

"Enriching Lives"



lacounty.gov

The County of Los Angeles

# Annual Report 2007-2008





### *On the Cover:*

#### **LAC+USC Medical Center Replacement**

*Completion of the replacement facility for LAC+USC Medical Center, originally scheduled for late 2007, is now set for mid-year 2008. The \$899.7 million project was begun in April 2003 and is the largest construction project in the County's history. The 1.5-million-square-foot facility, which covers three city blocks, will replace the structure built in 1932.*



### *County Progress Report*

*This year's Annual Report also includes the fourth annual County Progress Report, which was first published in 2004 as a separate report (see page 94).*

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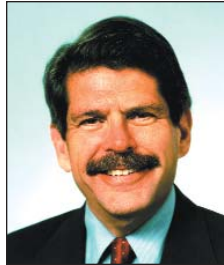


"Enriching Lives"

## **Zev Yaroslavsky**

***Chair, County of Los Angeles Board of Supervisors***

***December 2006 - December 2007***



Perhaps the most significant development this past year has been adopting a new governance structure and hiring our new Chief Executive Officer, Bill Fujioka, following the retirement of David Janssen—one of the truly great public administrators that I've ever had the pleasure of working with.

Thanks to David's fiscal stewardship and our Board's committed spending discipline, Standard & Poor's rating service raised our credit ratings in June. As a result, the County will save millions of dollars in lower borrowing costs, and taxpayers will be reaping the benefits for years to come.

Bill Fujioka hit the ground running upon his return to the County after a successful career as city administrative officer for Los Angeles and his earlier executive service in the County's Health Services Department. We all look forward to working closely with him in the coming months.

This year we've made tremendous strides in our efforts to address the problems of homelessness. Earlier this year, the Board approved a framework in which all 88 of our cities can plug into the County's human resources delivery system if they want to, and we'll provide the vital human services that are necessary to bring people out of homelessness and into permanent supportive housing.

Once again, the County of Los Angeles has demonstrated that there are a lot of things it does right and does well, and among them is emergency response. My district experienced two major blazes since the onset of high-fire season in October. We were victimized by high Santa Ana winds and the exceptionally dry conditions that fueled these fires, but we were also blessed with an incredibly rapid and effective response from our County Fire Department, aided by others in the region, as well as our law enforcement personnel.

On a more positive note, we have some exciting projects under way. The new Broad Contemporary Art Museum at the Los Angeles County Museum of Art will open in February 2008. The new leadership of LACMA President Michael Govan has been spectacular. He has attracted new people to the museum family who have a stake in it and will elevate it into one of the finest institutions of its kind in the world.

Arts and culture, as we all know, are vitally important to our region. The Hollywood Bowl attained its highest attendance ever this past summer, and the Walt Disney Concert Hall remains an outstanding success.

Los Angeles continues to be one of the premier locations in the world for cutting-edge arts and culture. For several years now, we have employed more people in the arts than we employ in the defense industry. These are truly the golden years of the arts in Los Angeles, and we're very fortunate as a Board and as residents of this County to be living in them.

Finally, I'm thrilled that in her last year, Supervisor Yvonne Burke – who has served with great distinction as a member of this Board – will succeed me and serve out the final year of her term as chair of the Board. She is a historic figure in this country, and it has been a great privilege for me, and for all us, to have worked with her on this Board. She served with great distinction as a member of the State Legislature and as a member of Congress. I look forward to the coming year, and I know that we're all excited about capping her career in this way. She's a great conciliator and a great leader, and we all wish her well.

Thank you again for allowing me to chair this Board during this past year. It has been both an honor and a pleasure to serve you.



## **Yvonne B. Burke**

***Chair, County of Los Angeles Board of Supervisors***

***December 2007 - December 2008***



When I took office in 1992, California, and indeed Los Angeles County, was facing a situation very similar to what we are observing today. For the first time in decades housing prices were falling and there were repeated observations that a recession might be near.

In 1992 the County of Los Angeles took the unprecedented measure of reducing the assessed value of all homes by 20 percent. Sales tax was reduced and the pressures of the economy were weighing heavily on the County. The result was more people relying on county-provided health care and general relief, and the number of children placed in foster care reached an all-time high.

A freeze on hiring was one of the first actions instituted, in addition to budget cuts in all County departments.

The County relies heavily on tax revenues to sustain critical functions, ranging from road maintenance to the delivery of healthcare and welfare benefits to more than 10.3 million constituents. We must constantly monitor property tax and sales tax revenues, which are critical to the continued operation of such services.

With the dramatic downturn in the real estate market and our forecasts showing dismal growth in property tax revenues, it's crucial that all County departments exercise diligence and fiscal conservancy to mitigate the impending downturn in funding. While property tax growth could continue to increase at a very low rate, it's important to recognize that any small growth will be more than completely offset by growing demands and strains on our infrastructure of public services.

An even greater concern is the looming fiscal crisis at the Department of Health Services, which could reach a \$1.3 billion deficit in the aggregate in Fiscal Year 2008-09.

The State of California, which is the lifeblood for many of our core local programs, is performing a budget exercise which would require 10% cuts across the board -- some of which could easily be passed along to local government. Therefore, it is imperative that we continue to exercise strong leadership as we brace ourselves for tighter financial times as a result of the downturn in the real estate market.

In 2007 the County experienced many successes and challenges, including the restructuring of the Chief Administrative Office and the selection of a new chief executive officer. In the upcoming year, it's my intention to be vitally involved in solutions to the budget issues as they come before us, by urging the action that is necessary to minimize the impact on basic County services.

I see my responsibility as moving the Board forward in a way that will best serve the people of Los Angeles County. To accomplish this, we will need to work with our employees and unions and our business community to allow our services and financial viability to remain strong.

I want to thank my colleagues on the Board for the many years of support they have provided me; the many County department heads that have provided excellent leadership; and of course, the thousands of employees who I will again rely on to help us accomplish many of our goals.

My staff and I eagerly look forward to working with all of you in these challenging, but exciting months ahead.



*"Enriching Lives"*



## William T Fujioka

*Chief Executive Officer, County of Los Angeles*



**F**or Fiscal Year 2007-08, the Adopted Budget for the County of Los Angeles totals approximately \$22.5 billion and provides for more than 100,000 budgeted positions, focusing once again on public safety, health issues, and critical infrastructure needs.

This budget process, which began in April 2007, projected the continuation of a third year of healthy local economic growth, but has changed dramatically over the period of nine months.

The budget provides funds for the County's infrastructure needs to expand its jail capacity, add new libraries, improve animal shelters, add fire and sheriff stations, make improvements at parks, probation camps, and juvenile halls, as well as address numerous other infrastructure needs. In addition, the budget provides \$25 million to increase the County's initiative in the growing area of information technology.

Public safety continues to be a high priority for the County. Funding is provided in the Sheriff's Department budget to add or refurbish jail beds and increase positions in the custody system. The budget also includes additional positions for the Probation Department to staff camps, halls and placement to assist in ensuring compliance with U.S. Department of Justice requirements and reduce caseloads. To address the gang problem in Los Angeles County, a crime assessment center is being created to gather intelligence to better focus County resources. In addition, the budget provides full funding for staff and operational costs for the new Los Angeles Regional Crime Laboratory.

As the baby boomer population ages and increases the demand for in-home care for the disabled and aging, this budget provides for increased caseloads in the area of In-Home Supportive Services (IHSS).

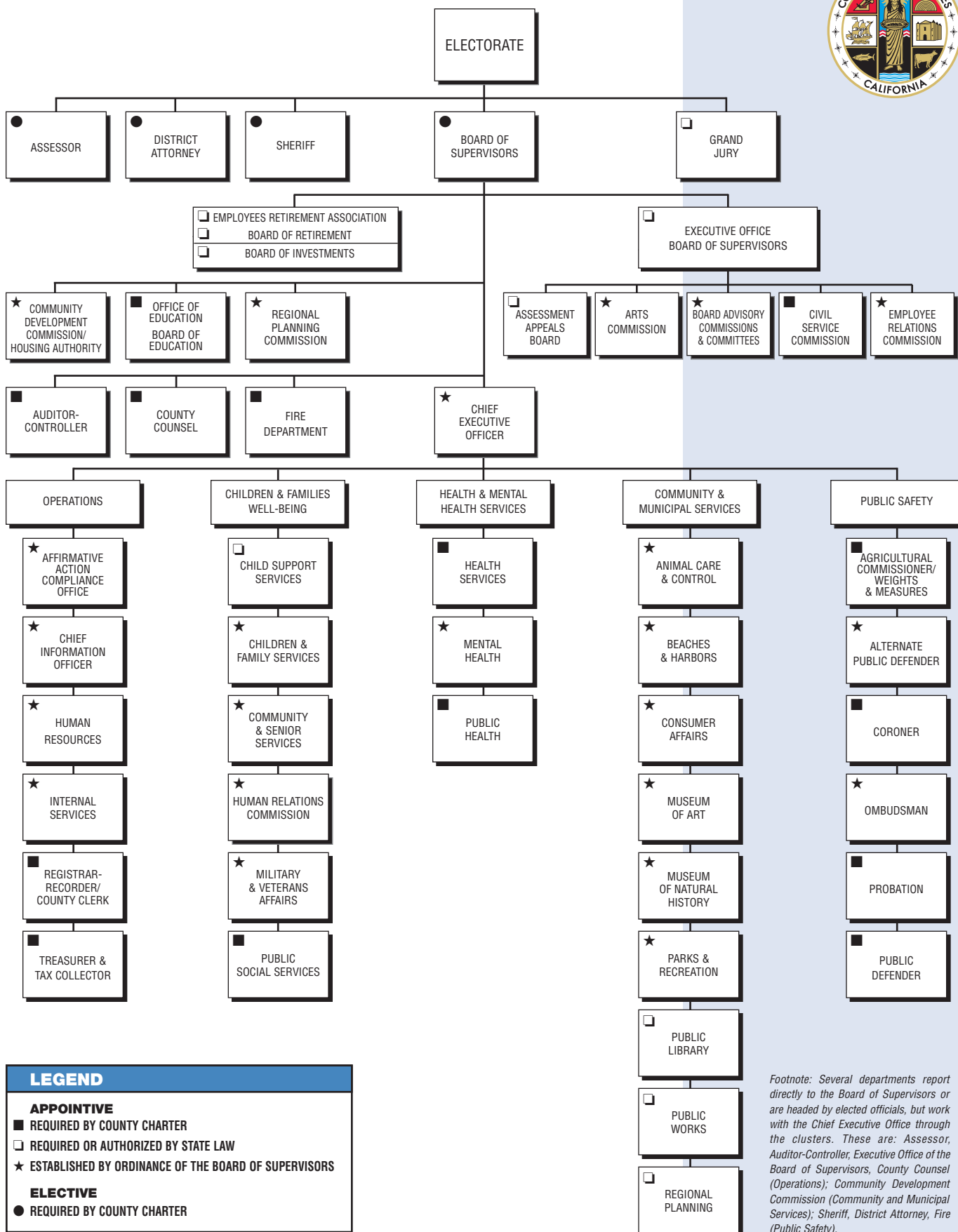
The County faced many challenges during the year in a variety of areas. In the area of health services, one of the biggest challenges was the closure of Martin Luther King, Jr.-Drew Medical Center and its emergency department, while retaining the same bed capacity by opening additional beds at Rancho Los Amigos National Rehabilitation Center and Harbor-UCLA Medical Center and contracting for additional beds at private hospitals. In addition, the County maintained existing outpatient clinics for medical and surgical specialties through a Multi-Service Ambulatory Care Center (MACC) and expanded urgent care services to address community needs. This action resulted in the transfer of approximately 570 employees throughout the County's health care system and the reduction of non-essential positions. The County is continuing its efforts to select a new operator to reopen the hospital.

Looking forward, some of the greatest budgetary challenges facing Los Angeles County in the near future are the potential impact from the downturn in the housing market and potential reductions resulting from the state's budgetary deficit. The County's three primary sources of revenue are: 1) state revenues, 2) property taxes, as its primary source of discretionary funding, and 3) federal revenues. Recent events will require close monitoring of local revenues, state and federal revenues, and potential reductions in programs administered by the County on behalf of the state and federal government.

During this fiscal year, the Board of Supervisors also implemented a new administrative governance structure, giving additional responsibilities to the Chief Administrative Office and renaming it the Chief Executive Office (CEO). The new structure promotes integration of services by putting most of the departments under the supervision of the CEO. This is expected to result in more efficient and improved services for residents.



# Organizational Chart of the County of Los Angeles



# County of Los Angeles

# Strategic Plan



"Enriching Lives"

## County Vision

Our **purpose** is to improve the quality of life in Los Angeles County by providing responsive, efficient and high quality public services that promote the self-sufficiency, well-being and prosperity of individuals, families, businesses and communities.

Our **philosophy** of teamwork and collaboration is anchored in our **shared values**:

- **A can-do attitude** – we approach each challenge believing that, together, a solution can be achieved.
- **Accountability** – we accept responsibility for the decisions we make and the actions we take.
- **Compassion** – we treat those we serve and each other in a kind and caring manner.
- **Commitment** – we always go the extra mile to achieve our mission.
- **Integrity** – we act consistent with our values.
- **Professionalism** – we perform to a high standard of excellence.
- **Respect for diversity** – we value the uniqueness of every individual and their perspective.
- **Responsiveness** – we take the action needed in a timely manner.

Our **position** as the premier organization for those working in the public interest is established by:

- A capability to undertake programs that have public value;
- An aspiration to be recognized through our achievements as the model for civic innovation; and a pledge to always work to earn the public trust.

## County Mission

*To enrich lives through effective and caring service*

## Strategic Plan Goals

- |                                 |                                      |
|---------------------------------|--------------------------------------|
| 1. Service Excellence           | 5. Children and Families' Well-Being |
| 2. Workforce Excellence         | 6. Community Services                |
| 3. Organizational Effectiveness | 7. Health and Mental Health          |
| 4. Fiscal Responsibility        | 8. Public Safety                     |

Gloria Molina  
Supervisor, First District

Yvonne B. Burke  
Supervisor, Second District

Zev Yaroslavsky  
Supervisor, Third District

Don Knabe  
Supervisor, Fourth District

Michael D. Antonovich  
Supervisor, Fifth District



## County of Los Angeles Government

**Los Angeles County** has the distinction of being one of the original twenty-seven California counties. It was formed in 1850, the year California became the thirty-first state in the Union.

Originally, the County occupied a comparatively small area along the coast between Santa Barbara and San Diego, but within a year its boundaries were enlarged from 4,340 square miles to 34,520 square miles, an area sprawling east to the Colorado River.

During subsequent years, Los Angeles County slowly ebbed to its present size, the last major detachment occurring in 1889 with the creation of Orange County. In spite of the reductions in size, Los Angeles County remains one of the nation's largest counties with 4,084 square miles, an area some 800 square miles larger than the combined area of the states of Delaware and Rhode Island.

The jurisdiction of Los Angeles County includes the islands of San Clemente and Santa Catalina. It has a population of more than 10.3 million—more residents than any other county in the nation, exceeded by only seven states. Within its boundaries are 88 cities. The governing body is the Board of Supervisors.

The Board, created by the State Legislature in 1852, consists of five supervisors who are elected to four-year terms of office by voters within their respective districts. The Board functions as both the executive and legislative body of County government.



*The current members of the Board of Supervisors are (l to r): Michael D. Antonovich, Fifth District; Gloria Molina, First District; 2007 Chair Zev Yaroslavsky, Third District; 2008 Chair Yvonne B. Burke, Second District; and Don Knabe, Fourth District.*

**To assist the Board of Supervisors,** a chief executive officer with a staff experienced in management provides administrative supervision to 39 departments and numerous committees, commissions and special districts of the County.



### **Gloria Molina**

*Supervisor, First District*

*Population: 2,091,996*

*Square Miles: 228*

### **Yvonne B. Burke**

*Supervisor, Second District*

*Population: 2,067,436*

*Square Miles: 158*

### **Zev Yaroslavsky**

*Supervisor, Third District*

*Population: 2,038,939*

*Square Miles: 432*

### **Don Knabe**

*Supervisor, Fourth District*

*Population: 2,009,053*

*Square Miles: 428*

### **Michael D. Antonovich**

*Supervisor, Fifth District*

*Population: 2,077,868*

*Square Miles: 2,838*

*2006 population and district size data from Urban Research, Chief Executive Office.*



## Expenditures, Revenue and Debt Management

### Expenditures

The County budget for 2007-2008, including special districts and special funds, provides for expenditures of \$22.503 billion. The Departmental Summaries section of this annual report highlights County “departmental” budgets. The expenditure categories reflected in the charts are consistent with those recognized by the state and differ somewhat from the County service program groupings reflected in the Departmental Summaries section.

### Revenue

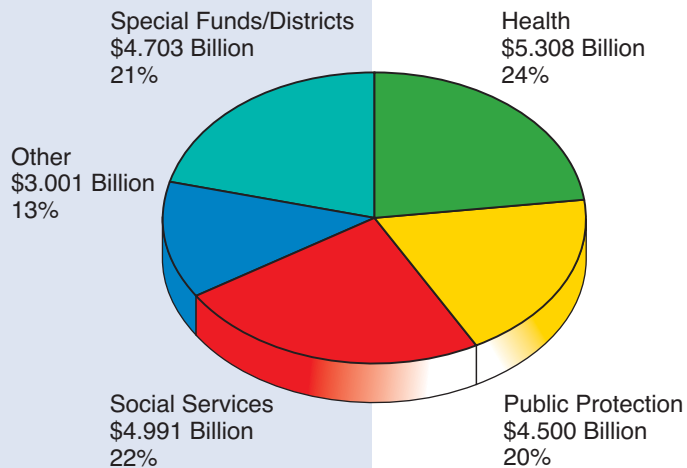
County expenditures are financed by federal, state and local revenues. In general, federal and state revenues are available primarily for specific human services, such as welfare grants, health, mental health, social and child welfare services and related administration. The County also pays a share of these costs with funding from local sources.

Local funds include the County’s share of the property tax, vehicle license fees, sales and use taxes, fines and charges for services. They are the primary funding sources for public protection, recreation and cultural services, and general government services.

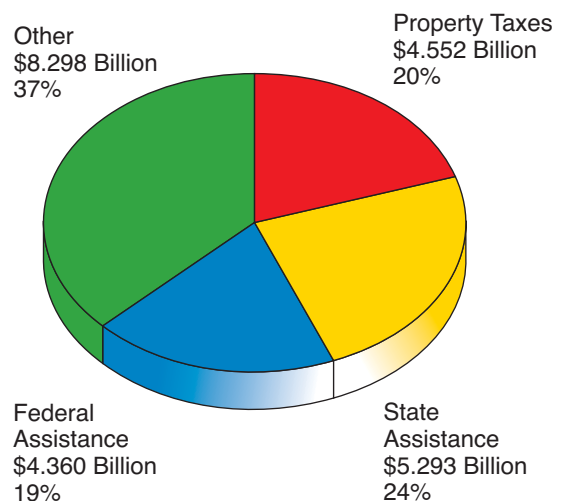
### Debt Management

Through its cash management program, the County issues short-term tax and revenue anticipation notes (TRANS) to meet annual cash-flow requirements. The County also issues long-term general obligation bonds (with voter approval) and lease revenue bonds to meet the cost of major capital projects, which will benefit future County residents. The County has developed a comprehensive debt management program to assure a prudent level of debt.

