document library, which provides direct online public access to select PDS documents. (*Planning & Development Services*)
 - Consolidated two juvenile camps into one location due to decreased populations, enhancing operational efficiency and reducing costs. (*Probation*)
 - Used improved technology to better manage road assets and provide enhanced customer service by upgrading to a newer web-based system. (*Public Works*)
 - Offered 1,413,699 registered voters the option to subscribe to an e-Sample Ballot and Voter Informational Pamphlet, in lieu of a paper copy. Of those, 78,585 (or 5.6%) voters have subscribed. (*Registrar of Voters*)
 - Offered new online campaign finance disclosure statements service. (*Registrar of Voters*)
- Strengthen our customer service culture to ensure a positive customer experience.
- Collaborated with consumer advocates, residential care facilities and the Long Term Care Ombudsman and developed a rating system for residential care facilities to provide consumers and family members guidance on selecting the best facility for their needs. (*Aging and Independence Services*)
 - Provided timely action on 100% of the 211 permit applications received (for the construction of new or modified facilities or equipment) within 180 days of receipt of a completed application. (*Air Pollution Control District*)
 - Increased the number of online customer self-service 24/7/365 payments by 156.71% (1,804 to 4,631). (*Auditor & Controller*)
 - Awarded a team of 19 employees the Heart of Service Award for going above and beyond to provide a positive customer experience. A team of Department of Child Support Services (DCSS) employees was awarded for developing and implementing DCSS in Your Neighborhood, a plan to deliver services to customers in East County and South County. (*Chief Administrative Office*)
 - Promoted the benefits of landlords participating in the Housing Choice Voucher Program. (*Housing and Community Development*)
 - Continued to improve the ability of deputies to work with mentally ill subjects by providing eight hours of PERT training to deputies and sergeants that did not receive training in Fiscal Year 2014-15. (*Sheriff*)
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted.
- Continued to seek qualified diverse applicants by attending one job fair and advertising positions in periodicals targeted to minority populations in order to fill positions as needed. (*Animal Services*)

- Strengthened awareness of diversity, inclusion, and cultural competence by offering Diversity & Inclusion (D&I) training for managers aligning the current course Embracing Diversity & Inclusion to the D&I Strategic Plan, and rolling out a new Countywide training in Fiscal Year 2015-16. (*Human Resources*)
- Advertised 100% of all recruitments in diverse publications in order to attract a diverse applicant pool, which contributed to an increase of 7% (122) of external diverse candidates hired in 2015. (*Human Resources*)

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, 2015. 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.

National Association of Counties (NACo)

The National Association of Counties recognizes innovative county government programs from across the nation each year. In 2016, the County of San Diego received 48 NACo awards—the most awards given to any county in the state and the second most in the

nation. Three of those awards won "Best of Category." Learn more about the awards on County News Center at www.countynewscenter.com/48-county-programs-win-national-recognition/.

- Don't Get Hooked Campaign (*Aging & Independence Services*): Aging & Independence Services, which oversees Adult Protective Services, decided to partner with the San Diego District Attorney's Office in an educational campaign to alert older adults and their families to the common scams. This included the development of a "Don't Get Hooked" toolkit and campaign that details many of the common scams against older adults, plus provides tips and resources.
- Taking Community Outreach to the Next Level in Housing and Community Development (*Housing and Community Development*): In order to increase community involvement, HCD used technology and innovative thinking to give residents the ability to participate when they want and how they want. Input is used to develop the annual funding plan for federal entitlement program. HCD developed a new and engaging online presentation format to enhance community engagement and increase the number of people reached. The online presentation is available to the community 24 hours a day, seven days a week. Development of the presentation had two main objectives: to increase access to information and to make the presentation more engaging and less bureaucratic. In addition to the online presentation, HCD held one in-person community meeting at a central location. In addition to increasing resident participation from 16 to 234, HCD saved more than 30 hours of staff time spent on travel and meetings. This represents an additional \$4,000 available for community projects.
- The Fishermen Market and Pacific to Plate (*Environmental Health*): The County worked collaboratively with multiple stakeholders to find a way for local fishermen to be able to offer their fresh catch at the Bayfront, and to draft legislative language that would allow fishermen throughout the State to sell directly their fresh caught fish, providing a sustainable source of local healthy food and supporting the local economy. DEH first partnered with the San Diego Port Authority and local commercial fishermen to find a solution that would allow the Tuna Harbor Dockside Market to obtain a health permit and be able to operate

dockside on Port of San Diego land. The result of this collaboration was California Assembly Bill 226, sponsored by the County of San Diego Board of Supervisors, and introduced to the legislature by California Senate Speaker Toni Atkins, amending the State Code. AB 226 was chaptered on October 8, 2015 and added Chapter 12.7 to the California Health and Safety Code, establishing operational and permitting requirements for fishermen's markets, supporting direct sales of freshly caught fish to consumers throughout the state.

- CIVICS Program (*Sheriff/Parks*): The County of San Diego Department of Parks and Recreation teamed up with the San Diego Sheriff's Department to provide the Community Involved Vocational Inmate Crew Service Program (CIVICS). This effort provides inmate labor to maintain public lands under the management of County Parks. Inmates are selected to participate in the program following an assessment, with input from the Reentry Service Division of the Sheriff's Department. Inmates are also trained in how to refurbish and repair donated bicycles which are then given to youth organizations or Probationers who need a means of transportation for school or work.
- Live Well San Diego Food System Group (*Agriculture, Weights and Measures*): The Food Systems Working Group was established to enable a cross departmental and streamlined approach to issues pertaining to the local food system. The FSWG will continue to work with food system stakeholders to support efforts to improve health, increase economic growth, and encourage environmental stewardship of the food system.
- Policy Tech Implementation (*Public Health Services*): Implemented Navex Global's Policy Tech management software solution to automate the storing, authoring, approving and distributing of policies and procedures across Public Health Services Branches. Policy Tech provides a centralized policy system that is easily accessible for employees, monitors readership compliance, and allows our programs to strive for continuous improvement and mitigate risk and maintain a high level of operational excellence.
- Stormwater Compliance Program for Private Development Projects (*Public Works*): This program employed a number of tactics to improve the process such as developing a list of priority development projects, updating the stormwater inspection checklist, certifying all County inspectors in the Qualified SWPPP Practitioners program, and working closely with developers to navigate them toward compliance on their construction sites.
- Water Quality Equivalency Guidance Document (*Public Works*): The County led an effort to develop a WQE guidance document which establishes a mechanism to correlate quantifiable Alternative Compliance Project (ACP) benefits with Priority Development Project (PDP) impacts. This is necessary to demonstrate that an ACP project provides a greater overall water quality benefit than fully complying with the onsite stormwater pollutant control and hydromodification management requirements set forth in the Permit and BMP Design Manual. USEPA is also looking at this as potentially a national model.
- Drought Response Action Plan (*General Services*): The Departments of Public Works, Parks, General Services, Planning and Development, Sheriff and Health and Human Services worked in close collaboration to develop and execute numerous water saving projects. These drought response efforts, initiated as a result of Governor's order, have resulted in a savings equal to over 80 million gallons of water.
- California Identification Cards for County Jail Inmates (*Public Safety Group*): The DMV ID Program is a pilot project to serve as a statewide model and is intended to help inmates who have lost or have expired California Driver's Licenses or Identification Cards to obtain a California Identification Card. Government-issued identification is essential to removing barriers for reentering inmates to access social services, employment, and housing. Approximately 120 days before release, Sheriff's correctional counselors put together a list of interested inmates with their personal information, submit that list to the local DMV office, DMV office notifies Sheriff's staff which inmates are eligible, and Sheriff's staff helps inmates fill out the appropriate DMV forms. When inmates leave the County jail, Sheriff's staff includes the California Identification Card among their personal belongings.
- Court Referral Tracking Module: Justice Electronic Library System (*County Technology Office*): The Referral Tracking System was developed using the

existing JELS platform. The result is that Court-ordered referrals are received electronically the day they are ordered; Discovery documents are received; and Court Reporters are now uploading electronic copies of the Transcripts. The DA receives an electronic copy of the resulting Sentencing Report directly into its case management system, eliminating the need to sort and file hard copy reports. The Court is also provided a JELS library which contains electronic copies of these same reports for early review. The entire process is more efficient. In addition to saving money, it allows more time for better decision-making.