**Los Angeles County  
2007-2008 Final Budget  
Total Expenditures  
\$22.503 Billion**



**Los Angeles County  
2007-2008 Final Budget  
Total Revenue  
\$22.503 Billion**







## County of Los Angeles Budget Facts

### Some of the Key Public Services that the County Budget Funds

The Adopted Budget for Fiscal Year 2007-2008 provides the following public services:

#### Public Protection

- Fire and emergency services by 2,763 firefighters to more than 4.1 million residents.
- Probation-detention and residential treatment for an average daily population of 3,300 youths in camps and juvenile halls.
- Patrol services by 6,021 law enforcement personnel.
- Ocean lifeguard rescue and beach maintenance services to protect an estimated 50 million beach visitors.

#### Health Services

- Nearly 3 million outpatient visits.
- Nearly 240,000 hospital emergency room visits.
- Approximately 537,000 hospital inpatient days.

#### Mental Health

- Service to 7,000 children involved with the Department of Children and Family Services.
- More than 2.5 million outpatient visits for 67,000 youths (21 and younger).

#### Social Services

- Medi-Cal eligibility services for 1.9 million persons per month.
- Child care for 16,100 children per month in the CalWORKS program whose parents are involved in employment or educational programs.
- In-Home Supportive Services for 155,000 aged, blind or disabled persons (average monthly caseload).
- More than 2.2 million meals to older residents.
- Employment placement assistance to 108,127 residents.
- Child support services to approximately 500,000 families.

#### Recreation and Cultural

- Parks and recreation services for 21 million visitors and 1.57 million rounds of golf.
- Exhibits and programs at Los Angeles County Museum of Art, which had 616,491 visitors in 2006-07.
- Natural History family of museums programs for close to 1 million community members.
- Library services to 12 million visitors, with 14 million items checked out.

#### General Government

- Issuance of marriage licenses, totaling 56,613 in 2006-07.
- Performance of marriage ceremonies, totaling 11,750 in 2006-07.
- Counseling, mediation and investigative services for more than 750,000 Consumer Affairs clients.
- Issuance of 60,000 building permits.
- Nearly 30,000 cats and dogs adopted or reunited with their owners.



### Property Valuation (2007-2008)

Local Assessed— Secured	\$989,337,785,993
Local Assessed— Unsecured	\$48,543,926,287
State Assessed	\$11,946,670,477
<b>Total</b>	<b>\$1,049,828,382,757</b>

### How does the gross product of Los Angeles County rank among world's countries?

2006 GDP	Country/Economy	2006 Rank
13,244	United States	1
4,367	Japan	2
2,897	Germany	3
2,630	China (excl. Hong Kong)	4
2,373	United Kingdom	5
2,231	France	6
1,852	Italy	7
1,269	Canada	8
1,225	Spain	9
1,067	Brazil	10
979	Russia	11
888	South Korea	12
886	India	13
840	Mexico	14
754	Australia	15
663	Netherlands	16
446	Los Angeles County	

## County of Los Angeles

The County of Los Angeles was established February 18, 1850 as one of the 27 original counties in the State of California. There are 88 cities in Los Angeles County; the first city to incorporate was Los Angeles on April 4, 1850 and the most recent city to incorporate was Calabasas on April 5, 1991.

On November 5, 1912, voters approved the charter county form of government, which took effect on June 2, 1913, with a five-member Board of Supervisors. Supervisors are elected by district to serve four-year alternating terms at elections held every two years. Voters enacted term limits effective December 2002, restricting supervisors to three consecutive terms. The voter-approved County seat is the City of Los Angeles.

The County is also represented in Congress by 18 representatives and two senators; and at the state level by 14 senators and 26 Assembly members.

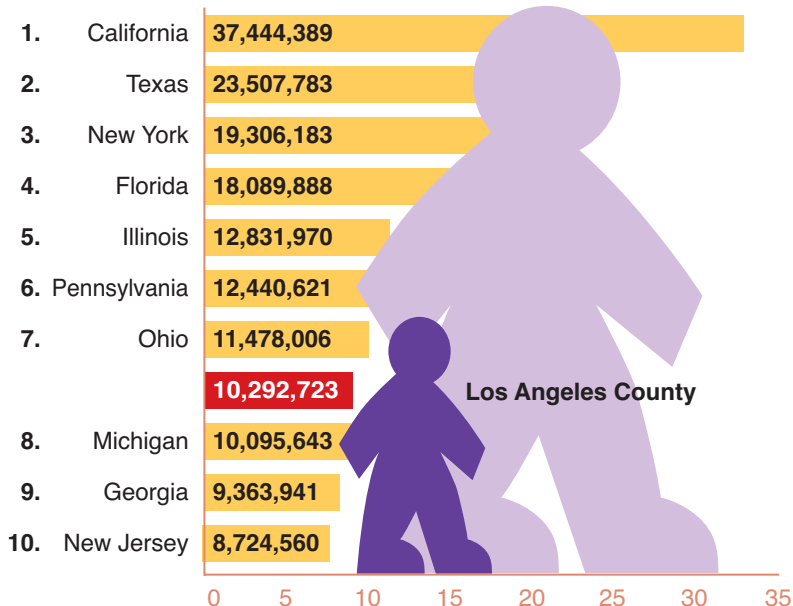
The County's January 2007 population was 10,331,939, which included 9,239,938 residents in the incorporated area and 1,092,001 residents in the unincorporated area.

### Geography

The County of Los Angeles encompasses an area of 4,084 square miles, roughly the size of Jamaica, with altitudes that vary from nine feet below sea level in Wilmington to 10,080 feet above sea level at Mt. San Antonio. There are 75 miles of mainland beaches, which represents nearly 9 percent of California's 840-mile coastline. Roadways include 25 freeways. The average daily high/low temperatures in the Civic Center area are 68.1°/48.5° in January, and 84.8°/65.6° in August. The average annual precipitation in the County is 15.5 inches.

### How does the population of Los Angeles County rank among the 50 states?

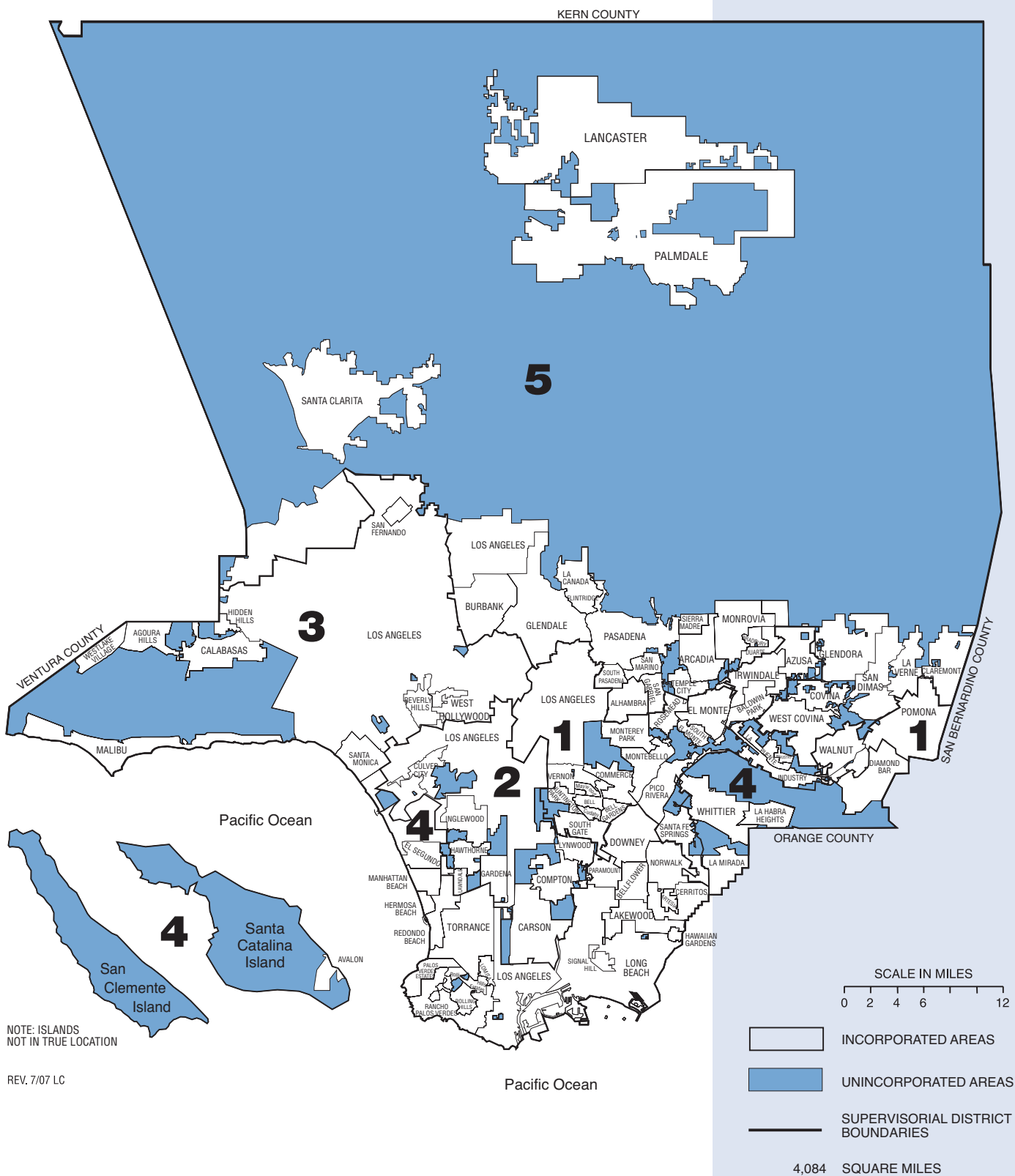
#### Population (2006)



Population and gross product data from the Los Angeles County Economic Development Corporation.



## Map of the County of Los Angeles



## History of Los Angeles County

The area comprising present-day Los Angeles County was first explored by Europeans in 1769 when Gaspar de Portola and a group of missionaries camped on what is now the banks of the Los Angeles River. A member of the party, Friar Juan Crespi, suggested the area be named "Nuestra Senora de Los Angeles de la Porciuncula" (Our Lady the Queen of the Angels of Porciuncula).

In September 1771, Father Junipero Serra and a group of Spaniards founded the San Gabriel Mission as the center of the first "community" in an area inhabited by small bands of Gabrielino Indians. Ten years later the Pobladores, a group of 11 families recruited from Mexico by Capt. Rivera y Moncada, traveled from the San Gabriel Mission to a spot selected by Alta California Gov. Felipe de Neve to establish a new pueblo. The settlement was named El Pueblo de la Reyna de Los Angeles (The Pueblo of the Queen of the Angels). In its early years, the town was a small, isolated cluster of adobe-brick houses and random streets carved out of the desert, and its main product was grain. Over time, the area became known as the Ciudad de Los Angeles, "City of Angels."

In September 1797, the Franciscan monks established the San Fernando Mission Rey de Espana in the northern San Fernando Valley.

Although the Spanish government placed a ban on trading with foreign ships, American vessels began arriving in the early 1800s, and the first English-speaking inhabitant settled in the area in 1818. He was a carpenter named Joseph Chapman, who helped build the church facing the town's central plaza, a structure that still stands. California was ruled by Spain until 1822, when Mexico assumed jurisdiction. As a result, trade with the United States became more frequent. The ocean waters off the coast of California were important for whaling and seal hunting, and a number of trading ships docked at nearby San Pedro to buy cattle hides and tallow. By the 1840s, Los Angeles was the largest town in Southern California.

After a two-year period of hostilities with Mexico beginning in 1846, the area came under U.S. control. The Treaty of Cahuenga, signed in 1847, ended the war in California, followed by the Treaty of Guadalupe Hidalgo in 1848 adding Los Angeles and the rest of California to American territory.

### Gold Rush and Growth

The annexation of California and the discovery of gold brought adventurers and immigrants alike by the thousands to the West with dreams of "hitting pay dirt." Contrary to popular belief, California's Gold Rush began in the hills southwest of the Antelope Valley in 1842, when Francisco Lopez, stopping for lunch while searching for stray cattle, pulled some wild onions and found flakes of gold clinging to their roots. The canyon was named Placeritas,

meaning "Little Placers," and today is called Placerita Canyon. Gold rushers soon flocked to the canyon and took an estimated \$100,000 of gold from the region before heading north to the more exciting and well-known discovery at Sutter's Mill in 1848. A subsequent gold strike in the mountains to the north of Los Angeles provided the town with a booming market for its beef, and many prospectors settled in the area after the Gold Rush. Mining changed the region's history in profound ways, as gold seekers settled permanently in the Antelope Valley during the 1850s and 1860s. The area further grew during the Civil War (1860-1865), as gold, silver, and copper were extracted from the Soledad Canyon region and Fremont's Pass was enlarged to facilitate and speed up ore shipments.

After the Civil War ended, there was a large immigration into the Los Angeles area. Several large Mexican ranches were divided into many small farms, and such places as Compton, Downey, Norwalk, San Fernando, Santa Monica and Pasadena sprang into existence.

During its history, the size of the County has changed substantially. Originally it was 4,340 square miles along the coast between Santa Barbara and San Diego, but grew to 34,520 square miles, sprawling east to the Colorado River. Today, with 4,084 square miles, it is slightly smaller than its original size. The County was divided up three times: Kern County received a large slice in 1851; San Bernardino County split off in 1853; and Orange County was established in 1889.

### Incorporation

On Feb. 18, 1850, the County of Los Angeles was established as one of the 27 original counties, several months before California was admitted to the Union. The people of Los Angeles County on April 1, 1850 asserted their newly won right of self-government and elected a three-man Court of Sessions as their first governing body. A total of 377 votes were cast in this election. In 1852 the Legislature dissolved the Court of Sessions and created a five-member Board of Supervisors. In 1913 the citizens of Los Angeles County approved a charter recommended by a board of freeholders which gave the County greater freedom to govern itself within the framework of state law.

Soon thereafter Los Angeles, which had been designated as the official "seat" of County government, was incorporated as a city. It had a reputation as one of the toughest towns in the West. "A murder a day" only slightly exaggerated the town's crime problems, and suspected criminals were often hanged by vigilante groups. Lawlessness reached a peak in 1871, when, after a Chinese immigrant accidentally killed a white man, an angry mob stormed into the Chinatown district, murdering 16 people. After that, civic leaders and concerned citizens began a successful campaign to bring law and order to the town.

## Immigrants

Los Angeles and its surrounding territories were built by immigrants. The village of Los Angeles was a fairly cosmopolitan place early on. By the 1850s settlers included English, French, Basques, Spaniards, Mexicans, and Germans, and by the 1870s some 200 Chinese lived in the city as well. During the late 1800s and early 20th Century, foreign immigration to Los Angeles County was varied but continued to be steady. The new immigrants arrived from Europe, Asia, and Central and South America. Distinctive ethnic communities of Japanese, Chinese, Russians, and East European Jews had developed throughout the county by the 1930s.

When the Immigration Act of 1965 opened the door to new immigrants, it initiated dramatic changes in the area. According to the U.S. Census, by 2000 36.2 percent of the residents of Los Angeles County were foreign-born—more than triple the 11.3 percent figure of 1970. The 2000 census showed the area was home to 4.2 million people of Latino/Hispanic origin—only Mexico City had a larger number. A survey taken by the Los Angeles Unified School District that year counted more than 130 different languages represented among school-age children. By 2000 Los Angeles became the nation's major immigrant port of entry, supplanting New York City.

## Railroads and Growth

The coming of the railroads changed everything. The Southern Pacific completed its Los Angeles route in 1880, followed by the Santa Fe Railroad six years later. With a huge investment in their new coast-to-coast rail lines and large Los Angeles land holdings, the railroads set forth a long-term plan for growth. Southern California citrus farming was born. Tourism and the building of towns were promoted to attract investors, to raise land values, and to increase the value of railroad shipments.

In the late 1860s there was a population boom as the marketing to “Go West” caught on. Thousands of tourists and land speculators hurried to Los Angeles County. Lots were bought, sold and traded, and an almost instantly created industry of real estate agents transacted more value in land sales than the county's entire value of only a few years before. The boom proved to be a speculative frenzy that collapsed abruptly in 1889. Many landowners went broke. People in vast numbers abandoned the Los Angeles area, sometimes as many as 3,000 a day. This flight prompted the creation of the chamber of commerce, which began a worldwide advertising campaign to attract new citizens. The county as a whole, however, benefited. The build-up had created several local irrigation districts and numerous civic improvements. In addition, the Los Angeles population had increased from about 11,000 in 1880 to about 60,000 in 1890.

## Black Gold

In 1850 the first salable petroleum in California was the oil found at Pico Canyon near San Fernando. But the real boom began in the 1890s, when Edward L. Doheny discovered oil at 2nd Street and

Glendale Boulevard in downtown Los Angeles. His find set off a “second black gold rush” that lasted several years. Los Angeles became a center of oil production in the early 20th Century. By 1897 the area had 500 derricks, and in 1910 the area near Santa Monica Boulevard and Vermont Avenue was an unruly oil shantytown. Drilling activity in the county reached new heights in the 1920s when major finds were made in Whittier, Montebello, Compton, Torrance, and Inglewood. The largest strikes were in Huntington Beach in 1920, and Santa Fe Springs and Signal Hill in 1921. These three huge fields upset national oil prices and glutted existing storage facilities. By the turn of the century almost 1,500 oil wells operated throughout Los Angeles. Oil production has continued down to the present throughout the Los Angeles Basin; between 1952 and 1988 some 1,000 wells pumped 375 million barrels of oil from these pumps.

## Agriculture

In the early 1900s, agriculture became an important part of the economy. The growth in the City of Los Angeles necessitated the annexation of the large San Fernando Valley. For about a half century between San Fernando's 1874 founding and the 1920s, the community was considered an “agricultural gem” set in the San Fernando Valley. An ample and reliable water supply was coupled with a coastal valley climate, in which the community's elevation of about 1,100 feet — along with its receiving about 12 inches of rain a year — made it ideal for growing crops.

Cattle ranching was common in the area when missionaries arrived in the late 1700s, but during the next 100 years the landscape became dotted with wheat plantings and fruit trees, whose growth was also aided by the irrigation systems in place from the mission's heyday. By the 1920s, fruit and especially citrus cultivation was San Fernando's biggest industry. The price of land for orange and lemon groves went as high as \$5,000 an acre — as much as eight times more than the cost of other land — and the city had at least four packing houses with annual shipments of nearly 500 rail cars of oranges and lemons.

Olives also flourished in the Mediterranean-like climate, and the 2,000-acre Sylmar olive grove — then the world's largest — produced 50,000 gallons of olive oil and 200,000 gallons of ripe olives. Other crops grown in the County included alfalfa, apricots, asparagus, barley, hay, beans, beets, cabbage, citrus, corn, lettuce, melons, peaches, potatoes, pumpkins, squash, tomatoes, and walnuts. The area also had excellent dairy farms, including the world's largest Guernsey herd in the 1920s. The agricultural output led to other industries such as canning companies, a fruit growers association, and fruit preservers. The agricultural land gave way to development following World War II.

## Harbors and Trade

The San Pedro harbor became operational in the late 1840s and became the principal harbor for the trade in the county. The first steamer to visit San Pedro was the Goldhunter in 1849. The construction of a railroad from Los Angeles to the harbor in 1869



gave a fresh impetus to the development of agricultural resources in the county. Later in 1911 the Long Beach harbor was established and the port at San Pedro was also added to give Los Angeles a position in the international trade market.

### **Motion Pictures and Television**

In 1853 one adobe hut stood on the site that became Hollywood. The first motion picture studio in Hollywood proper was Nestor Film Company, founded in 1911 by Al Christie for David Horsley in an old building on the southeast corner of Sunset Boulevard and Gower Street. By 1930 the motion picture industry was in full swing. The county's good weather and picturesque locals lent itself to the production of the silent films and "talkies."