- **Proposition 47 Implementation (*District Attorney/Public Defender*):** Within the first month of its passage, the San Diego Public Defender filed thousands of Prop 47 petitions by people asking to reclassify certain felony crimes to misdemeanors. In April of 2015, the Office of the Public Defender, in collaboration with the San Diego District Attorney's Office and the courts developed a process to allow for an expedited review of those clients in need of quick relief. For those people who were in custody on cases that should be reduced to misdemeanors, the Public Defender's Office would immediately reach out to the DA and the court and within hours, the court would issue an order releasing the inmate. For those people in the community who were struggling, based on their past felony convictions, to find and maintain employment or secure public assistance for programs or housing, the Public Defender would again reach out to the DA and the court to ask for quick review of these Prop 47 petitions. The DA and court obliged and processed these petitions within 1-2 days. This had the effect of cleaning up some people's past and allowing them to move forward in their lives to become more engaged in the community and productive to society as a whole.
- **Butane Honey Oil Lab Safety Guide for Emergency First Responders (*Environmental Health*):** The County developed a collaborative project studying the extreme hazards of Butane Hash Oil with the goal of protecting first responders. As a result of this study, safety guidelines for the first responders were compiled into a guidance document which was published in the Journal of the Clandestine Laboratory Investigating Chemists Association in January 2016, and has been disseminated to the Fire Departments throughout the region during the Zone Training sessions.
- **Disaster Preparedness Curriculum (*Emergency Services*):** Employing a Disaster Preparedness Curriculum, "Be Aware! Be Prepared! Exploring Natural Disasters through Research" to foster a culture of self-sufficiency and disaster readiness for San Diego County fourth grade students.
- **First Responder Access and Functional Needs AFN Training Video Series (*Emergency Services*):** The project is a collection of eight 10-minute videos providing first responders with helpful information to consider when evacuating individuals with physical, cognitive and emotional disabilities. The videos address autism, Alzheimer's disease and memory loss, blind and low vision, chronic illness, cognitive disabilities, deaf and hard of hearing, mental illness, and physical disabilities.
- **San Diego Multiple Agency Public Safety SanMAPS (*Emergency Services*):** Utilizing online geographic information systems for displaying emergency management information and intelligence such as adverse weather maps; wildfire hazard maps; and a SanMaps library.
- **Assessment Center (*Human Resources*):** The Department of Human Resources partnered with the Sheriff to design an assessment center for the Sheriff's Department management position applicants to measure their job performance, critical thinking skills, and presentation and communication skills while using reality-based scenarios.
- **Diversity Outreach (*Human Resources*):** The purpose of Diversity Outreach is to attract, develop and maintain a skilled, adaptable and diverse workforce. At the beginning of recruiting for all classifications, Human Resources compare what the current diversity is in that classification and the classification directly above, to the current census information for our County in order to determine our needs. Additionally the County does target advertising to attract applicants from diversity groups.
- **E-Check vs. Online Banking Payment Video (*Treasurer-Tax Collector*):** Website-based video created to explain the differences between online banking and e-checks when considering options for property tax payment methods.

- MarketWatch Report (*Treasurer-Tax Collector*): Quarterly financial market information is provided to Pool Participants and potential participants of the County's Investment Pool. This is a resource for the latest economic financial information as well as a newsletter for upcoming events.
- Property Tax Bill Library Program (*Treasurer-Tax Collector*): An in-house system for internal department staff to access consistent and accurate property tax information.
- Binational Love Your Heart (*Regional Operations*): Heart disease is the leading cause of death in the United States and Mexico. For this reason, it is critical that both nations work collaboratively to address the number one killer of the population. On Thursday, February 11, 2016 the County of San Diego and its partners celebrated the 5th Love Your Heart Day, a day-long event where free blood pressure screenings were offered throughout San Diego County and the six Border States in Mexico.
- One-on-One Health Coaching (*Human Resources*): One-on-One Health Coaching allows an employee to sign up for three 30-minute sessions with a health educator to identify areas of concern related to health and develop strategies to improve in these areas.
- Senior SNAP-Ed: Policy, Systems and Environmental Changes Improve Nutrition (*Aging & Independence Services*): The goal of the SNAP-Ed for Seniors Community Engagement Program is to engage the seniors in supporting the adoption of policy, system, and environment changes in their community that will improve access to healthy food and/or physical activity. The 14-week community engagement curriculum that the County developed may be used by other counties.
- Access Brings Innovation and Enhancements to its Call Center (*Regional Operations*): San Diego County's Access Customer Service Center has significantly enhanced its ability to deliver services to the residents of San Diego County by increasing the number of calls handled related to public assistance benefits and reducing call wait times by over 50% within the last year. This is a result of operational growth and process improvements made in 2015 as well as increased development of a specialized Community Based Organization line that was implemented to assist our most vulnerable residents more quickly and efficiently.
- Child Support Services Reaches Out to Special Populations, Helps Hundreds (*Child Support*): The effort combined the Incarcerated Parent Outreach, Family Centered Services in Escondido, DCSS in Your Neighborhood, and Veterans Outreach programs which assist parents who have limited accessibility to services.
- Intel & Recon for Military & Veterans Program (*HHS*): County of San Diego staff from 38 County Departments and the Board of Supervisors established the first Intel & Recon for Military & Veterans Program meeting to explore how County programs might work together better by connecting the dots with current resources in order to serve San Diego County's active military, veterans and their families. This ongoing program focuses on four key areas identified in regional forums and by the County's Office of Military & Veterans Affairs. The focus areas are benefits, housing and employment, mental health and family stress, and data.
- Pathways to Well-Being (*Child Welfare Services*): Pathways to Well-Being is the County of San Diego's joint partnership and cross system collaboration between Behavioral Health Services, Child Welfare Services and families to promote safety, permanency in living situation, and overall well-being for youth in the foster system.
- Promoting Independence & Choice Program (*Aging & Independence Services*): The program in San Diego County provides voluntary conservatorship-like services at no cost to low/middle income individuals experiencing difficulty with making sound financial and/or healthcare decisions due to a cognitive challenge. By 2030, it is estimated that 92,804 individuals in the County age 65 and older will suffer from Alzheimer's disease; this does not include aging individuals with other forms of dementia. This program provides the necessary support delaying the need for Conservatorship and institutionalization.
- San Diego Veterans Independence Services at Any Age (*Aging & Independence Services*): The SD-VISA program is a partnership between Aging & Independence Services and the Veterans Administration San Diego Healthcare System (VASDHS) that affords Veterans suffering from chronic diseases and at risk of institutionalization, the opportunity to have long term services and support in their home. This is the first and only

- program in California which has made a great impact for those Veterans served. The outcomes include a 51% decrease in hospitalizations, 20% skilled nursing home avoidance and savings of \$1.6 million to the VASDHS.
- Improving Probation Officer Effectiveness with Mobile Applications (*Probation*): Developed a mobile case management application used by San Diego County Probation Officers to efficiently manage their offender caseloads in the field, enhancing their operational effectiveness while controlling costs. The mobile application gives officers the ability to securely access offender information and enter contact notes from their smartphones, enabling them to make better decisions and provide higher quality services in order to protect and serve the community.
 - Mobile Inspection eForms (*Environmental Health*): DEH implemented an electronic field inspection system in 2014 that eliminates duplicate data entry, promotes data quality by enforcing business rules, and streamlines rapid data collection. These objectives are met through introducing fillable PDF forms and on-demand data transfer to the system of record through the use of tablets and smartphones.
 - Online Air Quality Grant Applications (*Air Pollution Control District*): The District created program efficiencies and improved customer service by "going digital" with its air quality grant application process. The APCD offers financial incentives in the form of grants for the replacement of old, highly polluting heavy-duty engines in trucks, tractors, marine vessels, locomotives, and agricultural equipment. The District recently launched an online application tool, allowing customers to electronically submit applications from the convenience of their home, business, or a remote location. Nearly 100% of grant applications are now received online, creating application and processing efficiencies and saving paper and delivery costs.
 - Online Testing Notification (*Air Pollution Control District*): The District developed an online notification process for 900 gas station owners and their contractors required to conduct performance tests. With the implementation of the online process, our customers can complete the necessary fields in our database while submitting the notification.
 - Paperless Open Enrollment (*Human Resources*): During the 2016 Open Enrollment period, the Benefits Division eliminated approximately 45,000 paper forms by switching the enrollment process to PeopleSoft 9.2, eBenefits and posting Benefit information online.
 - Real-Time Mapping of Invasive Pests (*Agriculture, Weights, Measures*): Recognizing the threat posed by invasive pests and the resulting immediate need for accurate and timely information, AWM combined the smart devices with a data gathering app called Collector to create real-time detailed maps of pest locations. We set up the base layers, configured the portals, and trained lab and field personnel to capture the pest find locations as data points on their smart devices. This innovative approach collects data from residential sample submissions and staff field surveys.
 - Text and Auto Call Reminders for Eligibility Customers (*Eligibility Operations Administration*): San Diego County provides automated call messages and text reminders for Medi-Cal, CalFresh and CalWORKs renewals and Semi-Annual Reporting. The goal is to use innovative technology to help remind customers of upcoming appointments or verifications, reduce the churn rate, assist in relocating staff resources to other critical tasks, ensure customers' benefits were received timely and in an uninterrupted fashion and improve productivity and efficiency for Family Resource Center operations.
 - Dare to Dream Workshop Series (*Library*): This series, created as an initial response to a recognized community need for an underserved population, is funded through California State Library grants and works with partners to offer a community gathering place where one can go to seek information from organizations that work to solidify protection from deportation, enable people to gain work authorization, the right to travel in the United States, the right to apply for a social security number and the right to apply for a California Driver's License. The services support those who entered the United States as children, and undocumented parents of U.S. citizens and lawful permanent residents respectively. These children will have the opportunity to go to college and be productive to society.