In the 1950s, the advent of television led to the opening of numerous television stations. Movie attendance fell to half its previous level during this time as audiences stayed home to be entertained in their own living rooms. Hollywood's yearly output in the 1930s had averaged 750 feature films; in the 1950s it was down to about 300 and still falling, despite efforts to win back audiences by installing new stereo sound systems, building wide screens, and employing new such visual techniques as 3-D. By the early 1970s the television and movie industries became interdependent with much crossover from one medium to the other. Today, each medium has found its niche. The Hollywood film has retained its position as the ultimate entertainment, but television has become the major disseminator of popular culture. Los Angeles has remained firmly in charge of American image-making.

Large manufacturing concerns began opening factories during that time, and the need for housing created vast areas of suburban neighborhoods and the beginnings of the area's massive freeway system. The Depression and the Midwestern drought of the 1930s brought thousands of people to California looking for jobs.

### **Public Works Projects**

In order to sustain future growth, the County needed new sources of water. The only local water in Los Angeles was the intermittent Los Angeles River and groundwater replenished by the area's minimal rain. Legitimate concerns about water supply were exploited to gain backing for a huge engineering and legal effort to bring more water to the city and allow more development. Approximately 250 miles northeast of Los Angeles in Inyo County, near the Nevada state line, a long slender desert region known as the Owens Valley had the Owens River, a permanent stream of fresh water fed by the melted snows of the eastern Sierra Nevadas

Sometime between 1899 and 1903, Los Angeles Times founder Harrison Gray Otis and his son-in-law successor, Harry Chandler, engaged in successful efforts at buying up cheap land on the northern outskirts of Los Angeles in the San Fernando Valley. At the same time they enlisted the help of William Mulholland, chief engineer of the Los Angeles Water Department, and J.B. Lippencott, of the United States Reclamation Service. Lippencott performed water surveys in the Owens Valley for the Reclamation

Service while secretly receiving a salary from the City of Los Angeles. He succeeded in persuading Owens Valley farmers and mutual water companies to pool their interests and surrender the water rights to 200,000 acres of land to Fred Eden, Lippencott's agent and a former mayor of Los Angeles. Eden then resigned from the Reclamation Service, took a job with the Los Angeles Water Department as assistant to Mulholland, and turned over the Reclamation Service maps, field surveys and stream measurements to the city. Those studies served as the basis for designing the longest aqueduct in the world

By July 1905, Chandler's L.A. Times began to warn the voters of Los Angeles that the county would soon dry up unless they voted bonds for building the aqueduct. Artificial drought conditions were created when water was run into the sewers to decrease the supply in the reservoirs and residents were forbidden to water their lawns and gardens. On election day, the people of Los Angeles voted for \$22.5 million worth of bonds to build an aqueduct from the Owens River and to defray other expenses of the project. With this money, and with a special act of Congress allowing cities to own property outside their boundaries, the city acquired the land that Eden had acquired from the Owens Valley farmers and started to build the aqueduct, which opened Nov. 5, 1913.

To accommodate its growing population, the County instituted a number of large engineering projects, including the construction of the Hoover Dam, which channeled water to the County from the Colorado River and provided electricity from hydroelectric power. The area's excellent weather made it an ideal location for aircraft testing and construction, and World War II brought hundreds of new industries to the area, boosting the local economy. By the 1950s, Los Angeles County was a sprawling metropolis. It was considered the epitome of everything new and modern in American culture—a combination of super highways, affordable housing, and opportunity for everyone.

Today more than 10 million people call Los Angeles County home, residing in 88 cities and approximately 140 unincorporated areas. It continues to be an industrial and financial giant, and is one of the most cultural and ethnically diverse communities in the world.

## Hello - Goodbye

Major administrative changes occurred in 2007-08, not only with retirements of department heads but with the implementation of a chief executive officer structure. The Board of Supervisors approved the new structure in an attempt to improve the efficiency of County operations. Most departments now report directly to the CEO instead of to the Board of Supervisors. Since the Chief Administrative Office is established in the County Charter, voters must give ultimate approval to the structure change. The measure is expected to go on the ballot in 2008. David E. Janssen retired as chief executive officer in 2007 after 11 years of service and was replaced by William T Fujioka. Other changes came in the Registrar-Recorder/County Clerk, Public Social Services, and Child Support Services departments, and the Employees Retirement Association.



## Masters of Public Service



William T Fujioka



Bryce Yokomizo



Conny McCormack



Steven Golightly

Philip Browning



Marsha Richter

Gregg Rademacher



David E. Janssen

Photos: William T Fujioka and David E. Janssen, incoming and outgoing chief executive officer; Philip Browning and Bryce Yokomizo, incoming and outgoing director of public social services; Conny McCormack, outgoing registrar-recorder/county clerk; Steven Golightly, incoming director of child support support services (replacing Browning); Gregg Rademacher and Marsha Richter, incoming and outgoing chief executive officer of Los Angeles County Employees Retirement Association.



**Total Population**  
**County of Los Angeles**  
10,331,939

**Total Population**  
**Unincorporated Areas**  
**County of Los Angeles**  
1,092,001

*Los Angeles County makes  
up about 27 percent of the  
state's population.*

## Estimated Population of the 88 Cities in the County of Los Angeles

Cities	Population	Cities	Population
Agoura Hills	23,340	Lancaster	143,818
Alhambra	89,488	Lawndale	33,572
Arcadia	56,556	Lomita	21,127
Artesia	17,589	Long Beach	492,912
Avalon	3,521	Los Angeles	4,018,080
Azusa	48,640	Lynwood	73,171
Baldwin Park	81,146	Malibu	13,748
Bell	38,982	Manhattan Beach	36,573
Bell Gardens	46,760	Maywood	29,957
Bellflower	77,189	Monrovia	39,309
Beverly Hills	36,084	Montebello	65,686
Bradbury	938	Monterey Park	64,508
Burbank	107,921	Norwalk	110,040
Calabasas	23,652	Palmdale	145,468
Carson	98,178	Palos Verdes Estates	14,085
Cerritos	54,943	Paramount	58,087
Claremont	37,141	Pasadena	147,262
Commerce	13,494	Pico Rivera	67,074
Compton	99,451	Pomona	162,140
Covina	49,720	Rancho Palos Verdes	43,092
Cudahy	25,870	Redondo Beach	67,495
Culver City	40,792	Rolling Hills	1,972
Diamond Bar	60,207	Rolling Hills Estates	8,099
Downey	113,587	Rosemead	57,427
Duarte	23,121	San Dimas	37,011
El Monte	126,282	San Fernando	25,145
El Segundo	17,076	San Gabriel	42,691
Gardena	61,947	San Marino	13,507
Glendale	207,157	Santa Clarita	177,158
Glendora	52,557	Santa Fe Springs	17,849
Hawaiian Gardens	15,922	Santa Monica	91,124
Hawthorne	89,080	Sierra Madre	11,039
Hermosa Beach	19,474	Signal Hill	11,229
Hidden Hills	2,040	South El Monte	22,464
Huntington Park	64,912	South Gate	102,233
Industry	804	South Pasadena	25,824
Inglewood	119,212	Temple City	35,702
Irwindale	1,655	Torrance	148,558
La Canada Flintridge	21,353	Vernon	95
La Habra Heights	6,145	Walnut	32,297
La Mirada	50,267	West Covina	112,953
La Puente	43,338	West Hollywood	37,653
La Verne	33,449	Westlake Village	8,893
Lakewood	83,641	Whittier	87,190

Source: California Department of Finance, January 2007





## Unincorporated Areas within the County of Los Angeles

Unincorp. Area	Supervisory District	Unincorp. Area	Supervisory District	Unincorp. Area	Supervisory District
Acton	5	La Rambla	4	Roosevelt	5
Agoura	3	Ladera Heights	2	Rowland Heights	1, 4
Agua Dulce	5	Lake Hughes	5	San Clemente Island	4
Alpine	5	Lake Los Angeles	5	San Pasqual	5
Altadena	5	Lakeview	5	Santa Catalina Island	4
Antelope Acres	5	Lang	5	Saugus	5
Athens (or West Athens)	2	Lennox	2	Soledad	5
Avocado Heights	1	Leona Valley	5	South San Gabriel	1
Baldwin Hills	2	Littlerock	5	South San Jose Hills	1
Bandini (islands)	1	Llano	5	South Whittier	1, 4
Bassett	1	Long Beach (islands)	4	Stevenson Ranch	5
Big Pines	5	Longview	5	Sulphur Springs	5
Bouquet Canyon	5	Los Cerritos Wetlands	4	Sun Village	5
Calabasas (adjacent)	3	Los Nietos	1, 4	Sunland/Sylmar/Tujunga (adjacent)	5
Calabasas Highlands	3	Malibu Vista	3	Sunshine Acres	1
Canyon Country	5	Marina del Rey	2, 4	Three Points	5
Castaic	5	Mint Canyon	5	Topanga Canyon	3
Castaic Junction	5	Monrovia/Arcadia/ Duarte (islands)	5	Fernwood	
Charter Oak (islands)	5	Monte Nido	3	Glenview	
Citrus (Covina islands)	1, 5	Montrose	5	Sylvia Park	
Crystallaire	5	Mulholland Corridor	3	Topanga	
Deer Lake Highlands	5	Cornell		Twin Lakes	5
Del Aire	2	Las Virgenes/ Malibu Canyon		Universal City	3
Del Sur	5	Malibou Lake		Val Verde	5
East Azusa (islands)	1, 5	Malibu Bowl		Valencia	5
East Rancho Dominguez	2	Malibu Highlands		Valinda	1
East Los Angeles	1	Malibu/Sycamore Canyon		Valyermo	5
Belvedere Gardens		Monte Nido		Vasquez Rocks	5
City Terrace		Seminole Hot Springs		Veterans Administration Center	3
Eastmont		Sunset Mesa		View Park	2
East Pasadena	5	Trifuno Canyon		Walnut Park	1
East San Gabriel	5	Neenach	5	West Arcadia (islands)	5
East Whittier	4	Newhall	5	West Carson	2, 4
El Camino Village	2	North Claremont (islands)		West Chatsworth	3, 5
El Dorado	5		1, 5	West Pomona (islands)	5
Elizabeth Lake	5	Northeast San Dimas (islands)	5	West Puente Valley	1
Fairmont	5	Northeast Whittier (island)	4	West Rancho Dominguez/ Victoria	2
Firestone	1, 2	Northwest Whittier	4	West Whittier	1, 4
Florence	1, 2	Norwalk/Cerritos (islands)		Westfield	4
Forrest Park	5	Oat Mountain	5	Westmont	2
Franklin Canyon	3	Pearblossom	5	White Fence Farms	5
Glendora (islands)	5	Placerita Canyon	5	Whittier Narrows	1
Gorman	5	Quartz Hill	5	Willowbrook	2
Graham	1, 2	Rancho Dominguez	2	Wilsona Gardens	5
Green Valley	5	Redman	5	Windsor Hills	2
Hacienda Heights	1, 4			Wiseburn	2
Hi Vista	5			Wrightwood	5
Juniper Hills	5				
Kagel Canyon	5				
Kinneola Mesa	5				
La Crescenta	5				





## Masters of Public Service

### Employees Serve Their Country in Iraq

The war in Iraq has affected the County's workforce in personal ways, with hundreds of employees in the military reserves being called into active duty. The Board of Supervisors took a number of actions to support these employees, including extending from 360 days to 720 days the amount of time that the County would provide military leave with offset pay and spearheading an effort to encourage employees to write letters and send care packages. As of Oct. 31, 2007, there were 79 activated reservists, down from 106 in November 2001. The number reached a high of 169 in March and May 2003. Hardest hit was the Sheriff's Department, which peaked at 95 in April 2003. To lessen the impact, the Board recommended retired public safety officers be considered to backfill positions while the reservists were on duty.



*George Mitchell Jr., Internal Services*



*John Thompson and  
Randal McNary,  
District Attorney*



*Reynaldo Bernabe, Assessor*



*June Park, Public Health*



*Arturo Portillo, Jr., Carlos Levario, Jr., Alan Sims,  
Steven Holland, Sheriff*



*Denny Estrada, Assessor*



*Louis Avila, District Attorney*



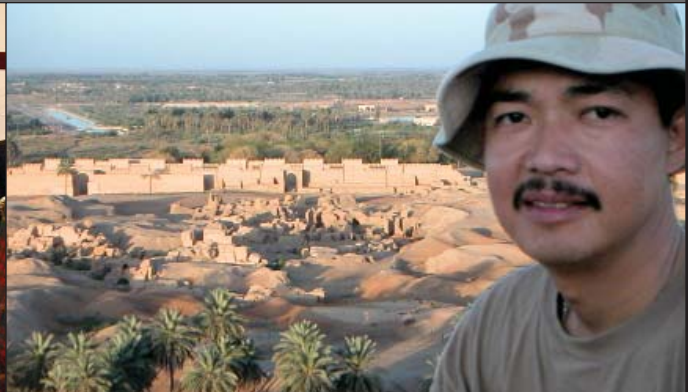
*Rafael Ortiz and family, Fire*



*Sharette Garcia, Children  
and Family Services*



*Anthony Dixon, Fire*



*Napoleon Sadsad, Children and Family Services*

## Public Protection

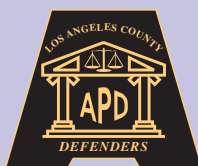




## Public Protection



**Janice Y Fukai**  
Alternate Public Defender  
(Appointed 04/02/02)

**Fiscal Year 2007-2008 Budget**

Gross Total	\$49,382,000
Less Intrafund	
Transfer	\$0
Net Total	\$49,382,000
Revenue	\$163,000
Net County Cost	\$49,219,000

Positions 281.0



APD Janice Y Fukai and staff at Bosses Day luncheon.



Former APD Bruce Hoffman with staff at APD Annual Golf Tournament.

## Alternate Public Defender

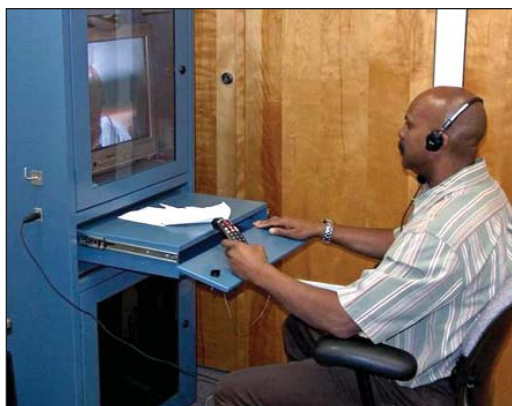
**The Alternate Public Defender (APD)** provides quality legal representation in Public Defender conflict-of-interest cases. The department was implemented by the Board of Supervisors in 1994 to control the spiraling costs of court-appointed private lawyers, particularly in cases involving multiple defendants charged with serious crimes, including capital crimes. Cost effectiveness has been documented in numerous Board-ordered studies. High quality representation is reflected in an impressive record of accomplishments. The APD attributes its success to a dedicated, diverse and highly skilled lawyer and support staff comprised of 51% women and 57% ethnic minorities.

### Major Accomplishments 2006-2007

- Developed and implemented a felony attorney training program targeted to improve the quality and efficiency of representation provided by APD attorneys new to felony practice.
- Developed and implemented a senior mentor lawyer program for capital case litigation. APD's most experienced attorneys monitor the preparation of cases, where the prosecution seeks the death penalty, and act as an advisor/mentor/litigation resource to the assigned attorneys to ensure the highest level of expertise and quality of representation.
- Designed and implemented a mechanism to measure and track the quality of services provided to other agencies and departments within the criminal justice system.
- Obtained user requirements for development of an electronic document management system that will enable the department to store and retrieve case files electronically.

### Major Objectives 2007-2008

- Revise and update the department's policies and procedures to ensure compliance with current law and County policies.
- Develop and produce management and attorney training programs that will assist management in the day-to-day supervision of branch operations.
- Establish a fully operational new branch office near the Alhambra Superior Court to provide effective and caring service to clients at the Alhambra courthouse.
- Submit a request for grant funding in the amount of \$300,000 from the Productivity Investment Fund and the Information Technology Fund to create an electronic document management system that will enable the department to store and retrieve case files electronically.
- Refurbish office space at the Hall of Records to enable the department to house more employees and avoid leasing additional office space.



Investigator Harold Williams conducting interview via inmate video-conferencing system.



APD Janice Y Fukai and Rosalinda Gomez at holiday luncheon.

## Coroner

**The Coroner** investigates and determines the cause and mode of all sudden, violent or unexplained deaths within Los Angeles County. Comprehensive scientific investigations are conducted, including autopsy, toxicology, histology, and scanning electron microscopy analysis. The Coroner works proactively with law enforcement agencies and others in the criminal justice system. The department is accredited by the National Association of Medical Examiners, the Accreditation Council for Graduate Medical Education, the California Medical Association for Continuing Medical Education, and the American Society of Crime Laboratory Directors.

The department is also certified by the Commission on Peace Officer Standards & Training (POST) to participate in the reimbursable training program and provide POST-certified training to other agencies.

### Major Accomplishments 2006-2007

- Implemented the Electronic Death Registration System (EDRS) in collaboration with the local registrars and the state of California. The new system computerizes the death certificate process in Los Angeles County, eliminating prolonged delays for families associated with death certificate filings with the state.
- Reduced the existing body count in cold crypt storage by 57%.
- Completed the move of non-biohazard functions and related staff into the newly refurbished Old Administration Building.
- Developed architecture and engineering design and construction plans for a new 500-body capacity crypt storage unit and the refurbishing of the existing coroner's biological facility.
- Completed an internal review of the department's forensic pathology residency program as required by the Accreditation Council for Graduate Medical Education.
- Completed the transition into the County's information technology (IT) shared services, which resulted in an upgrade of computer hardware/software, improved IT maintenance and security, and a greater efficiency in serving the public.
- Collaborated with neuropathology consultant staff to produce and publish a neuropathology book which serves as a practical guide to medical examiners and consulting neuropathologists in the forensic, post mortem examination of the human brain. This is the first scientific book published by the County of Los Angeles.
- Procured a mobile command post and a refrigerated storage vehicle for use in disasters.

### Major Objectives 2007-2008

- Continue next phase development of the revenue-generating DNA testing program designed to improve identification of Coroner cases and market services to the public and private sector.
- Continue the construction of a crypt facility to increase decedent storage and the renovation of the department's autopsy floor to ensure health and safety for workers.
- Modify the existing autopsy work shift and support functions to accommodate future work space restrictions during major construction for the refurbishment of the 1104 biological building and create efficiency and safety in the delivery of such services.
- Complete business continuity planning for less critical Coroner's functions.
- Implement a physician contract for forensic autopsy services to handle unexpected surges in caseload.
- Prepare for the re-accreditation site visit by the Accreditation Council for Graduate Medical Education scheduled for March 2008.



*The department has moved all public services to the Old Administration Building.*



**Dr. Lakshmanan Sathyavagiswaran**  
Chief Medical Examiner/Coroner  
(Appointed 02/18/92)

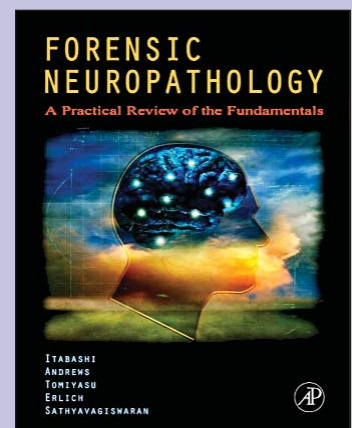


**Anthony T. Hernandez**  
Director  
(Appointed 07/12/94)



### Fiscal Year 2007-2008 Budget

Gross Total	\$28,335,000
Less Intrafund	
Transfer	\$543,000
Net Total	\$27,792,000
Revenue	\$2,913,000
Net County Cost	\$24,879,000
Positions	221.0



*Forensic Neuropathology was published by the Department of Coroner in August 2007.*



## Public Protection



**Steve Cooley**  
District Attorney  
(Elected 2000)

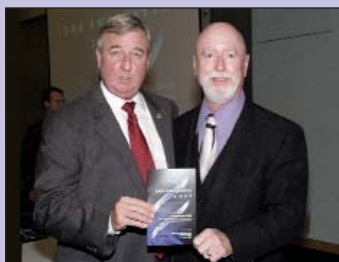
**Fiscal Year 2007-2008 Budget**

Gross Total	\$335,558,000
Less Intrafund	
Transfer	<u>\$14,123,000</u>
Net Total	\$321,435,000
Revenue	<u>\$140,265,000</u>
Net County Cost	\$181,170,000

Positions 2,256.0



District Attorney Steve Cooley (left) and Deputy District Attorney Lisa Kahn (right) present a 2006 DNA Awareness Team Award to Orange County District Attorney Tony Rackauckas.



District Attorney Steve Cooley and Los Angeles County Public Defender Michael Judge at the 2006 DNA Awareness Forum.

## District Attorney

**The Office of the District Attorney** is the prosecuting attorney for all felony cases and juvenile cases filed in the County of Los Angeles. The District Attorney may also perform the prosecutorial function for misdemeanor prosecutions in cities where there is no city prosecutor. To carry out the mission of the office as an independent agency, the District Attorney's Office evaluates every case presented by law enforcement agencies throughout the County. The office is the largest local prosecution agency in the nation.

**Major Accomplishments 2006-2007**

- Hosted the 5th Annual DNA Awareness Forum to promote DNA analysis as a crime-fighting tool in solving cold cases, identifying repeat and serial offenders and exonerating innocent suspects. Drafted a resolution adopted by the state declaring September of each year to be DNA Awareness Month.
- Spearheaded the formation of a countywide task force to undertake the challenges of implementing Proposition 69, the "DNA Fingerprint, Unsolved Crime and Innocence Protection Act", in Los Angeles County. As of December 2006, more than 95,000 DNA samples from Los Angeles County had been submitted to the state DNA lab for analysis and uploading into the state database.
- Created the High Technology Crime Division to increase the office's ability to interdict the organized criminal element driving identity theft and other high-tech crimes, deter street-level crimes through aggressive prosecution and provide training and assistance to task forces and other agencies.
- Received the Quality and Productivity Commission's Silver Eagle Award for the highly innovative Fraud Interdiction Program, which addresses the growing crisis of health care fraud. More than \$2 million in fraud has been prevented.

**Major Objectives 2007-2008**

- Collaborate with the U.S. Attorney's Office to work with federal prosecutors in prosecuting transnational gang members who illegally re-enter the United States following felony conviction and deportation.
- Implement an anti-graffiti program targeted at deterring and effectively prosecuting graffiti crimes in Los Angeles County.
- Establish the LADA Criminal Justice Institute for prosecutors and law enforcement professionals in Los Angeles County and other jurisdictions to promote and teach best practices in criminal investigations and trial advocacy.
- Implement a program focusing on the prosecution and prevention of animal cruelty and neglect cases. Prosecutors and law enforcement will be trained on the recognition, investigation and prosecution of these cases.



Deputy District Attorney Al MacKenzie, District Attorney Steve Cooley and Special Assistant Mia Baker (second, third and fifth from left respectively) accept the Quality & Productivity Commission's Silver Eagle Award.



District Attorney Steve Cooley introduces Deputy District Attorney Deborah Knaan (left) at press conference on animal cruelty.

## Fire

**The Fire Department** provides prompt, skillful and cost-effective fire suppression and life-saving services to protect more than 4 million residents, the environment and property within its 2,296-square-mile jurisdiction, including 58 cities and all unincorporated areas. It also serves the City of La Habra in Orange County. Established in 1923, the department has evolved into a world renowned public safety agency made up of almost 5,000 emergency and business professionals.

### Major Accomplishments 2006-2007

- Obtained state and federal grants to purchase 13 emergency vehicles for homeland security response, and augmented the current contract air program with a S-64 Helitanker for the 2007 fire season.
- Won the United States Lifesaving National Championship for the 21st consecutive year for a total of 34 victories (ocean lifeguards).
- Implemented the Fitness for Life Program, with physical fitness goals for all firefighting and ocean lifeguard personnel, to improve firefighter health and fitness for duty, and to decrease the number of illnesses and injuries.
- Developed a back-up electronic 911 emergency dispatch system that operates independently of current computer aided dispatch system.
- Opened temporary Fire Stations 132 and 156 in the Santa Clarita Valley.
- Placed 76 new fire engines and six new quint (fire engine-ladder truck) firefighting apparatus into service.
- Implemented an online application filing system for the firefighter trainee exam, saving taxpayers up to \$750,000.
- Implemented a contact and certification database for all personnel that will be used as part of the department's catastrophic plan to deploy appropriate resources.
- Increased service levels with the opening of new fire prevention offices in East Los Angeles, Palmdale and Lancaster.
- Initiated and supported eight Fire Safe Councils in Malibu, Altadena, Sierra Madre, Arcadia, Santa Clarita, U. S. Forest Service, and unincorporated areas to promote fire prevention and identify strategic fuel reduction projects.
- Passed a triennial performance evaluation conducted by the California Environmental Protection Agency and received agency recognition for 14 specific program areas.
- Introduced the web-based Countywide Learning Management System to department managers to provide learning content, resources and career management assistance to County employees.
- Issued new firefighting personnel protective equipment to all operations personnel and implemented tracking software for all new gear.
- Developed the ambulance mutual aid response plan to organize transport resources in case of a catastrophic event.

### Major Objectives 2007-2008

- Complete a short and long-term financial plan for the Consolidated Fire Protection District to ensure financial stability regardless of economic trends.
- Finalize the department's catastrophic sustainment plan that assures adequate staffing, logistics, business continuity and basic service delivery despite a significant region-wide disaster.
- Create and implement the department's Command College leadership training academy to provide entry level to advanced training for current and future leaders.
- Develop expanded management information tools to better assess costs associated with service delivery levels in emergency and non-emergency programs.
- Garner regional support, congressional understanding and essential funding to begin construction of the Los Angeles Regional Interoperable Communications System.



**P. Michael Freeman**  
Fire Chief  
(Appointed 02/13/89)



### Fiscal Year 2007-2008 Budget

<i>Fire District</i>	
Gross Total	\$902,007,000
Less Intrafund	
Transfer	\$ 0
Net Total	\$902,007,000
Revenue	\$902,007,000
Net County Cost	\$ 0
Positions	4,294.0

<i>Lifeguard Services</i>	
Gross Total	\$28,833,000
Less Intrafund	
Transfer	\$0
Net Total	\$28,833,000
Revenue	\$0
Net County Cost	\$28,833,000



*The new rescue air cushions help County firefighters rescue victims trapped in high-rise buildings and other locations.*



*The Avalon Fire on Catalina Island in May 2007 presented formidable logistical challenges during evacuations and resource transportation.*

## Public Protection



**Marcia Goodman**  
Foreperson  
2007-08 Civil Grand Jury

**Fiscal Year 2007-2008 Budget**

Gross Total	\$1,841,000
Less Intrafund	
Transfer	<u>\$0</u>
Net Total	\$1,841,000
Revenue	<u>\$15,000</u>
Net County Cost	\$1,826,000
Positions	5.0

## Grand Jury, Criminal and Civil

Los Angeles County is served by two separate grand juries - the **Criminal Grand Jury** and the **Civil Grand Jury**.

**The Criminal Grand Jury** consists of 23 members and a designated number of alternates. It is impaneled monthly and the term of service is typically 30 calendar days unless otherwise required by the District Attorney's Office. The Criminal Grand Jury is selected at random from the petit jury list to ensure that a reasonable representative cross-section of the entire county is eligible for this jury service. All persons qualified for Criminal Grand Jury service have an obligation to serve when summoned.

The Criminal Grand Jury hears evidence brought by the District Attorney's Office to determine on the basis of this evidence whether a crime has been committed and whether a certain person should be charged with a crime and required to stand trial in the Superior Court. Specifically, the Criminal Grand Jury must decide if there is a strong suspicion the individual committed the crime alleged. The Criminal Grand Jury has exclusive jurisdiction to return criminal indictments.

Statistics: 2006-2007 Criminal Grand Jury Workload/Output

Indictment Hearings - 28	Indictments Returned - 28
Investigative Hearings - 12	Subpoenas Issued - 889
Witnesses Called - 492	

**The Civil Grand Jury** consists of 23 members and a designated number of alternates. Members of the Civil Grand Jury are selected from a volunteer pool or are nominated directly by a Superior Court judge. The final 23 members are selected randomly by computer. Each July these citizens are sworn in as grand jurors for a 12-month period ending June of the following year. Service is a full-time job.

The responsibilities of the Civil Grand Jury include the examination of all aspects of county government, all municipalities, and special districts, to ensure that the County is being governed honestly and efficiently and that county monies are being handled appropriately. The Civil Grand Jury is further charged with investigating individual complaints from citizens. By statute the Grand Jury is required to inquire regarding the conditions and management of all public prisons within the County of Los Angeles.

### Major Accomplishments 2006-2007

- Implemented automated one-step summoning for criminal grand jurors, reducing the number of appearances necessary for potential jurors.

### Major Objectives 2007-2008

- Continue to expand ongoing recruitment/outreach efforts in the media, civic and community-based organizations to increase the number of civil grand juror applicants.
- Refine the online nomination process for civil grand jurors to implement new court rules.



## Ombudsman

**The Office of Ombudsman** serves residents of the County of Los Angeles by monitoring the timely and thorough investigation of complaints and objectively reviewing investigations concerning the Los Angeles County Sheriff's Department, the Office of Public Safety, and other County departments and agencies at the direction of the Board of Supervisors.

### Major Accomplishments 2006-2007

- Provided quality service to an increased number of requests for service.
- Received award for the 2006 Charitable Giving Campaign for employee participation and contribution.
- Received award for the 2007 Cesar Chavez Food Drive for departmental contributions to the Los Angeles Regional Food Bank.
- Migrated information technology support to Internal Services Department Information Technology Shared Services and upgraded office hardware.
- Hosted interns from Dailan, China to provide a learning environment on the role of the Ombudsman and County government functions.
- Hosted government officials from Taiwan and provided information on the Office of Ombudsman.
- Gave presentation to foreign exchange students program at Cal State Los Angeles on Ombudsman services.
- Expanded training opportunities for all Ombudsman staff, including a 90% participation rate in customer service training.
- Developed a formal media campaign to increase community awareness of Ombudsman services.

### Major Objectives 2007-2008

- Continue to work with the Sheriff's Department to establish an independent review hearing process for placing individuals in the Child Abuse Central Index.
- Implement a new customer relationship management system to track and establish benchmark values.
- Enhance marketing strategies to further promote the value of Ombudsman services.
- Continue to promote conflict resolution services.
- Expand community outreach efforts.
- Continue to encourage and provide enhanced training opportunities to Ombudsman staff.



*Employee Mary Calhoun reads to View Park Library visitor during Cesar Chavez Community Service Week.*



*Employee Myrian Rangel provides information to visitors at Supervisor Yvonne B. Burke's Fatherhood Symposium at LA Southwest College.*



**John S. Fernandes**  
Ombudsman  
(Appointed 12/01/06)



### Fiscal Year 2007-2008 Budget

Gross Total	\$1,332,000
Less Intrafund	
Transfer	\$0
Net Total	\$1,332,000
Revenue	\$0
Net County Cost	\$1,332,000

Positions 10.0



*Employees Rose Curry and Mario Miranda with foreign exchange students and staff at Cal State Los Angeles.*



*Ombudsman John Fernandes attends International Ombudsman Association conference.*



## Public Protection



**Robert B. Taylor**  
Chief Probation Officer  
(Appointed 5/03/06)

**Fiscal Year 2007-2008 Budget**

Gross Total	\$696,264,000
Less Intrafund	
Transfer	\$11,272,000
Net Total	\$684,992,000
Revenue	\$216,203,000
Net County Cost	\$468,789,000

Positions 6,196.0



Chief Probation Officer  
Robert Taylor greets Sheriff  
Leroy Baca, one of the guest  
speakers at the Community  
Corrections Collaboration  
Conference.



Camp Routh offers a unique  
program where youth assist the  
community by participating in  
wild land fire prevention and  
suppression.

## Probation

**The Probation Department** enhances public safety, ensures victims' rights and effects positive probationer behavioral change.

### Major Accomplishments 2006-2007

- Established clearly defined evidence-based practices (EBP) that will be applied to all juvenile and adult programs. This included developing specific guidelines and assessment and risk tools to provide the structure to support the shift to EBP. The EBP will reflect a change in the culture of the department, transitioning it from a custodial focus to a treatment focus.
- Implemented Phase I of the camp redesign at eight camps. These camps have received the training in EBP principles, CORE correctional practices and motivational interviewing, which will enable them to begin the EBP intervention programming.
- Established the Training and Learning Development Services Office to develop a continuity of training plan for employees from the beginning of their service with the department until their departure, to create a departmental manual to replace individual bureau manuals and to provide support for the implementation of EBP.
- Opened the Camp Assessment Unit at Barry J. Nidorf Juvenile Hall. This model includes multidisciplinary teams from Probation, Department of Mental Health, Department of Health Services and the Los Angeles County Office of Education, which assess minors utilizing an assessment tool to determine the placement of those minors in programs that best meets their needs for their overall success.
- Opened the Enhanced Supervision Unit at Central Juvenile Hall to improve delivery of services to minors with severe mental health needs. This unit provides a safe and secure environment for those minors who have the highest needs and have been unable to integrate into the regular living units within the halls.
- Obtained a grant from the Productivity Investment Fund to implement the Voice Matching Reporting Services Program. This is a biometric technology that will allow 1,200 low-risk probationers to report via the telephone in order to redirect supervision towards higher risk offenders and decrease congestion in the area offices.

### Major Objectives 2007-2008

- Develop and implement a comprehensive transition plan that will move the department from services of an outside consultant in EBP to an internally designed and driven program for all operations. This will include training of all staff and external partners and developing benchmarks and outcomes for all sources both internal and external.
- Implement fully validated assessment and risk tools for all clients, both juvenile and adult. This will include the training of staff in the proper use of the tool as well as conducting the quality assurance components to ensure consistency with evidence-based practices.
- Complete implementation of all the recommendations contained in the memorandum of agreement with the United States Department of Justice. The department is currently in compliance with all but six of the proposals.
- Complete or be in substantial compliance with all audit recommendations made by Thompson, Cobb, Bazillo and Associates and the Child Welfare League of America that were submitted to the Board of Supervisors in December 2005. The department has completed 60% of the recommendations, partially completed 28% and will be evaluating another 7%. The remaining 5% were evaluated and the department does not plan to implement.
- Develop a system to reduce the population of the juvenile halls by 15% from the current average population of 1,700-1,800 minors to provide a safe and secure environment for staff and minors and one that is conducive to best practices for a juvenile facility.

## Public Defender, Office of

**The Office of the Public Defender** protects the life and liberty of adults in criminal and mental health cases and facilitates positive long term lifestyle outcomes for clients who suffer from illnesses that result in their involvement in the criminal justice system.

The Public Defender's 38 field offices handle an estimated 420,000 misdemeanor cases, 100,000+ felony cases, 41,000 juvenile cases and 11,000 mental health cases annually. The office has taken a lead role in such innovative efforts as the Early Disposition Program, allowing felony cases to be settled as early as the first court appearance; videoconferencing, allowing clients to be interviewed while at the jail facility instead of being transported to court; rehabilitative and restorative justice programs such as Streets or Services II (SOS-II), a collaborative effort between the Public Defender and the Los Angeles City Attorney that connects misdemeanor clients arrested in the skid row area facing charges related to drug and alcohol addiction, mental illness, homelessness, abuse, or trauma with appropriate community resources for treatment; the Client Assessment, Referral, Evaluation (CARE) program, which provides psycho-social assessments, treatment plans, and alternatives to juveniles in the justice system who exhibit serious mental health, developmental disability, cognitive and learning deficit problems; and to the adult drug, juvenile drug and mental health courts.

The Public Defender represents children in delinquency courts on status charges (truancy, incorrigibility, runaways) or claims that they have violated penal statutes. The Public Defender is mandated and accountable for assuring that such clients receive thorough psycho-social assessments at intake and court orders providing for appropriate wrap-around services (such as special education, mental health intervention, developmentally disabled resources, and substance abuse treatment) as well as auditing and monitoring outcomes after court dispositions to ensure that all programmatic resources and services are successfully provided for such children in whatever placement the court selected.

### Major Accomplishments 2006-2007

- Began the initial phase of implementing the Public Defender Electronic Document Management System (PD-EDMS), a comprehensive electronic system to image, index, store, and retrieve all new cases closed after a set "day forward."
- Evaluated secretarial/clerical needs at all department locations; developed and implemented a program to attract qualified senior legal office support assistants; developed and implemented an assignment preference protocol for secretarial/clerical staff providing a mechanism to make staff more aware of reassignment opportunities.
- Implemented a plan to review and update return-to-work case files, including those for Workers' Compensation, Family Medical Leave Act, Americans with Disabilities Act, and non-work related illness/injury on a regular periodic basis.

### Major Objectives 2007-2008

- Continue the implementation of PD-EDMS. Virtually all of the department's attorney and secretarial/clerical staff will be called upon to implement new protocols to open, maintain, and close case files to meet new file and document storage and imaging requirements to create the foundation for a case management system.
- Continue to work with County departments, the California Department of Corrections and Rehabilitation, community organizations, and Superior Court focusing on re-entry services and strategies to mitigate recidivism. Assume a leadership role in assembling partners from various agencies to develop consensus and design(s) to provide enhanced assessments, treatment, and services for designated group(s).
- Provide additional training to deputies-in-charge (DIC's) assigned to more than 30 locations that handle adult and juvenile cases throughout the County. Training will promote a more uniform view and implementation of goals and objectives, technology enhancements, communications, policies and procedures, changes in the law, and best practice.



**Michael Judge**  
Public Defender  
(Appointed 05/01/94)



### Fiscal Year 2007-2008 Budget

Gross Total	\$171,920,000
Less Intrafund	
Transfer	\$801,000
Net Total	\$171,119,000
Revenue	\$8,399,000
Net County Cost	\$162,720,000

Positions 1,128.0



Special Operations Bureau  
Chief Michael Concha conducts  
a training session for attorneys.



Cynthia Sidhu instructs  
Sandra Jackson-Fletcher in the  
use of PDARTS.

## Public Protection

**Margaret A. York**

Chief of Police

(Appointed 12/15/03)

**Fiscal Year 2007-2008 Budget**

Gross Total	\$110,205,000
Less Intrafund	
Transfer	<u>\$41,775,000</u>
Net Total	\$68,430,000
Revenue	<u>\$50,943,000</u>
Net County Cost	\$17,487,000

Positions 719.0



Officers Willie Lloyd and Alex Galvan participate in County Day at the Fair parade.



Sgt. Darrell Mah and Officer Mike Gerakios assisting with Bring Your Sons and Daughters to Work Day.

**Public Safety**

**The Office of Public Safety/Los Angeles County Police** is a specialized law enforcement agency that provides police services to County client departments, including the Departments of Health Services, Parks and Recreation, Public Social Services, Mental Health, Probation, Public Library, and Public Works. The County Police utilize vehicle, bicycle, foot, boat, horse, and all-terrain vehicle patrol methods to accomplish its mission.