- **Benefit Ambassadors for Open Enrollment (*Human Resources*):** The Benefits Division implemented a core team of 19 Benefit Ambassadors, with Human Resource representatives from each of the County of San Diego's five organizational groups as a new communication and training strategy to improve how employees learn about their Benefit elections.
- **Deferred Compensation Millennial Focus Groups (*Treasurer-Tax Collector*):** The County partnered with Nationwide Retirement Solutions, our third party administrator, to conduct focus groups of millennials in lieu of our annual satisfaction survey. The focus groups allowed us to gain a more in depth understanding of millennial perceptions of the deferred compensation program and the factors that may drive their decisions of whether or not to participate. This information has changed the method, message, and communication style used by the Program to engage millennial employees. As a result, the Program enrolled more than 700 millennial employees and increased the millennial participation rate from 44% to 51% in 2015.
- **LGBT Department Training (*Probation*):** The training helps officers and staff gain a better understanding of the Lesbian, Gay, Bisexual and Transgender population, explains terms, summarizes legal and ethical provisions, briefly discusses best practices, creates awareness, and emphasizes the duty of Probation to respond/provide resources. This serves the department in not only complying with the Prison Rape Elimination Act standards but also with diversity training.
- **Priority Transfer Program (*Human Resources*):** The process was designed to give employees that have been determined to have permanent and stationary work restrictions an opportunity to be placed in other departments. The process was centralized through Human Resources and employees are given priority when positions become vacant in all County departments.
- **Project Management Workshop (*Human Resources*):** Employee Development developed the Project Management Workshop as a two-day training designed to provide an overview of concepts and techniques to promote project success. This workshop covers project management basics, team dynamics, and leadership skills using a sample project to demonstrate the application of the process, based on the PMBOK's 5 Phase Project Lifecycle.
- **Recruitment Surveys (*Human Resources*):** Human Resources developed and implemented a post recruitment survey evaluation tool to measure the results and outcomes of recruitment and selection methods. This tool can capture a client department's level of satisfaction with the administration of this recruitment and the quality of applicants. The survey provides the hiring department with valuable information such as diversity numbers of the qualified applicant pool, listed by ethnicity, gender, and veteran status.
- **Spotlight on Speaking (*Human Resources*):** County employees learn quick tips from a facilitator and are given the opportunity to practice giving a presentation. Participants receive feedback from their peers and discuss their experience in an open forum. This successful program has doubled in size since its inception.
- **Work Safe, Stay Healthy Training Tracks (*Human Resources*):** The Work Safe Stay Healthy program offers customized safety messaging and training to meet the needs of each employee.
- **Deployment of an Application to Capture Collective Impact (*Public Health Services*):** A performance management system called InsightVision was used to capture the collective impact of HHSA Regions, Public Health Services Branches, other County groups and community partners in advancing Live Well San Diego. Key objectives, measures and activities toward which multiple players contribute are captured in simple Scorecards and Strategy Maps that visually "tell the story" of community change and ultimately our collective progress in "moving the dial" on the top 10 Live Well San Diego indicators.
- **Employee Safety & Threat Assessment Program (*Human Resources*):** Human Resources collaborated with the Sheriff's Department to support Living Safely and provide employees education and awareness training regarding potential threats in the workplace and how to respond in case of a critical incident.

California State Association of Counties (CSAC)

The CSAC annual awards program honors the most innovative programs developed and implemented by California counties each year. In 2016, the County of

San Diego led all other counties taking eight awards in all including two Challenge Awards and six Merit Awards.

The two San Diego County Challenge Award winners were:

- The Office of Emergency Services' First Responder Access and Functional Needs Training video series provides police, sheriff and firefighters with training to improve their understanding of physical, cognitive and emotional disabilities, and to promote effective and compassionate methods for evacuating those members of our community. Eight videos addressed autism, Alzheimer's disease and memory loss, blind and low vision, chronic illness, cognitive disabilities, deafness and hard of hearing, mental illness, and physical disabilities.
- The Trauma Responsive Unit Protects Youth in Custody program is a new specialized treatment unit in Juvenile Hall in which all staff are trained to provide evidence-based treatment to youth affected by traumatic experience. The juveniles are taught fundamental skills to manage their behavior/emotions when things trigger traumatic reminders. The unit is one of the first in a juvenile institutional setting to treat trauma, a highly prevalent experience for justice-involved youth and an underlying mechanism that contributes to increased risk-taking, delinquency and future adult criminal behavior that often leads to incarceration.