The County Police is comprised of four bureaus: Health Services, Parks Services, Facilities Services, and Administrative Services. A Special Operations Section includes the Training Unit, Background Unit, Recruitment Unit, Tactical Response Force, Weapons of Mass Destruction Response Team, and Canine Unit (K-9). County Police personnel are also assigned to the Joint Regional Intelligence Center (JRIC) in Norwalk and the Office of Emergency Management.

**Major Accomplishments 2006-2007**

- Deployed directed patrol to deter/detect criminal gang activity in County parks.
- Enhanced public safety effectiveness by participating in federal government-sponsored training in incident command and response to domestic terrorism.
- Implemented advanced weapons screening X-ray machines and upgraded closed circuit television systems at major County hospitals to deter/detect criminal activity.
- Developed and instituted a supervisory leadership philosophy to increase professionalism and agency growth.
- Instituted work force development training to improve efficiency and effectiveness of personnel.
- Developed and implemented an online employment information system to facilitate the application process.

**Major Objectives 2007-2008**

- Decrease criminal and gang activity in County parks.
- Continue to develop unique crime prevention programs to enhance public safety.
- Provide professional security consultations and site survey assessments to County departments.
- Enhance effectiveness and efficiency of security contract monitoring through an "automated" contract monitoring system.
- Implement computer aided dispatch system to provide access to Sheriff's Department databases, collect statistical information, and have radio interoperability with other public safety entities.
- Decrease vacancy levels through effective and innovative recruitment efforts.
- Collaborate with the Probation Department to enhance security at juvenile justice centers.
- Refine and enhance cost effective alternatives to law enforcement services through a combination of police officers and contract security personnel.



Officers Juan Padilla and Jose Aguilera with canine Rocky.



## Sheriff

**The Los Angeles County Sheriff's Department** is the largest sheriff's department in the world, comprising more than 17,000 personnel, both sworn and professional staff. The organization is responsible for more than 10 million county residents, providing direct law enforcement services to approximately 2.7 million of those residents who live in the unincorporated communities and 40 contract cities. The department provides law enforcement services to nine community colleges, the Metropolitan Transportation Authority, and 48 Superior Courts. It also is responsible for housing, feeding, medically treating, and securing approximately 19,000 inmates in eight custody facilities.

Deputies answering calls for service must pilot through nearly 100 cultures and languages on a day-to-day basis. Deputies patrol the coastal beaches, through city streets, along mountain roads, in the water and sky. At the same time, detectives from Narcotics Bureau, Homicide Bureau, Special Victims Bureau, Major Crimes Bureau, Arson/Explosives Detail, and Operation Safe Streets Bureau may be initiating or completing another investigation.

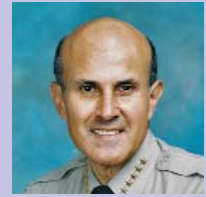
The Sheriff's Department maintains specialized search and rescue teams which deploy helicopters, mounted patrol on horses and rescue teams to emergencies or disasters anywhere within the county and sometimes beyond. Many of the team members are reserve deputies and volunteers who bring specialized skills or training to the department and have received additional specialized training in swift water and ocean rescue operations.

### Major Accomplishments 2006-2007

- Reopened Century Regional Detention Facility as the department's sole female custody facility.
- Moved the Special Enforcement Bureau into two newly-renovated buildings at the Biscailuz Regional Training Center totaling 28,000 square feet of space.
- Opened, as part of the Los Angeles Regional Crime Laboratory Facility Authority (joint powers authority), the Hertzberg-Davis Forensic Science Center. The state-of-the-art criminal laboratory and education center provides criminal investigators the opportunity to apply decades of scientific advancement toward their investigations.
- Stepped up recruitment campaign and exceeded the goal to hire 1,000 new staff, hiring 1,103 deputy sheriff trainees.
- Deployed Surveillance and Protection Plan (ASAP) pilot project at Compton Station to assist with gang and crime-fighting efforts. ASAP features a variety of technologies such as digital video surveillance, acoustic gunshot detection, Automatic License Plate Recognition, and other advanced wireless components integrated into a command center functioning with station dispatch.
- Continued the Scent Detection Dog Program to provide the safest possible environment for staff and inmates. The dogs find jail-made alcoholic beverages, marijuana, methamphetamine, and narcotics paraphernalia in the jails.

### Major Objectives 2007-2008

- Relocate the Sheriff's Training Academy from Whittier to the new Eugene C. Biscailuz Training Center in East Los Angeles.
- Continue to expand and accelerate recruitment and retention efforts to fill vacant budgeted positions. The recruitment goal for deputy sheriff trainees will be 1,300.
- Modernize the infrastructure of the Sybil Brand Institute and Men's Central Jail and construct new 1,024-bed jail facility at Pitchess Detention Center.
- Partner with the City of Industry to remodel and expand Industry Station.
- Create the "Crime Assessment Center" to coordinate crime reduction efforts throughout the law enforcement community, which will enhance the department's ability to provide effective and efficient levels of police services through intelligence-led policing.



**Leroy D. Baca**  
Sheriff  
(Elected 1998)



### Fiscal Year 2007-2008 Budget

Gross Total	\$2,414,490,000
Less Intrafund	
Transfer	\$33,463,000
Net Total	\$2,381,027,000
Revenue	\$1,200,698,000
Net County Cost	\$1,180,329,000

Positions 17,975.0



*The Los Angeles Regional Crime Laboratory Facility Authority (Joint Powers Authority) officially opened and dedicated the Hertzberg-Davis Forensic Science Center.*



*Los Angeles County Deputy Sheriff Richard Faulk introduces his partner "Debra" to a young boy.*

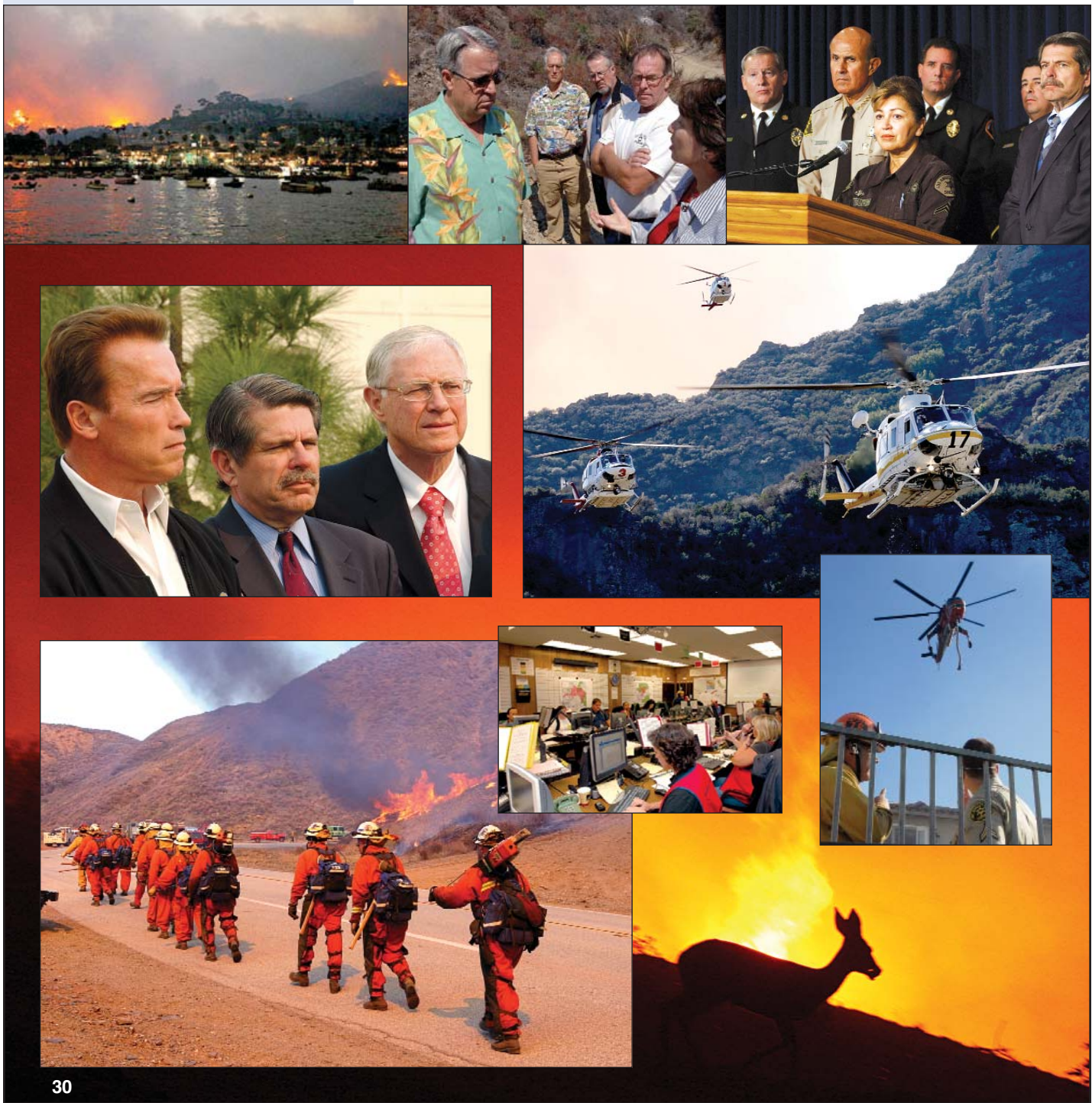




**Masters of  
Public Service**

**Firestorms**

Los Angeles County was ablaze in 2007, with fires burning scores of thousands of acres, destroying hundreds of homes, causing hundreds of millions of dollars in damage, and prompting evacuations of thousands of residents and their animals. Fire Chief Michael P. Freeman called it the most dangerous fire season in the last 100 years. Catalina, Malibu, Griffith Park, Agoura Hills, Agua Dulce, Stevenson Ranch, Santa Clarita, all battled blazes. Malibu was hit several times, with the November fire being the most destructive the area had experienced in 15 years. The fires, coming during the driest year in Los Angeles County since recording-keeping began in 1877 and during an extended triple-digit heat wave, brought a federal disaster declaration, providing financial assistance to property owners and local governments. Due to the historic low fuel moisture, fire weather and the continuing drought, the Board of Supervisors decided to bring in two





Superscooper aircraft it leases annually from Canada a month early and for the first time leased a Sikorsky S-64E helitanker for four months for \$2.5 million. The Fire Department has a fleet of dual-purpose helicopters, but the specialized initial attack aircraft are dedicated solely to wildland firefighting operations and can carry twice the amount of water and foam as the traditional choppers. The helitanker, which can travel nearly 127 mph, also has a self-filling snorkel pump that can draw from freshwater bodies as shallow as 18 feet deep and is capable of making multiple water drops. The County was widely praised for its preparedness and officials agreed that without the County's aircraft fleet—termed by Freeman as the best air attack arsenal in the U.S.—fire damage would have been significantly worse. The Daily News was among those praising the County and its employees for their work in containing the fires, citing heroic efforts of firefighters and the “impressive harmony” and “commendable generosity” of emergency teams from local, state and federal governments. It was, said the newspaper, “Government at its best.”



## Masters of Public Service







## Crime Lab Opens

The state-of-the-art crime lab officially known as the Hertzberg-Davis Forensic Science Center was dedicated May 11, 2007 and brings together science, justice and education. The County Sheriff's Department, Los Angeles Police Department, and California State University, Los Angeles work together to solve crimes, provide forensic services to law enforcement agencies throughout the County, and provide technical training in crime laboratory skills to future criminalists. Named after former California Gov. Gray Davis and former Speaker of the Assembly Robert Hertzberg, the building represents a new era in crime-fighting through forensic science. The five-story \$102 million building is located on the CSULA campus. Four floors house the crime lab, and one floor is devoted to lecture halls, a library, computer lab, offices for CSULA's programs, and home to the California Forensic Science Institute.



## Human Services





## Human Services



**Steven J. Golightly**  
Director  
(Appointed 02/27/07)

**Fiscal Year 2007-2008 Budget**

Gross Total	\$193,793,000
Less Intrafund	
Transfer	\$0
Net Total	\$193,793,000
Revenue	\$193,793,000
Net County Cost	\$0
Positions	1,931.0



*CSSD receives national outreach award in Orlando, Florida with Director Steven Golightly and Greta Wallace, state child support director (center).*



*CSSD employees held a Family Fun Fair for community in Torrance.*



*CSSD staff collected a record \$311,000 child support payment.*

## Child Support Services

**The Child Support Services Department (CSSD)** is the largest locally operated child support agency in the nation and manages approximately 475,000 cases, comprising slightly more than 26% of the total statewide child support caseload. CSSD was created as a new County department in July 2001 and has in its short tenure, evolved from a strict law enforcement organization into a full-scale human services agency with a mission of "improving the quality of life for children and families of Los Angeles County by providing timely, accurate and responsive child support services." CSSD is charged with promptly and effectively establishing, modifying, and enforcing child support obligations, including medical support, and determining paternity for children born out-of-wedlock. CSSD is committed to improving the well-being of children, promoting the self-sufficiency of families and providing outstanding customer service to its case participants and partners.

**Major Accomplishments 2006-2007**

- Met or exceeded all federal performance measures required of local and state child support agencies.
- Developed improved collaboration strategies with the Department of Children and Family Services by establishing departmental liaisons, refining the interdepartmental referral process, and training DCFS staff on child support services and practices.
- Provided CSSD customers with the option of paying child support by credit card in each CSSD public contact office.
- Implemented a departmental document-imaging program to allow the imaging of child support court orders and documents, providing staff real-time access to new court orders without regard to the location of the physical files.
- Recorded the largest payment in the United States pursuant to the Federal Passport Intercept Program in the amount of \$311,491.
- Received four LA County Stars! awards for organizational effectiveness and outstanding customer service for advancements in information technology and service delivery to CSSD customers.
- Honored with the Quality and Productivity Commission's Productivity Investment Fund for Operation Medical Support designed to enhance the ability of children and families to access quality health care.
- Conferred excellence awards by the National Child Support Enforcement Association for outstanding manager and outstanding customer service.
- Received the National Association of County's award for outstanding customer service.

**Major Objectives 2007-2008**

- Exceed federal performance standards in the areas of current support and arrears collections.
- Increase accountability for outcomes by implementing CSTATS in all CSSD bureaus.
- Enhance the department's ability to prosecute delinquent child support obligors by partnering with the District Attorney's Office (DA) to utilize DA investigators to serve arrest and bench warrants in CSSD's criminal cases.
- Achieve the successful transition of one CSSD division to a full-service family support center.
- Prepare for the successful transition of CSSD's caseload to the California Child Support Automation System.
- Develop improved collaboration strategies with the private sector and other human services agencies within the County, state and federal governments.

## Children and Family Services

Under the mission of improving outcomes for children and families, the **Department of Children and Family Services (DCFS)** is charged with ensuring that children grow up safe, physically and emotionally healthy, educated and in permanent homes. DCFS provides services to children and their families when they are at-risk due to actual or potential child abuse, abandonment, neglect or exploitation. DCFS has three key outcomes for every child they serve:

- Improved Permanence – Shortening the timelines for permanency for children removed from their families with a particular emphasis on reunification, kinship and adoption. This also includes reductions in the emancipation population.
- Improved Safety – Significantly reducing the recurrence rate of abuse or neglect for children investigated and the rate of abuse in foster care.
- Reduced Reliance on Out-of-Home Care – Reduce reliance on removing children from their homes through expansion of alternative community-based strategies to help families.

DCFS has five strategies for achieving the three outcomes. They are:

- Structured decision-making, a risk-assessment tool used by social workers;
- Concurrent planning to assist in reunifying families early on, while making alternate permanency plans for children who cannot return home safely;
- Point of engagement, providing evaluations and services to children and families within their homes and communities;
- Team decision making bringing all interested persons to the table regarding a child's placement, and other critical decisions;
- Permanency Partners Program (P3) to find permanent homes for older youth.

### Major Accomplishments 2006-2007

- Increased the percentage of children adopted within 24 months of their initial placement by 6.3 percent in 2006 and an additional 3.2 percent in the first six months of 2007.
- Decreased the number of children in long-term foster care by 9.4 percent in 2006 and an additional 3.3 percent in first six months of 2007. The average length of time children spent in foster care decreased by 11 percent in 2006 and an additional 3.6 percent in the first six months of 2007.
- Implemented the Title IV-E waiver, allowing flexible funding to better serve children and families and keep children in their own families and communities whenever possible.
- Worked with communities, faith-based entities, other County agencies and providers to keep families out of the child welfare system and safe and stable.
- Established a section devoted exclusively to homeless issues.
- Collaborated with local law enforcement agencies to rescue children from homes where gangs, drugs and weapons pose a threat to their safety. In 2006 more than 1,500 children were assisted.
- Established, in conjunction with the Departments of Health Services and Mental Health, six medical hubs for health and mental health needs of foster children.
- Expanded the Family Finding and P3, serving more than 2,000 youth since 2004.
- Completed more than 10,000 home assessments.
- Improved infrastructure and processes to increase community and faith-based outreach and a streamlined system for critical incidents and child fatalities.

### Major Objectives 2007-2008

- Continue to increase child safety while reducing number of children in out-of-home care.
- Continue to reduce the length-of-stay in care of children in out-of-home placement and decrease time to achieve safe reunification or other permanent families.
- Implement department-wide plans for the prevention of child abuse and neglect, use of the Title IV-E waiver funds and expanded mental health services.



**Trish Ploehn**

Director

(Appointed 9/20/06)



### Fiscal Year 2007-2008 Budget

Gross Total	\$1,636,161,000
Less Intrafund	
Transfer	\$8,406,000
Net Total	\$1,627,755,000
Revenue	\$1,391,236,000
Net County Cost	\$236,519,000

Positions 7,299.0



Employees show their team spirit at the annual DCFS Family Fun Day.



DCFS honors long-time foster parent Marjorie Porter.

## Human Services



**Carlos Jackson**  
Executive Director  
(Appointed 02/19/91)

**Fiscal Year 2007-2008 Budget**

Gross Total	\$430,279,000
Less Intrafund	
Transfer	\$0
Net Total	\$430,279,000
Revenue	\$430,279,000
Net County Cost	\$0

Positions 557.0



First supermarket in more than 25 years opened in West Altadena area with financial assistance from the CDC.



Paul Esparza and family benefited from the CDC housing program.

## Community Development Commission/ Housing Authority

### The Community Development Commission/Housing Authority (CDC)

administers the County's housing and community development programs, including various economic development, business revitalization, block grant and loan programs. It utilizes federal funds to create financing programs for 47 cities and the unincorporated areas of the County; and operates rental assistance programs for low-income persons, including offering Section 8 voucher rent subsidies.

Eligible low-income households in Los Angeles County are offered homeownership opportunities through community outreach programs, homebuyer education, individual credit counseling, and deferred payment loans for down payment and other financial assistance.

### Major Accomplishments 2006-2007

- Opened the Lincoln Crossing Supermarket and related retail center in the West Altadena Redevelopment Area.
- Began construction on the La Alameda Shopping Center, which consists of 223,000 square feet of retail space and 18,000 square feet of office space in the Florence-Firestone and Walnut Park revitalization areas.
- Created new affordable housing opportunities by expending almost \$13.5 million to help construct 638 affordable units, \$7.76 million to rehabilitate 434 housing units, and \$3.6 million to assist 45 families in purchasing their first homes.
- Performed traditional post-monitoring of 100 Community Development Block Grant (CDBG) funded activities that were active during Fiscal Year 2005-2006, and conducted in-progress monitoring for 418 activities, for a total of 518 monitoring reviews.
- Completed 98 percent of annual housing quality standard inspections, completed 99 percent of annual participant reexaminations, and issued more than 3,600 new contracts under the Section 8 housing choice voucher program.
- Achieved a 97 percent occupancy rate at the County's public housing developments while also providing services aimed at assisting residents in attaining self-sufficiency.
- Awarded a three-year AmeriCorp\*VISTA (Volunteers in Service to America) Project from the Corporation of National and Community Service.

### Major Objectives 2007-2008

- Conduct property appraisals and plan for property acquisition and relocation for the redevelopment of the Whiteside Redevelopment Area.
- Complete design of pedestrian-oriented streetscape improvements on Florence Avenue in the Florence-Firestone area.
- Create new affordable housing opportunities by expending \$18.6 million to help construct 640 affordable units, \$9.7 million to rehabilitate 388 housing units, and \$38.7 million to assist 118 families in purchasing their first homes.
- Make available \$52 million in Homeless and Housing Program funds to developers and non-profit agencies for emergency, transitional and permanent housing.
- Complete and submit to the U.S. Department of Housing and Urban Development (HUD) the five-year consolidated plan for fiscal years 2008-2013, in order to continue receiving CDBG, HOME and emergency shelter grant formula funding.
- Achieve a 98 percent occupancy rate at the County's public housing developments while also providing services aimed at assisting residents in attaining self-sufficiency.
- Achieve a standard or high performing rating under the Section 8 management assessment program.
- Expand and maintain quality partnerships with educational institutions to meet the needs of the CDC and its communities.



## Community and Senior Services

**Community and Senior Services (CSS)** offers a wide range of services to senior citizens, unemployed or dislocated workers and victims of elder abuse or domestic violence. In partnership with community leaders, businesses and private agencies, CSS assists residents to become self-sufficient, strengthening and promoting the independence of seniors. CSS services also include employment and training for unemployed seniors, adults, youth and dislocated workers. Through the Los Angeles County Workforce Investment Board, CSS encourages linkages with the business community to address job placement. Through the Commission on Aging, the Area Agency on Aging Advisory Council, and a network of public and private community-based contractors, the priority needs of seniors are addressed.

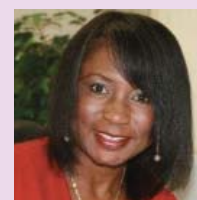
CSS also works to protect citizens older than 65 and other dependent adults ages 18 to 64. Protective services address the dangers related to senior abuse, neglect or self-neglect, and provides safety and security for domestic violence victims. CSS provides dispute resolution services, and staff support to the Community Services American Indian Block Grant program.

### Major Accomplishments 2006-2007

- Completed the first phase of improvements at all 14 senior and service centers, which included repainting all facilities and making needed repairs to the interior of some centers.
- Completed installing emergency supply cabinets at all senior and service centers and training all directors and designated staff on how to use the contents of the emergency cabinets.
- Provided computers for use by the public at all 14 senior and service centers.
- Upgraded all computer servers and revamped the server rooms to improve the security and stability of all information technology applications.
- Completed Phase 1 of a contract monitoring automated system that provides basic information about contracts and gives staff the ability to quickly access reports.

### Major Objectives 2007-2008

- Provide the final report on the results of the *L.A. County Seniors Count!*, a countywide survey to assess the unmet needs of seniors. More than 16,000 survey responses were collected. The survey was distributed through a partnership with the County Commission on Aging, various County departments and the City of Los Angeles Department of Aging.
- Complete the first phase of rewriting and redesigning all public information about services and programs, including updating and redesigning websites.
- Increase the coordination of all CSS senior programs and develop a public information campaign to target seniors for CSS services.
- Increase the emergency preparedness capacity to the community.



**Cynthia D. Banks**  
Director  
(Appointed 4/12/06)



### Fiscal Year 2007-2008 Budget

Gross Total	\$126,818,000
Less Intrafund	
Transfer	\$40,505,000
Net Total	\$86,313,000
Revenue	\$64,811,000
Net County Cost	\$21,502,000

Positions 450.0



Senior and service centers provide opportunities to exercise the mind and the body, as well as socialize with other seniors. Fourteen centers are located throughout the County.

## Human Services



**Dr. Bruce A. Chernof**  
Director  
(Appointed 5/9/06)

**Fiscal Year 2007-2008 Budget**

Gross Total	\$3,482,467,000
Less Intrafund	
Transfer	\$46,656,000
Net Total	\$3,435,811,000
Revenue	\$2,608,104,000
Net County Cost	\$827,707,000

Positions 20,496.0



Health Career Day at Olive View Hospital.



Pediatric Day Carnival at Rancho Los Amigos.

## Health Services

**The Department of Health Services (DHS)** leads the County's effort to provide personal health services to the residents of Los Angeles County, approximately 2 million of whom are uninsured. The department's services are critical for the medically indigent, working poor, and those who are without access to other health care, as well as to the maintenance of the County's trauma care network. In addition, through university affiliations the County hospitals conduct postgraduate medical education for interns, residents and fellows to train the physician workforce for tomorrow.

### Major Accomplishments 2006-2007

- Launched "Healthy Way L.A." initiative that will expand health coverage to approximately 94,000 uninsured patients in the County. Enrollees will have an assigned medical home and will receive primary, preventive and specialty care services. The County was awarded \$162 million over three years for this federally funded program.
- Established medical hubs at five DHS locations (three acute care hospitals and two multi-service ambulatory care centers) to provide initial medical exams and forensic exams to children newly detained by the Department of Children and Family Services.
- Reduced use of registry (temporary) nursing staff and increased full-time nursing workforce, which improved patient services and continuity of care.
- Opened a new state-of-the-art 20-bed neuro-stroke unit at Rancho Los Amigos National Rehabilitation Hospital, named a 2007 "Best Hospital" by U. S. News & World Report.
- Developed and activated the STEMI (ST elevation myocardial infarction) receiving center program for faster diagnosis, transport and treatment of patients with acute heart attacks. STEMI services are now available in 31 public and private hospitals in the County, leading the country in serving this population.
- Implemented a constituent complaint tracking system to improve responsiveness.
- Began construction on the expansion of the Level I trauma center and operating rooms at Harbor-UCLA Medical Center and the expansion of the emergency department and specialized inpatient services for tuberculosis and other infectious diseases at Olive View-UCLA Medical Center.

### Major Objectives 2007-2008

- Implement deficit management plan strategies to address the structural deficit and maintain essential public safety-net health services.
- Strengthen infrastructure and programs at DHS facilities to better serve all clients and those with special health care needs.
- Implement the strategic plan to further improve registered nurse recruitment and retention.
- Open LAC+USC Medical Center and transition patients from current hospital into the new facility.
- Implement first phases of a new DHS Internet website as part of the department's overall effort to share information, practices, technologies and resources in a more unified manner.
- Work collaboratively with the Department of Mental Health to develop and implement an integrated service delivery pilot project for individuals with reoccurring mental and physical health care needs.



New portable hospital boosts disaster preparedness.



Old hospital meets new at LAC+USC.

## Human Relations Commission

**The Human Relations Commission** seeks to harness the strengths of culturally diverse communities by strategically engaging schools, community organizations, law enforcement, faith communities, local governments, youth and major institutions in intergroup relations initiatives. The commission's vision is of an informed multicultural and diverse community linked by interaction, compassion and understanding; one that is committed to justice, equity, opportunity, accountability, respect and dignity. As one of the oldest and largest agencies of its kind, the commission provides expertise in building collaborations and networks, promotes programs and strategies to enhance positive intergroup relations, and teaches non-violent conflict resolution. By doing so, the commission promotes acceptance and mutual understanding of the diverse cultures, and helps to build an effective, inclusive and caring multicultural society.

### Major Accomplishments 2006-2007

- Reduced prejudice and conflict among youth and in schools by establishing the *zerohour* schools initiative at Artesia, Gardena, Grant, Hart, Pomona and Taft high schools. Significant advances were made to institutionalize human relations into the school culture, curriculum and community. A campus action team was begun at each school, engaging students to become leaders in countering prejudice and promoting healthy intergroup relations on campus. Teachers were provided specialized training to raise awareness of intergroup dynamics, and to assist with the integration of human relations into the curriculum. Parent groups were started or supported to enhance their awareness and participation in school and student life. Taft instituted a human relations course, and principals at Pomona and Gardena high schools committed to offering full-credit courses encompassing human relations for the 2007-08 year.
- Produced the 27th annual report on hate crime in the county, which revealed a 6% decline in total number of reported hate crimes in 2006. The report, available at [www.lahumanrelations.org](http://www.lahumanrelations.org), was once again recognized by Harvard University's Kennedy School of Government as a best practice that should be considered by policing organizations and governmental human relations/rights commissions throughout the U.S.
- Launched a racialized gang violence prevention initiative as part of the countywide effort to reduce gang violence. The commission provided critical leadership and direction to communities faced with high levels of racial tensions and racialized gang violence, and has introduced a new civic organizing strategy for youth development and violence prevention, which is a potential model for other communities.
- Upgraded two commission websites, one covering all agency programs, activities and services, and the *zerohour.com* site focusing on youth-oriented human relations activities at the six *zerohour* high schools. As a result, the number of website visitors nearly doubled from 88,000 to more than 161,000, and 700,000 more website hits were registered, totaling more than 1.6 million hits during FY 2006-07.

### Major Objectives 2007-2008

- Implement second year of the *zerohour* schools initiative at Pomona, Gardena, Taft, Grant, Artesia and Hart high schools. Advancing sustainable human relations programming and infrastructure, and supporting their efforts to become distinguished *zerohour* human relations model schools for their districts, will demonstrate the potential of schools to be transformative institutions capable of reducing and preventing inter-group tensions and hate violence on their campuses and communities.
- Develop and implement a racialized gang violence reduction model that promotes coordination between law enforcement suppression activities and community gang violence prevention/intervention resources; collaboration among County and cities, public, private, and non-profit sectors; civic organizing; and expansion of youth development and family involvement programs, targeting high-need areas of the County.
- Install contact records management software and train staff in its utilization so that the commission can more effectively build, track and mobilize its network partners and key stakeholders to take action on human relations issues.



**Robin S. Toma**  
Executive Director  
(Appointed 10/03/00)



### Fiscal Year 2007-2008 Budget

Gross Total	\$3,401,000
Less Intrafund	
Transfer	\$0
Net Total	\$3,401,000
Revenue	\$232,000
Net County Cost	\$3,169,000

Positions 25.0



Cover of 2006 Annual Report  
on Hate Crimes in Los Angeles  
County.



Students from Newhall's Hart  
High School have formed a  
group called Change of Hart  
where members from different  
backgrounds can talk through  
differences and devise solutions  
to problems. Hart High School  
is one of six high schools which  
are part of the *zerohour* initiative.



## Human Services



**Marvin J. Southard, D.S.W.**  
Director  
(Appointed 08/24/98)

**Fiscal Year 2007-2008 Budget**

Gross Total	\$1,488,677,000
Less Intrafund	
Transfer	<u>\$55,555,000</u>
Net Total	\$1,433,122,000
Revenue	<u>\$1,285,721,000</u>
Net County Cost	\$147,401,000

Positions 3,838.0



Mental Health employees receive the Bronze Eagle award from Quality and Productivity Commission.



Mental Health staff support the 4th Annual NAMI Walk for the Minds of America in Santa Monica.

## Mental Health

**The Department of Mental Health** is the largest county mental health department in the country. It directly operates more than 50 program sites and contracts with more than 1,000 providers, including non-governmental agencies and individual practitioners who provide a spectrum of mental health services to people of all ages.

The department provides mental health screenings and assessments, crisis intervention, co-occurring disorder counseling and treatment, mental health court, case management, counseling to victims and emergency first responders after a natural disaster or man-made event, and medication supporting both residential and outpatient settings. The director of mental health is responsible for protecting patients' rights in all public and private hospitals and programs providing voluntary mental health care and treatment, and all contracted community-based programs. The director also serves as the public guardian for individuals gravely disabled by mental illness, and is the conservatorship investigation officer for the County.

In the November 2004 General Election, California voters approved Proposition 63, designed to address the unmet needs of individuals with severe mental illnesses. This became law on Jan. 1, 2005, as the Mental Health Services Act (MHSA) and provided a new source of funds for mental health services. These funds have allowed the department to invest substantial staff and financial resources in developing and implementing plans under MHSA. The department has worked with a diverse group of community stakeholders to affect this historic expansion of mental health services in the County. Planning is currently under way for implementing the next phases of MHSA: Prevention and early intervention and workforce education and training.

**Major Accomplishments 2006-2007**

- Implemented the MHSA Full Service Partnership program for all age groups, creating the capacity countywide to provide a high level of services to 1,733 children with serious emotional disorders, and 1,121 young adults, 2,611 adults and 269 older adults who have serious and persistent mental illness.
- Launched a Homeless Outreach and Mobile Engagement (HOME) Team and conducted street outreach to more than 400 homeless persons with mental illness on Skid Row through the Safer City Initiative.
- Created the Community Reintegration Demonstration Project (CDRP) program. The multi-agency collaborative partnership program provides service linkages for incarcerated women with mental illness on their release from the Century Regional Detention Facility in Lynwood.
- Implemented a plan to open 22 wellness centers and eight client-run centers located throughout the County. These centers offer support to clients and consumers who are ready to take increasing responsibility for their own wellness and recovery.

**Major Objectives 2007-2008**

- Assess and evaluate the services provided by MHSA-funded programs to children, transitional age youth, adults and older adults to ensure they reflect the department's commitment to transforming to a wellness and recovery-oriented system of care.
- Collaborate with Children and Family Services in expanding wrap-around program by 500 slots above the 717 slots established in 2006.
- Create a partnership with Health Services and develop an integrated service delivery program for individuals who have co-occurring mental and physical health care needs. Support services will include access to housing, benefit establishment, social support networks and vocational opportunities.

## Military and Veterans Affairs

**The Department of Military and Veterans Affairs** assist veterans, their dependents and survivors in pursuing legal claims for federal, state and County benefits earned by virtue of military service, and to operate and maintain Bob Hope Patriotic Hall for use by veterans organizations and the public.

The department administers the college fee waiver program for the dependents of disabled and deceased veterans; coordinates indigent burials with local mortuaries; and helps elderly veterans and the dependents in nursing homes pursue claims for pensions, compensation and aid, and attendant care

### Major Accomplishments 2006-2007

- Exceeded state claims workload unit goal by 2%; the CAL-VET college fee waiver participants' target by 9%; and expanded publicity for the veterans' license plate program.
- Prepared, verified and pursued veterans' claims for benefits, resulting in federal payments to county veterans and survivors in the amount of \$21,933,327.
- Assisted with 313 indigent veterans and widows burials.
- Participated in 457 veterans organizations meetings, civic and patriotic events, including veterans Stand Downs, community job and health fairs and "care" days.
- Assisted 24,489 veterans obtain medical, educational, housing and other benefits.
- Provided transportation for 128 veterans for medical appointments and job search.
- Sponsored quarterly meetings of state, local VA women veteran coordinators and veterans service organizations women leaders to identify issues and to develop synergism in service delivery.
- Worked with the County Department of Human Resources to develop a comprehensive veterans intern program that includes coordinated recruitment strategy specifically designed to attract veterans with the training, education, and/or requisite life skills needed by the County.

### Major Objectives 2007-2008

- Increase subvention-funded veterans' claims workload units by 2%.
- Increase CAL-VET college tuition fee waiver participants by 2% and broaden publicity for the veterans' license plate program.
- Work with Department of Community and Senior Services to assist homeless senior citizens.
- Work with the County Housing Authority on a homeless veterans voucher system to expand the number of homeless veterans obtaining low income housing.
- Continue to sponsor quarterly meetings with state, local VA veteran coordinators and veterans service organizations leaders to identify issues/improve service and conduct a women veterans needs survey.
- Complete access to the U. S. Department of Veterans Affairs computerized "Benefits Delivery Network" to enhance customer service.
- Expand web page data to increase awareness of veterans' benefits, department services, scheduled veterans, military and patriotic events; and linkages to county/state/federal data.
- Migrate to Internal Services Department's information technology (I/T) shared services, which provide the essential department I/T systems with the goal of offering a higher degree of cost effectiveness, support and security.



*Veterans Commission advises County on issues relating to veterans.*



**Joseph N. Smith**  
Director  
(Appointed 11/28/88)



### Fiscal Year 2007-2008 Budget

Gross Total	\$2,467,000
Less Intrafund	
Transfer	\$0
Net Total	\$2,467,000
Revenue	\$293,000
Net County Cost	\$2,174,000

Positions 25.0



*Supervisor Michael D. Antonovich talks to attendees of annual veterans event in Arcadia sponsored by the County.*



*Supervisor Zev Yaroslavsky thanks Ana Brown of Marine Corps for leading Pledge of Allegiance at Board of Supervisors meeting. The Pledge is led by veteran each week.*

## Human Services



**Dr. Jonathan Fielding, M.D.  
M.P.H.**

Director

(Appointed 8/30/06)



COUNTY OF LOS ANGELES  
**Public Health**

**Fiscal Year 2007-2008 Budget**

Gross Total	\$797,244,000
Less Intrafund	
Transfer	\$44,914,000
Net Total	\$752,330,000
Revenue	\$578,431,000
Net County Cost	\$173,899,000

Positions 4,356.0



Grade school kids show off their emergency preparedness drawings at the launch of the "Just Be Ready. Prepare Together" campaign.



Staff holds a flu clinic in Monrovia.



Youth show support for anti-smoking measures.

## Public Health

**The Department of Public Health** protects health, prevents disease, and promotes the health and well-being for all persons in Los Angeles County. Public Health is prevention-focused, seeking to assure levels of protection for the entire population from health threats. Such threats include easily transmittable and food-borne disease outbreaks, natural and man-made disasters, toxic exposures and preventable injury. The department also works to prevent chronic diseases, such as heart disease, cancer and diabetes, and their risk factors, such as poor nutrition, inadequate physical activity and tobacco use. Formerly under the umbrella of the Department of Health Services, Public Health celebrated its one year anniversary as a stand-alone department in 2007.

### Major Accomplishments 2006-2007

- Separated administrative functions, including information technology, human resources, materials management, contracts and grants, and financial management, from the Department of Health Services.
- Dedicated a state-of-the-art public health laboratory in August 2007. The facility handles the largest volume of tests in the state and is the only teaching lab in Southern California for up-and-coming public health lab directors. It is also the only public lab to host a chemical bioterrorism unit.
- Conducted first joint functional exercise in nation with FBI that tested the ability of public health and law enforcement personnel to jointly investigate a bioterrorism incident.
- Created the Division of Chronic Disease and Injury Prevention to focus on health issues, including nutrition, physical activity, and tobacco control. The Policies for Livable, Active Communities and Environments (PLACE) Program was also created to seek policies to improve the places where people live, work and play.
- Created the Office of Senior Health to address issues affecting Baby Boomers, their parents, and increasing rates of diseases more common in older people, such as Alzheimer's disease.
- Initiated a pandemic flu preparedness "Clean Hands" campaign, and reintroduced the "Just Be Ready. Prepare Together" emergency preparedness campaign.
- Implemented the new HIV reporting law, transitioning from reporting HIV cases by code to reporting by name.
- Launched an unprecedented \$1.2 million social marketing campaign to address increasing rates of syphilis, chlamydia, and gonorrhea. The sexually transmitted disease program also, in collaboration with the Sheriff's Department, started a hepatitis A and B vaccination program for inmates incarcerated in Men's Central Jail.
- Created the methamphetamine task force to work with community and academic leaders to address the growing drug abuse problem.
- Published reports ranging from smoking cessation to childhood obesity.