The six San Diego County programs to receive Merit Awards include:

- Access Brings Innovation, Enhancements to Call Center is a Health and Human Services Agency project to implement a specialized Community Based Organization (CBO) line to better assist our most vulnerable residents and improve wait times. The Access Customer Service Call Center was designed to support the Family Resource Center in delivering public assistance benefits such as Medi-Cal, CalFresh, and CalWORKs to San Diego County residents. Community advocates rely heavily on the Access CBO line because it enables them to experience shorter wait times, quickly connect with a County staff member, and inquire about multiple cases at the same time.
- Being Healthy Teen Wheel Project is a project from the Maternal, Child and Adolescent Health unit within Health and Human Services Agency which

developed a culturally and linguistically tailored tool to empower girls to optimize their overall health throughout their lifespan. At a time when many important health behaviors are developed, it is critical to provide youth with current and accurate health information. The interactive circular tool has two outer wheels that can be rotated to reveal information on nutrition, physical activity, medical and dental check-ups, self-esteem healthy choices, body changes and care, healthy relationships and emotions.

- Disaster Preparedness Curriculum is a project developed by the Office of Emergency Services with the San Diego County Office of Education to engage and empower youth to become active participants in individual, family, and community disaster preparedness. The curriculum called "Be Aware, Be Prepared" is developed for fourth grade students to teach them about natural disasters including earthquakes, volcanoes, tsunamis, hurricanes, tornadoes, floods, and wildfires. Tips on how to better prepare before, during and after these hazards are also provided. The curriculum teaches them to work with their families to create a family disaster plan and assemble an emergency kit to enhance the family's preparedness during an emergency.
- Land Development Process Reorganization consolidated and streamlined three County departments into a new, centralized Planning & Development Services department to improve customer services involving land development. Prior to this, those services had been spread out among the three departments and customers expressed dissatisfaction. As a result of the reorganization, permit processing times have been reduced for many permit types, the customer experience at our permit center has improved, and a number of new online services are now offered.
- Leveraging Tablet/4G Tech for Process Automation is a County Assessor/Recorder/County Clerk program which uses mobile technology to automate the tracking and location of boats docked at marinas in San Diego County. Since implemented, the County has inventoried 12,000 boats in 70 marinas. Previously, inventory was paper-based and required extensive time to prepare. This new process also improved customer satisfaction by enabling automatic and real-time

updates to the line of business application for a greater percentage of timely submission of unsecured tax valuations.

- Improving Communication with Communities during Emergencies is a network formed by County Public Health Services and the Office of Emergency Services to share information with limited-English proficient communities during emergencies. The County formed a partner relay which utilizes an online communication platform, ReadySanDiego Partner Connection, to share information with community agencies trusted by its members. The two-way communication forum is updated throughout the duration of an emergency and members have agreed to translate this information into various languages and share it with their communities.

Additional Honors

- The County has earned the highest possible ratings with all three major rating agencies: Aaa rating with Moody's Investor Service, AAA rating with Standard & Poor's, and AAA with Fitch Ratings. 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.
- The first phase of the Las Colinas Detention and Reentry Facility construction project earned a Leadership in Energy and Environmental Design (LEED) gold rating from the U.S. Green Building Council. Only a very limited number of detention facilities of this size have ever achieved this level of sustainability. The second phase of the construction project is also being built to LEED gold rating standards.
- The Department of Purchasing and Contracting (DPC) earned the 2015 Achievement of Excellence in Procurement Award from the National Procurement Institute (NPI). DPC has received the award for 15 consecutive years. The County of San Diego is one of only 49 government agencies in California and one of only 47 counties in the United States and Canada to receive the award. The award recognizes organizational excellence in procurement by measuring innovation, professionalism, e-procurement, productivity, and leadership attributes. In addition to NPI, the Achievement of Excellence in Procurement Award is sponsored by the California Association of Public Procurement Officials (CAPPO), Florida Association of Public Procurement Officials (FAPPO), the Institute for Supply Management (ISM), NIGP: The Institute for Public Procurement, the National Association of State Procurement Officials (NASPO), the National Association of Educational Procurement (NAEP), the Texas Public Purchasing Association (TxPPA), and the Canadian Public Procurement Council/Conseil canadien des marchés publics (CPPC).
- Las Colinas Detention and Reentry Facility has garnered two more awards: the Western Council of Construction Consumer's 2015 Project Excellence Award Program for Exceptional Project Achievement and Sustainability Excellence Innovative Solutions Distinction. The organization applauded the County's efforts to initiate safe, cost-effective, and high-quality construction projects. They further indicated the project demonstrated excellence that is both inspirational and instructive to the construction industry. Las Colinas is also gold certified for Leadership in Energy and Environmental Design (LEED).
- The California Council of the Society of American Registered Architects presented the Alpine Library with a Design Award of Honor at its 2015 Professional Design Awards Celebration. The award recognizes superior achievement and professional design.
- At their Annual Designs Awards ceremony, the American Institute of Architects San Diego presented the Patron of the Year Award to the County Board of Supervisors and the Department of General Services. Citing some of the recent notable County projects, presenter Dan Stewart noted their successful combination of good design, LEED achievements and community enrichment. Accepting the award for the Board of Supervisors was Supervisor Ron Roberts and for General Services, Director April Heinze.
- Phase 1 of the Las Colinas Detention and Re-Entry Facility was recognized by the Association of General Contractors in the unique special project category at the Build San Diego Award luncheon in November 2015. A distinguished panel of industry leaders who served as judges identified the project