### Major Objectives 2007-2008

- Enhance readiness and response to public health emergencies by continuing to conduct staff trainings and exercises.
- Strengthen partnerships with outside governmental and community-based agencies, schools, businesses and faith-based organizations that have common health-related goals.
- Increase public education and advocacy regarding policies that can positively affect the health of county residents, such as statewide health care reform and providing more nutritional information at restaurants.
- Enhance control of serious chronic diseases by collecting and disseminating health information and statistics, promoting policy initiatives and collaborating with external partners.



## Public Social Services

**The Department of Public Social Services (DPSS)** is an ethnically and culturally diverse agency just like the community it serves. The programs it administers are designed to alleviate hardship and promote family health, personal responsibility, and economic self-sufficiency. The department provides temporary cash and Food Stamps assistance, and determines eligibility for free or low-cost health care programs to low-income County families, children, adults and pregnant women. DPSS assists participants find jobs and prepare for employment. DPSS also administers an In-Home Supportive Services program to the aged, blind and disabled adults and children.

### Major Accomplishments 2006-2007

- Continued providing quality service in a timely, respectful and caring manner. Surveys indicated that more than 98% of applicants and participants were satisfied with the service received from DPSS staff, and more than 99% were seen within 20 minutes.
- Piloted a customer service center early in 2007 to increase the hours participants can call for case-related information and to reduce unnecessary trips to the district office. The center's success resulted in reducing lobby traffic by more than 30%.
- Assisted GAIN participants find employment. Expanded partnership base to include many schools and universities in the Los Angeles area, in addition to employers and employment services. In 2006-2007, a total of 30,225 job placements were made through the GAIN program.
- Implemented strategies in the GAIN Sanction Action Plan to assist participants to avoid unnecessary sanctions. As of June 2007, the implementation of these strategies resulted in reducing the number of participants sanctioned by 22%.
- Continued its aggressive expansion of the Food Stamp outreach program to improve the nutrition and well-being of low-income families, children and adults. The number of households receiving Food Stamps Only increased from around 95,000 in September 2006 to more than 100,000 by June 2007.
- Contracted with more than 223 restaurants in 63 cities covering 120 zip codes in Los Angeles County in the restaurant meals program. The contract allows eligible homeless, disabled and elderly participants to use their Golden State Advantage (EBT) cards to purchase cooked meals from participating restaurants.
- Responded timely by providing exemplary emergency service to the victims of the Catalina Island fire in May 2007, and assisted in the evacuation of more than 2,000 individuals.
- Recognized by the National Association of Counties for the following projects:
  - The Food Stamp Outreach Campaign
  - GAIN Sanction Home Visit Outreach Project
  - DPSS Total Accountability Total Success (DPSSTATS)
  - Homeless CalWORKs Families Project
  - Sheriff/DPSS Jail In Reach Project

### Major Objectives 2007-2008

- Engage GROW participants in activities that will contribute to achieving a 25% job placement rate.
- Assist at least 3,500 homeless CalWORKs families to secure permanent housing.
- Expand the customer service center beyond the three pilot offices.
- Expand the outreach efforts to enhance the nutrition and well-being of low-income individuals, children and families by increasing the number of households receiving Food Stamps Only.



**Philip L. Browning**  
Director  
(Appointed 04/01/07)



### Fiscal Year 2007-2008 Budget

Gross Total	\$3,176,969,000
Less Intrafund	
Transfer	\$7,162,000
Net Total	\$3,169,807,000
Revenue	\$2,816,660,000
Net County Cost	\$353,147,000

Positions 14,550.0



*DPSS staff attend community events and job fairs to provide information about department services and assist residents in finding jobs and prepare for employment.*





## County Administration Building, South Los Angeles

The 21,000-square-foot County Administration Building, dedicated Dec. 14, 2007, houses staff from Children and Family Services, Public Social Services, Child Support Services and Mental Health departments. Occupying a full block in the heart of South Los Angeles, the building has 13,500 square feet of space dedicated to children's daycare and play areas, 4,000 square feet to retail space, and mural art by acclaimed artist Ken Gonzales Day both inside and out. In addition to providing convenient access to approximately 40,000 program participants living in adjacent areas, the building represents an economic stimulus to the neighborhood. Built on land formerly the site of boarded-up retail buildings partially burned down during the 1992 Civil Disturbances, the facility is expected to attract more retail shops, commercial operations and customers to the area.



## Recreation and Cultural Services

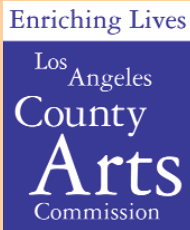




## Recreation and Cultural Services

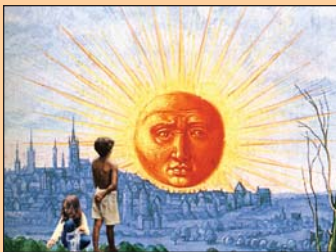


**Laura Zucker**  
Executive Director  
(Appointed 07/15/92)



### Fiscal Year 2007-2008 Budget

Gross Total	\$10,085,000
Less Intrafund	
Transfer	\$0
Net Total	\$10,085,000
Revenue	\$1,597,000
Net County Cost	\$8,488,000



Artist Terry Braunstein's mosaics will be featured in the interior and exterior of the new Sun Valley Health Center.



Opera California chorus was one of 17 Los Angeles County-based groups featured on the record-breaking L.A. Holiday Celebration telecast on PBS.

## Arts Commission

**The Los Angeles County Arts Commission** fosters excellence, diversity, vitality, understanding and accessibility of the arts in Los Angeles County. The Arts Commission provides leadership in cultural services for the County, including information and resources for the community, artists, educators, arts organizations and municipalities.

The Arts Commission awarded \$4.5 million to 228 regional nonprofit arts organizations in 2006-2007, up from \$2.2 million to 199 organizations in the previous year, through its grant programs; provided management assistance to more than 100 grantees; provided leadership and staffing to support the regional blueprint for arts education, *Arts for All*; oversaw the County's civic art program for capital projects; funded the largest arts internship program in the country in conjunction with the Getty Foundation; administered the performing arts series at the John Anson Ford Theatres; produced the annual Los Angeles County Holiday Celebration and the highlights program broadcast nationally on PBS; and funded 42 free concerts in public sites.

### Major Accomplishments 2006-2007

- Doubled the County's annual arts grants from \$2.2 to \$4.5 million and began to phase in two-year funding cycles to enhance organizational stability for arts organizations.
- Completed the fifth year of a major multi-year initiative to implement the Board-adopted arts education plan for Los Angeles County, *Arts for All*, a strategic plan for sequential K-12 arts education in all school districts in the County.
  - Initiated a new technical assistance plan for schools to fully leverage state arts education funds and accelerate *Arts for All*'s reach. Nine additional school districts confirmed participation, bringing the total to 28 districts planning for arts education.
  - Expanded online arts education portal [www.LAArtsEd.org](http://www.LAArtsEd.org) to include a searchable database of tools and resources, including examples of school district arts policies, resources for strategic planning, and discussions that can support and expand schools' commitment to systemic arts education.
- Set records and implemented firsts for the Holiday Celebration: The six-hour live show at the Music Center was broadcast in high-definition and letterbox format for the first time and a companion website for the national broadcast on PBS was launched. The national show was carried in 47 of the nation's top 50 markets and aired a record 436 times.
- Launched database of all County-owned historic civic art and made it available to the public via the web; initiated baseline conservation assessment of County historic civic artworks, oversaw conservation of the historic mosaic at the Hall of Records and initiated the development of civic art works for 40 capital projects.

### Major Objectives 2007-2008

- Continue implementation of *Arts for All* by publishing a national compendium of best practices for teacher development in arts education and funding artists-in-residency programs to school districts.
- Launch, in concert with other major California arts funders, the California Cultural Data Project, a web-based system that will streamline the grant application process while giving cultural organizations access to financial reporting tools and providing policymakers and advocates a source of consistent, reliable information on L.A. County's cultural sector.
- Implement a grant program to assist four municipalities within the County in developing community cultural plans utilizing funding from the National Endowment for the Arts and the Productivity Investment Fund.
- Implement a new ticketing system for the Ford Theatres to improve ease of purchase, and a new subsidized ticket program for dance programs for students and children.

## Beaches and Harbors

**The Department of Beaches and Harbors** operates and manages 20 beaches stretching along 25 miles of County coastline in a manner that enhances public access and enjoyment in a clean and safe environment for residents and visitors. Services include providing beach maintenance (refuse removal, restroom cleaning, sand and landscaping maintenance); repairing facilities (volleyball courts, lifeguard facilities, parking lots and restrooms); planning and implementation of capital and infrastructure improvement programs; administering concession, parking and permit operations; and offering children's Water Awareness, Training, Education and Recreation (W.A.T.E.R.) programs. The department also operates the only beach recreational vehicle park in the County.

The department also operates Marina del Rey, the largest man-made small craft harbor in the United States with 4,796 boat slips, 5,967 residential units, restaurants, hotels, charter and sport fishing businesses, retail establishments and office space. Public facilities maintained include Marina Beach, Admiralty Park with its physical fitness course, Chace Park with its transient docks, boat storage facilities, public launch ramp, parking lots, and view piers. Additionally, the department funds the summer WaterBus, supports the Marina Visitors Center and sponsors many popular public events, including the free summer concert series, the July 4th fireworks show and the Holiday Boat Parade.

As property manager of Marina del Rey, the department is responsible for implementation of the Marina del Rey Asset Management Strategy. This comprehensive plan was prepared to serve as a guide to the harbor's next generation of important development/redevelopment projects that will transform Marina del Rey into an even more exciting and user-friendly attraction for boaters, residents and visitors alike.

### Major Accomplishments 2006-2007

- Secured Board approval for three lease options and one term sheet and assisted in the progress of an additional six projects through the regulatory process, all of which require a minimum total developer investment of more than \$900 million for new fuel dock, boat storage, hotel, retail, restaurant and residential facilities in Marina del Rey. The projects are expected to generate an additional \$6.7 million in annual County rent upon completion and amortization of rent credit. Assisted in securing Board approval of a revised Marina del Rey affordable housing policy.
- Achieved a dredging of the Marina's north entrance to its design depth of 20 feet, placing approximately 250,000 cubic meters of clean sand offshore of Dockweiler Beach to assist in beach replenishment.
- Secured a sponsorship agreement that provides lifeguard uniforms and clothing items for WATER participants and instructors, for a total of \$2.5 million in cost savings and \$160,000 in cash over the agreement's potential 10-year extended term.
- Coordinated with Public Works and Chief Executive Office to complete major improvement projects at Dockweiler, Venice, and Will Rogers Beaches totaling \$34.5 million.

### Major Objectives 2007-2008

- Secure Board approval of remaining new and extended Marina lease agreements for leasehold development.
- Secure two Marina parcels and a portion of another for Chace Park expansion purposes, and finalize the master plan for the park's expansion from 7.19 to 13.82 acres of land and from 2.18 to 8.95 acres of water. Complete master plan for integrating lessee and County improvement projects surrounding Marina Beach. Complete development of a 10-year Marina infrastructure replacement and improvement program.
- Secure a sponsorship agreement that provides donated lifeguard and W.A.T.E.R. vehicles.
- Develop project requirements for construction of a new administration building and parking structure that will serve as an icon to Marina del Rey.
- Commence construction of the Dockweiler Youth Center and secure approval for the Will Rogers Coastline Parking Lot and View Deck project.



**Stan Wisniewski**

*Director*

*(Appointed 08/25/93)*



### Fiscal Year 2007-2008 Budget

Gross Total	\$42,400,000
Less Intrafund	
Transfer	\$5,000
Net Total	\$42,395,000
Revenue	\$51,493,000
Net County Cost	(\$9,098,000)

Positions 275.0



*Venice Beach capital project.*



*Marina del Rey dredging.*

## Recreation and Cultural Services



**Michael Govan**  
Director and  
Chief Executive Officer  
(Appointed 7/1/06)

experience art **LACMA**

### Fiscal Year 2007-2008 Budget

Gross Total	\$20,827,000
Less Intrafund	
Transfer	\$0
Net Total	\$20,827,000
Revenue	\$150,000
Net County Cost	\$20,677,000

Positions 42.0



Architect Renzo Piano and LACMA Director Michael Govan develop plans for Phase II of LACMA's Transformation.



Nearly 200,000 school children take part in docent, educator, and teacher-led tours of LACMA's collections.

## Museum of Art

**The Los Angeles County Museum of Art (LACMA)** has assembled a permanent collection that includes approximately 100,000 works spanning the history of art from ancient times to the present, making it the premier encyclopedic visual arts museum in the western United States. Located in the heart of one of the most culturally diverse cities in the world, the museum uses its collection and resources to provide a variety of educational and cultural experiences for the people who live in, work in, and visit Los Angeles. LACMA offers an outstanding schedule of special exhibitions, as well as lectures, classes, film programs, and world-class musical events. In addition, LACMA provides free museum memberships for children under 17 through its NexGen program as well as a full offering of family-oriented programs every weekend.

### Major Accomplishments 2006-2007

- Continued final planning and installations for Phase I of LACMA's Transformation, including the Broad Contemporary Art Museum, a new Grand Entrance and underground parking facilities. Worked with renowned artists Robert Irwin, Chris Burden, Jeff Koons and John Baldassari to develop art projects that will be installed in and around LACMA's campus.
- Organized and presented to the public a wide variety of exhibitions, including *Breaking the Mode: Contemporary Fashion from the Permanent Collection*, *Picasso's Greatest Print: The Minotauromachy in All Its States*, *Magritte and Contemporary Art: The Treachery of Images*, *The Modern West: American Landscapes, 1890-1950*, and *Dan Flavin: A Retrospective*.
- Extended the museum's visibility and prestige internationally by loaning 70 works from the permanent collection to the Museo Nacional de Arte (MUNAL), the National Museum of Art, Mexico City, for *Masterworks 1750-1950: American Painting from the Los Angeles County Museum of Art*. Exchanged expertise with the MUNAL in the areas of conservation, curatorial, registration, and marketing.
- Added more than 1,900 objects to the permanent collection through donation or purchase, including works by Jacques-Louis David, Richard Serra, Santi Buglioni, Thomas Eakins, numerous Tibetan and Nepalese artworks and a collection of 18th and 19th century European costume with exceptional examples of men's and children's attire, and courtly dress.

### Major Objectives 2007-2008

- Open Phase I of the Transformation in February 2008, including installation of more than 200 works in the Broad Contemporary Art Museum and reinstallations of the Modern collections in LACMA's Ahmanson Building. Festivities include 10 days of free community and membership events as well as a Feb. 9, 2008 fund-raising gala.
- Continue Phase II of the Transformation - Secure \$200 million in cash flow financing to begin construction of a special exhibitions pavilion and the renovation of LACMA West. Continue with the silent phase of the Phase II fund-raising campaign, securing \$100 million in pledges by early 2008.
- Open a special art installation at Charles White Elementary School as part of *Art Programs with the Community: LACMA On-Site*. Participate in a public relations campaign that will give visibility to the program as well as LAUSD District Four's new and widely-hailed high school for the arts.
- Reorganize the curatorial and administrative divisions; recruit to complement staffing and fill vacancies, including the curator of Chinese art.
- Continue to present noteworthy exhibitions from the permanent collection and in collaboration with other institutions, including *The Arts in Latin America, 1492-1820*, *SoCal: Southern California Art of the 1960s and 70s* from LACMA's Collection, *Dalí: Painting & Film*, *Phantom Sightings: Art after the Chicano Movement*, and *African Avante-Gardes: Tradition as Innovation*.



## Museum of Natural History

The mission of the **Natural History Museum** is to inspire wonder, discovery and responsibility for the natural and cultural worlds. Through its public programs, exhibits, curatorial research and collections care, the museum enhances understanding of, and stewardship for, the living earth. There are three museums operated by the Natural History Museum Family of Museums.

**Natural History Museum of Los Angeles County (NHM).** NHM is the crown jewel of Los Angeles' science, environment and cultural museums. The museum was the first cultural institution to open its doors in Los Angeles in 1913, and today is a national leader in collections, research, educational programs and exhibitions. It houses the second largest natural history collection in the United States, with more than 35 million spectacular and diverse artifacts.

**Page Museum at the La Brea Tar Pits (Page).** The Page, located in Hancock Park, is home to the world's only active urban excavation site for Ice Age fossils. In the nearly 100 years that the tar pits have been excavated, more than 4 million animal and plant fossils have been found and identified.

**William S. Hart Museum (Hart).** The 22-room mansion belonging to late cowboy film star William S. Hart is located north of Los Angeles in the city of Newhall. It features the actor's personal and movie effects as well as his extensive collection of Native American artifacts and Western American art. The 265-acre estate's grounds include Heritage Junction, with the 1887 Saugus Train Depot, and other historic buildings.

### Major Accomplishments 2006-2007

- Completed the first phase of the seismic retrofit and renovation of the historic 1913 Building, the original structure of the museum.
- Completed the refurbishment of the second floor North American Mammal Hall, including the creation of four new diorama displays.
- Instituted "Weekends at NHM" programming, which offered unique ways for visitors to experience the permanent collections, from curator talks and tours to music and film.
- Reached 235,792 school children through the museum's School Visits Program, and nearly 30,000 children and teachers through off-site educational programs.
- Organized and participated in research expeditions to more than 25 countries, resulting in scholarship, publication of books and articles, and the acquisition of priceless specimens.
- Celebrated the museum's biennial gala, which highlighted the museum's 94-year history.

### Major Objectives 2007-2008

- Open Treasures From the Vault, an exhibition created in-house which showcases more than a dozen striking and rarely-displayed objects.
- Continue gallery development for historic 1913 Building renovation project with necessary gallery and collections relocations, while still maintaining programming schedules.
- Open the Thomas T. rex Lab, a new exhibit that will bring visitors face-to-face with paleontological research on the T. rex skeleton nicknamed Thomas.
- Expand weekend programming and explore new partnerships such as the museum's Earth Expeditions series, a collaboration with Conservation International that brings renowned conservation scientists and explorers to the museum for weekend presentations.



**Jane G. Pisano**  
President and Director  
(Appointed 11/01/01)

### NATURAL HISTORY MUSEUM OF LOS ANGELES COUNTY

#### Fiscal Year 2007-2008 Budget

Gross Total	\$14,787,000
Less Intrafund	
Transfer	\$0
Net Total	\$14,787,000
Revenue	\$0
Net County Cost	\$14,787,000

Positions 32.0

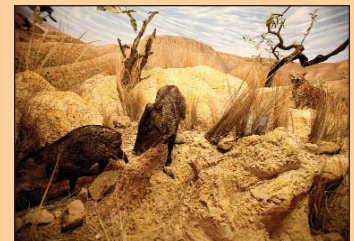


Photo: ©Ryan Miller/Capture Imaging

*The jaguar diorama from the newly renovated 2nd Floor North American Mammal Hall at the Natural History Museum of Los Angeles County.*



Photo: Leslie Barton

*A spectator in the Natural History Museum's Discovery Center enjoys a live animal presentation.*



**Steve Rountree**  
President  
(Appointed 11/04/02)



**MUSIC CENTER**  
PERFORMING ARTS CENTER  
OF LOS ANGELES COUNTY

#### **Fiscal Year 2007-2008 Budget**

Gross Total	\$20,244,000
Less Intrafund	
Transfer	\$0
Net Total	\$20,244,000
Revenue	\$958,000
Net County Cost	\$19,286,000



*Taste of Dance A Thon.*



*Mark Taper Forum lobby during construction.*



*Children experience the fun of a morning at World City, one of the popular programs for families.*

## **Music Center of Los Angeles County**

**The Music Center**—a public-private partnership with the County of Los Angeles—engages a wide range of artists and citizens of all ages; creating community, igniting artistic passion, intellectual curiosity and civic pride within Los Angeles, while generating new public understanding about the role and function of arts and culture in the region.