as "the best of the best" in regional construction. Accepting the award was Supervisor Ron Roberts, DGS Project Manager Andrew Bohnert and a representative for the general contractor, Balfour Beatty Construction.

- The Design-Build Institute of America (DBIA) recognized the County of San Diego and the Department of General Services during its national conference by announcing that the Waterfront Park received the 2015 Project/Team Award of Excellence in the Civic/Assembly category. This is the 18th award/recognition garnered by this highly regarded and popular civic space. General Services Director April Heinze was selected as a recipient of the Distinguished Design-Build Leadership Award in the Owner category. The Distinguished Leadership Awards recognize individuals that have demonstrated exemplary leadership in the advancement of design-build and design-build best practices, ultimately enhancing our nation's ability to achieve superior project outcomes. The 12 recipients of this award include public and private owners, design and construction practitioners, elected officials at the federal, state, and local level, and full-time faculty and students at accredited institutions of higher learning.
- The Department of General Services (DGS) Facility Management received the California Counties Facilities Services Association Public Facilities Award of Excellence for 2015. This award is presented to counties and cities that have demonstrated exceptional dedication to facility management excellence through best practices, process innovation, staff development, department automation, energy program improvements, and client service. DGS departmental leadership has continued to demonstrate continuous efforts to enhance the development of programs and processes designed to extend the life of our public facilities.
- The Assessor/Recorder/County Clerk (ARCC) was one of four winners (in a field of 300+ applicants) of the 2015 Digital Government Achievement Awards in the category of Government to Citizen Local Government. ARCC was selected for this award for the Online Home Owners Exemption (HOX), which replaced the paper form and manual process. The public is now able to go online and complete the application, digitally sign it (including two signatures, if required), and submit it for processing.
- The County Communications Office (CCO) was honored by the National Association of Telecommunications Officers and Advisors (NATOA) at its annual conference and awards ceremony in September 2015. The County took first place in the social media category as well as the public health category for a video about the fourth year of the Live Well San Diego initiative. The CCO was also honored in five other categories, including Overall Excellence. In addition, Multimedia Manager Michael Russo was honored with NATOA's Brian Wilson Memorial Award for Programming Excellence for his leadership and impact to the community through programming. The conference was held in San Diego this year, and several members of the CCO team served as presenters on a variety of topics.
- The Department of Environmental Health's Beach Water Quality Mobile Web Application, launched last year, has earned a 2015 Merit Award from the California State Association of Counties for getting the word out about beach water quality. The mobile app, which gives the public an interactive map that shows beach water status at more than 90 beaches countywide, also won a 2014 Achievement Award from the National Association of Counties, and has been applauded by the public for its innovation and simplicity. The primary goal of this Mobile website, as well as our other social media tools, is to notify the public of water quality conditions across the county and provide updates when water quality status changes. This allows the public to make informed decisions about potential beach water quality health risks, which occur when water quality does not meet State health Standards.
- The Department of Parks and Recreation (DPR) recently received top honors in the form of two marketing awards. DPR was named Emerging Brand of the Year by SDX "Brand Diego Awards" for the new graphic identity of DPR and the "upside of outside" campaign. The Brand Diego Awards honor San Diego companies and individuals who have made a notable or lasting impact in advertising, marketing, or communications to help build strong brands. DPR also received a Silver Bernays Award from the local chapter of the Public Relations

Society of America (PSRA) for DPR's innovative strategic marketing campaign. The PRSA awards are open to all agencies and organizations in San Diego and Imperial counties and recognize the finest in public relations campaigns including media relations, community relations and public affairs.

- The Department of Environmental Health's Hazardous Materials Division and Supervising Environmental Health Specialist Sande Pence were honored with awards at the 2016 California Certified Unified Program Agency (CUPA) Training Conference in Anaheim. The Hazardous Materials Division's "eForms team" received an "Outstanding Innovation" award for creating and launching its new eForms field inspection software. Pence received an "Outstanding CUPA Individual" award for her contributions to helping successfully enact SB 612 - Hazardous Materials. The eForms field inspection software provides electronic compliance inspection reports to CUPA-regulated facilities and automatically extracts data captured during the inspection for upload to the data management system, Accela Automation. It has been well received by inspectors, managers, facility owners and operators. Pence was recognized for her efforts to help streamline the statutory language for tank facilities subject to the Aboveground Petroleum Storage Act and Underground Storage Tank programs in the new legislation.
- The Alliant Build America Awards highlight the nation's most significant construction projects. This year, its 2016 Marvin Black Partnering Excellence Award went to the County's Department of General Services for Las Colinas Detention and Reentry Facility. The Black award recognizes a superior collaborative effort between major stakeholders to complete a world class project. In this case, the project included the Sheriff's Department, General Services and the contractor, Balfour Beatty Construction. The awards, which were announced during the Association of General Contractors annual convention in San Antonio, are considered by many to be the most prestigious recognition of construction accomplishments in the U.S.
- Two DGS managed projects were recognized for superior construction and contract administration. The California Counties Architect and Engineer Association awarded the Las Colinas Detention and Reentry Facility the 2016 Public Project of the Year Award at the California General Services Administration conference in Sacramento. The Cedar & Kettner Parking Structure received the Construction Managers Association of America 2016 Public Works Greater than \$15 Million Project Award.
- The National Association of Area Agencies on Aging (n4a) gave both the County's "Don't Get Hooked" Scam Prevention Campaign and SNAP-Ed for Seniors Community Engagement Program Aging Innovations Awards and the San Diego Veterans Independence Service at any Age (SD-VISA) program received an Aging Achievement Award in July.
- First 5 San Diego was awarded with the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA) for its Comprehensive Annual Financial Report (CAFR) for the fiscal year ended June 30, 2015. The CAFR Program recognizes state and local governments that go beyond the minimum requirements of generally accepted accounting principles to prepare a comprehensive annual financial report that evidences the spirit of transparency and full disclosure. This is the second time First 5 San Diego has been recognized with the award.
- The American Library Association honored San Diego County Library (SDCL) with a 2016 John Cotton Dana Award. This national award recognizes outstanding public relations among the more than 100,000 libraries nationwide and comes with a \$10,000 prize. The money will be used to continue the library's work in helping children develop skills for success in school. With only 40 percent of San Diego County children aged 3 to 5 in preschool, San Diego County Library set out to increase the number of kids ready for kindergarten by launching the 1,000 Books Before Kindergarten program. SDCL looked at best practices throughout the country and developed a robust program to prompt children to read, gets the whole family engaged and provides access to thousands of new children's books. As a result, 18,000 children have signed up to participate, SDCL has seen a 17 percent increase in picture book circulation and a 43 percent increase in early reader book circulation.

- SDG&E awarded the County the Energy Champion Award during a ceremony in June. The County was recognized for developing an outstanding culture of sustainability and energy conservation. Staff will also participate in a video about the County's program.
- The County of San Diego recently achieved national accreditation for public health services from the Public Health Accreditation Board in May 2016. The recognition signifies that the County has demonstrated it meets nationally recognized, practice-focused and evidenced-based standards in providing essential public health services. To become accredited, the County of San Diego successfully underwent a rigorous review of over 1,100 documents, and received high marks from reviewers after a two-day site visit in February 2016. Of nearly 3,000 governmental public health departments in the nation, only 135 health departments have earned accreditation status since 2011, when the program was launched. The County has become one of six other California health departments to earn this distinction.
- The Department of Parks and Recreation (DPR) earned three 2016 American In-House Design Awards from Graphic Design USA magazine, one of the industry's leading trade publications. Graphic Design USA had nearly 6,000 entries submitted by design firms, ad agencies and in-house corporate designers. DPR's entries were among the top 15 percent selected for their design excellence and visual presence. The winning selections included DPR's Strategic Plan, our first ever DPR Calendar and our new and improved Program and Activity Guides.
- The Department of Parks and Recreation earned the 2016 National Recreation and Park Association Kudos Marketing Award for strategic marketing and new graphic brand identity. This national award is given to one agency that has significantly contributed to the public's increased awareness and recognition of public parks and recreation through a marketing campaign and communications.

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Respectfully,



DONALD F. STEUER
Assistant CAO/
Chief Operating Officer

TRACY M.
SANDOVAL
Deputy CAO/
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