For more than 40 years the Music Center and Los Angeles County have maintained one of the nation's most successful public-private partnerships to serve the region's residents. Los Angeles County provides the funding for general maintenance, custodial services, utility costs, insurance, security, and usher services at the Music Center. The programming is supported by private sector contributions and earned revenue.

The Center supports four internationally recognized resident companies—the Los Angeles Philharmonic, Center Theatre Group, LA Opera, and Los Angeles Master Chorale—by providing and operating the outstanding venues where they perform. The dance program completed its fourth season; the Active Arts program, which provides free or low-cost participatory art events that engage people from diverse backgrounds and experiences in recreational art-making events at the Center, completed its third year. Contributing to the civic-cultural life of Los Angeles, the Music Center brings important speakers to its stages and convenes other civic forums.

The Music Center's nationally recognized education program is in its 27th year, working strategically with Los Angeles County schools to make education in the arts a fundamental part of the learning experience of every child. In 2006-07 the Music Center partnered with 250 public schools in 50 Los Angeles County-based school districts and 61 individual private schools to provide the Center's core arts education programs for students, parents and teachers. When combined with the dynamic free programs for children and families presented at the Music Center, approximately 250,000 students, teachers, and parents benefited from the Center's educational resources.

#### **Major Accomplishments 2006-2007**

- Completed fourth dance season, which brought six dance companies to the Music Center for 22 performances before an audience of 48,369.
- Received major three-year grant from James Irvine Foundation in support of Active Arts.
- Held 4,600 events at Center, serving a total audience of more than 1.2 million.
- Engaged more than 8,000 people from diverse backgrounds and experiences through Active Arts, hosting more than 30 low-cost or free participatory art events.
- Participated in leadership of the successful Grand Avenue Festival, a free day-long event attended by 25,000.
- Embarked on renovation of the Mark Taper Forum, while continuing systematic planning for renewal projects including the Dorothy Chandler Pavilion and the Plaza.

#### **Major Objectives 2007-2008**

- Increase capacity of Active Arts programming.
- Expand diverse programming for children and families at Music Center.
- Maintain a similar number of major dance offerings, increase audience development activities and partnerships with resident companies and other leading arts institutions.
- Continue to advocate for public policy forums on education, civic, government and health policy, reinforcing the Music Center's role in civic leadership.
- Continue leadership role in Arts for All to help schools and districts make the arts part of the core curriculum for all students.
- Complete \$30 million renovation of the Mark Taper Forum.
- Commence planning of new Music Center artistic leadership and administration building.

## Parks and Recreation

**The Department of Parks and Recreation** is responsible for providing a system of recreational facilities and programs benefiting residents of and visitors to Los Angeles County. The department also seeks recreational opportunities with the County's 88 cities. Its expectations include being a partner to reduce juvenile crime, increasing school readiness among children, developing accessible parks and activities, establishing healthy parks, influencing economic well-being, and enhancing the social and emotional well-being of children and their families.

The department provides the leadership for healthier communities, environmental stewardship, community connections and partnerships, professionalism, and integrity in its abilities to promote social, recreational, and cultural opportunities stimulating residents and visitors through quality programming, services, and customer satisfaction.

The department is responsible for administration of more than 140 facilities, including 19 golf courses, 90 local and community regional parks, Catalina Island Interpretive Center, Los Angeles County Arboretum & Botanic Garden, Whittier Narrows Nature Center, Hollywood Bowl, John Anson Ford Amphitheatre, Descanso Gardens, Castaic Lake State Recreation Area, and South Coast Botanic Garden.

### Major Accomplishments 2006-2007

- Began the first phase of a County-wide strategy for park acquisition and development designed to address noted park land and recreational facility deficiencies and to deal with future population growth and needs, including developing an inventory of property having the potential to be converted into active and/or passive park uses; fund-driven strategies that match grant criteria with acquisition opportunities and support from constituents and conservancies; GIS mapping of all potential park or open space parcels, including those having joint-use potential with other public institutions/agencies.
- Developed standards for incorporating sustainable development into all future park plans and created a comprehensive manual for use by park planners. Future park development or retrofit projects will incorporate these standards into the design scope. Standards include integrating storm water quality in site design, use of native plants and recycled water.
- Improved the condition of County parks by completing 75% of the projects in a three-year program to reduce a deferred maintenance backlog.
- Completed a 20,000-square-foot boating instruction and safety center at Castaic Lake in conjunction with partners, the California Department of Boating and Waterways and California State University Northridge.
- Hosted the U. S. Forest Service, National Forest Foundation and the American Recreation Coalition "Outdoor Recreation Forum," which was a cooperative event with National Parks, California State Parks, and Los Angeles City Parks, and other park and recreation providers regarding outdoor education and interaction with youth. Information gained from this forum was used on the national level to promote more access to open space areas for inner city youth.

### Major Objectives 2007-2008

- Complete the department's deferred maintenance program.
- Evaluate 40 park sites and all facilities that were not included in the original strategic asset management plan and catalogue any remaining deferred maintenance needs and unmet needs.
- Begin the process of creating an interactive web-based Internet customer services survey that measures and evaluates the department's facilities and services.
- Implement the second phase of the land acquisition strategy. Allocate funding to implement the plan and enter into an agreement with a consultant to complete the plan.



**Russ Guiney**  
Director  
(Appointed 1/12/05)



### Fiscal Year 2007-2008 Budget

Gross Total	\$146,500,000
Less Intrafund	
Transfer	\$1,315,000
Net Total	\$145,185,000
Revenue	\$41,938,000
Net County Cost	\$103,247,000

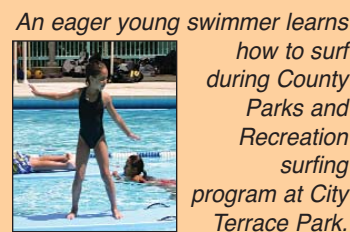
Positions 1,673.0



Fourth of July Fireworks  
Spectacular at Richard Rioux  
Park in Stevenson Ranch.



Supervisor Michael D.  
Antonovich leads the bi-annual  
trail ride, held this year at  
Placerita Canyon Nature Center  
in Newhall.



An eager young swimmer learns  
how to surf  
during County  
Parks and  
Recreation  
surfing  
program at City  
Terrace Park.





**Margaret Donnellan Todd**  
Librarian  
(Appointed 05/01/01)



#### Fiscal Year 2007-2008 Budget

Gross Total	\$140,855,000
Less Intrafund	
Transfer	\$0
Net Total	\$140,855,000
Revenue (1)	\$140,855,000
Net County Cost	\$0

Positions 1,090.0

(1) Includes a \$41,644,000  
County Contribution



Children and families tour the  
Harry Potter Knight Bus at  
West Covina Library.



County Librarian Margaret  
Donnellan Todd and Supervisor  
Yvonne B. Burke commend  
Louis Gossett, Jr., and Chaka  
Khan, African American Living  
Legends honorees.

## Public Library

**The County of Los Angeles Public Library** is a network of community-focused libraries that provide the County's diverse communities with easy access to the information and knowledge they need to nurture their cultural exploration and lifelong learning.

The County Library uses expanded information networks and new technology to offer a broad range of learning resources to County residents in the unincorporated areas and 51 cities.

Library statistics reflect a well-used library system: 2.6 million registered borrowers; 14 million items circulated yearly; 10 million informational questions answered; 600,000 children attending library programs each year; and 13 million visits to County libraries annually.

Through 84 libraries and four bookmobiles, customers find a full range of information services. Four ethnic resource centers provide specialized historical and cultural materials: American Indian, African American, Asian Pacific, and Chicano. County community libraries offer literacy programs, homework centers, storytimes, special programs for children and adults, summer reading activities, and public access to the Internet.

The Library's website is the door to the online virtual library. Customers can view the full library catalog, place holds on and renew materials, read and print articles from a variety of magazines and newspapers, connect to a live tutor for help with homework assignments, find book suggestions for children and adults, receive reference help 24/7, check the schedule of library programs and events, and download books to a computer or personal digital assistant. Electronic resources include sample career and SAT tests which can be taken and scored online, genealogy research tools, and the Auto Repair Reference Center with car repair information.

#### Major Accomplishments 2006-2007

- Completed installation of WiFi (wireless fidelity) at all County libraries.
- Expanded use of the online tutoring service Live Homework Help.
- Partnered with Scholastic Corporation, the world's largest publisher and distributor of children's books and a leader in educational technology, to bring programs to community libraries and encourage reading.
- Received a prestigious Big Read grant from The National Endowment for the Arts to revitalize the role of literature in American culture and encourage local communities to inspire literary reading.

#### Major Objectives 2007-2008

- Complete final plans and begin the construction of five new libraries.
- Increase outreach and services to young adults.
- Install and activate new integrated library system providing enhanced services for library customers and staff, including expanded online accessibility.
- Expand the Family Place program to additional libraries, partnering with early childhood specialists in communities to provide service to parents and children ages 0 to 5.



East Los Angeles Library  
celebrates Cesar Chavez  
Week with a special  
family storytime.

Child playing with  
developmental toy during a  
parent/child workshop at the  
City Terrace Library.



## Civic Art

Recognizing the value of civic art, the Los Angeles County Board of Supervisors adopted the first formal Civic Art Policy and Procedures on Dec. 7, 2004, and the fruits of that policy are beginning to show. The Los Angeles County Administration Building in South Los Angeles is the latest example, integrating public art in its design. The Board policy requires most capital projects to set aside 1 percent of their budget for civic art. Exempted from the policy are refurbishments costing less than \$500,000, streets, underground projects, flood control channels, and airport runways. Below are civic art projects in County buildings, some predating the formal policy.



*Diamond Bar Library,  
Frank Matranga*



*Acton/Agua Dulce Library,  
Anne Marie Karlsen*



*Alondra Park Pool House,  
Mythograph, Inc. (Kipp  
Kobayashi and Marta Perlas)*



*Ted Watkins Park Pool House,  
Robin Strayhorn*



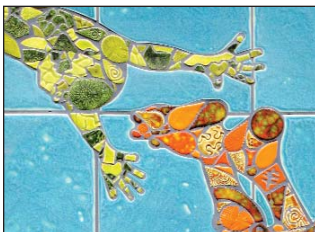
*East Los Angeles Civic  
Center, Michael Amescua*



*Topanga Library, Megan Rice*



*East Los Angeles Library,  
José Antonio Aguirre*



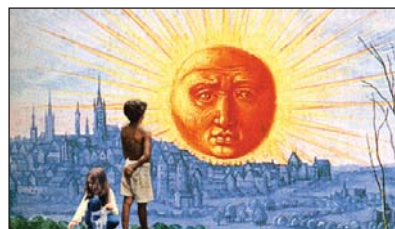
*Ted Watkins Park Pool House,  
Robin Strayhorn (detail)*



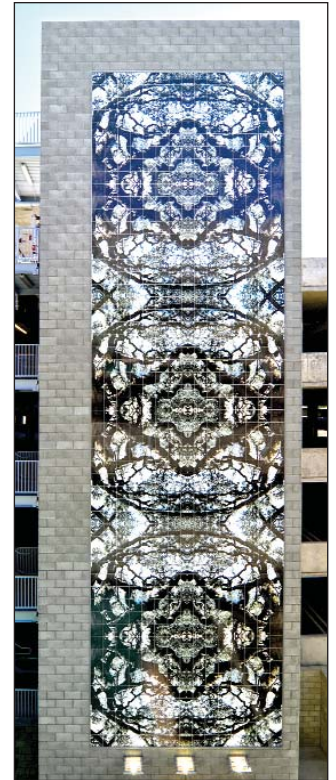
*Clara Shortridge Foltz Criminal Justice Center,  
Susan Schwartzberg*



*Lawndale Library  
Anne Marie Karlsen*



*Sun Valley Health Center,  
Terry Braunstein*



*Los Angeles County  
Administration Building,  
South Los Angeles  
(ICO Development),  
Ken Gonzales-Day*



*Chatsworth Courthouse,  
Michael Amescua*





## The Transformation of LACMA

February 16, 2008 marks the much-anticipated opening of Los Angeles County Museum of Art's \$200 million Transformation Phase I, featuring the Broad Contemporary Art Museum, BP Grand Entrance and outdoor works by Chris Burden, Robert Irwin, and Charles Ray. The 60,000-square-foot Broad museum, dubbed BCAM, showcases art from 1945 to the present. The three-story building is the largest column-free showcase of art in the United States. Six loft-like exhibition spaces are housed in two symmetrical wings embracing the central core, which is constructed mainly of glass. Visitors have the option of using a glass-fronted elevator or a fire-engine red escalator to access the main entrance on the third floor. Phase II of LACMA's building program will include renovation of LACMA West, additional special exhibition space and various art installations across the campus.





## Lifeguard Headquarters Dedicated to Honor Tom Martin

More than 100 community leaders gathered in February 2007 to dedicate the lifeguard headquarters on the Manhattan Beach Pier in honor of Tom Martin, former field deputy to Supervisor Don Knabe. Martin was a prominent figure in the South Bay and Beach cities for more than 30 years, serving as a field representative to former state Senator Bob Beverly for 26 years and field deputy to Knabe for nine years. Cancer forced him to retire in 2005 and he died March 30, 2007 at age 61, just one month after the dedication. "Tom always displayed the qualities that are the foundation of a truly remarkable public servant — character, trustworthiness, honor and courage. He used these attributes every day in his lifetime of service to the communities he loved so much," said Knabe.



**Masters of  
Public Service**







## Black History Month

The annual observance of Black History Month in February is an effective way of sharing with employees the rich heritage of African-Americans, who comprise about 10 percent of the County's diverse population. It also demonstrates the County's respect for diversity. Sponsored by the African-American Heritage Celebration Committee, the event was themed "Celebrating Our Fashion and Food" in 2007 and featured a fashion show with County employees in cultural fashions designed by Africans and African-Americans. The festivities also included poetry readings, musical entertainment and products for sale. A portion of the sales was donated to the County's annual charitable-giving campaign and to scholarships for foster children emancipating out of the County system. Sharon Harper, chief deputy chief administrative officer, was presented with the committee's Crystal Eagle Award for her leadership in the County.



## General Government Services





## General Government Services

**Kurt Floren**

*Agricultural Commissioner  
Director of Weights and Measures  
(Appointed 01/08/05)*

**Fiscal Year 2007-2008 Budget**

Gross Total	\$37,178,000
Less Intrafund	
Transfer	\$671,000
Net Total	\$36,507,000
Revenue	\$26,693,000
Net County Cost	\$9,814,000

Positions 402.0



*Dirt mound resulting from tunneling of Red Imported Fire Ant colony.*



*ACWM Inspector  
Robert Moore tests scale at retail store.*

## Agricultural Commissioner/Weights and Measures

**The Department of Agricultural Commissioner/Weights and Measures (ACWM)** provides environmental and consumer protection by enforcing federal, state and county laws regarding health, safety and consumer affairs. Services include ensuring the safe supply of food and water, protecting consumers and businesses from fraud, preventing misuse of pesticides, overseeing pest management activities, and preventing exotic pest infestations.

The department works to minimize weed and brush fire hazards, provides consumer and agricultural information, develops an annual agricultural production statistical report, maintains and monitors more than 26,000 insect pest detection traps, and regulates agricultural businesses handling hazardous materials.

### Major Accomplishments 2006-2007

- Continued effective protection of California agriculture through interception of 623 "A" and "Q" rated pests at various high risk pathways, and servicing and monitoring more than 26,000 exotic pest detection traps throughout the County, trapping and identifying 41 threatening foreign pests.
- Implemented rapid response to detection of light brown apple moth, which placed the County under federal quarantine. In only five days, inspected 100% of nursery stock and issued compliance agreements to 74 nursery locations to secure their ability to continue uninterrupted interstate shipment, thereby protecting the County's largest agricultural industry.
- Inspected more than 74,000 commercially used scales and meters (77% of devices in the County), an increase of 20,000 over previous year. Reorganized Weights and Measures Bureau, increased budgeted positions, and acquired over a dozen units of testing equipment to pursue 100% annual test frequency.
- Coordinated with L.A. County Farm Bureau, the 48th District Agricultural Association, and California Women for Agriculture in conducting AgDayLA 2007, with educational demonstrations and "hands-on" exposure to farming and food production for elementary school students.
- Fully implemented the State Pesticide Enforcement Response Policy to strengthen enforcement of safe pesticide use laws, increase compliance, protect workers, the public and the environment from unsafe practices, and initiate prompt enforcement actions.
- Removed more than 90 tons of trash from 328 undeveloped properties under Illegal dumping/rubbish removal program.

### Major Objectives 2007-2008

- Reopen the metrology lab with full recognition status from the National Institute of Standards and Technology/Division of Weights and Measures, enabling the department to calibrate and certify commonly used mass and volume standards for the service industry and regulatory agencies.
- Enhance recruitment efforts at ACWM and the County, and general public outreach through a poster outreach campaign, development and installation of public-use kiosk at departmental headquarters, and revising the ACWM website, thereby promoting ACWM career options, aiding job searches and printing of bulletins, and easing electronic retrieval of information and submittal of forms and applications most often requested.
- Increase community outreach and education regarding invasive pest and disease risks through utilization of community garden group, plant society, and botanical garden newsletters and media outlets. Provide articles and speakers to promote ACWM services and distribute information on pest identification, pest control, safe pesticide use, and landscape best management practices.
- Continue Red Imported Fire Ant (RIFA) survey and treatment operations to identify infestation sites and effect eradication, including training of business and agency personnel to aid in control and eradication efforts.

## Animal Care and Control

**The Animal Care and Control Department** protects and promotes public safety and animal care through sheltering, pet placement programs, education, and animal law enforcement. It is the largest animal control agency in the nation, patrolling more than 3,200 square miles and sheltering 90,000 animals each year. The department serves 51 contract cities and all of the unincorporated area of Los Angeles County.

The department operates six animal shelters in Downey, Carson, Baldwin Park, Lancaster, Castaic and Agoura Hills. Field services are provided 24 hours a day, seven days a week. Each shelter has a veterinary medical clinic where all adopted animals are spayed or neutered prior to placement. Low-cost vaccination services are provided at the clinics, as well as through community outreach programs at various locations throughout the County.

The department enforces state animal laws, as well as Title 10 (Animals) of the County Code. Enforcement actions include reducing the number of stray animals, licensing animal establishments, enforcing laws regarding vicious or dangerous animals, ensuring the humane treatment of animals, and licensing domestic dogs and cats to protect public health from rabies exposure. The department provides rescue operations for animals trapped in dangerous settings or during emergency response, including fires, earthquakes and other natural disasters.

### Major Accomplishments 2006-2007

- Implemented mandatory spay/neuter and microchip ordinance for dogs, the first in the nation. This ordinance will result in fewer unwanted dogs, increased public safety, and reduced animal costs to taxpayers over the long term.
- Received approval to build seventh animal shelter, to be located in Antelope Valley. This new shelter will reduce the overcrowding and high euthanasia rates at the Lancaster shelter, improve customer service by reduced wait times, and improve field service response times.
- Received a \$100,000 matching grant from PetSmart Charities. This funding will help low-income pet owners receive spay/neuter services for their pets, resulting in fewer unwanted animals born, less stray dogs to create public safety hazards, and a greater ability for low-income pet owners to comply with the new County ordinance.
- Began partnership with PETsMART Charities to begin a low-income spay/neuter clinic in the Florence-Firestone area. This clinic will bring much needed services to low-income pet owners in this area.
- Received pledge from the Found Animal Foundation to provide up to 1 million free microchips to all dogs served by the department.
- Received \$100,000 grant approval from the Quality and Productivity Commission for PAWSTATS, the department's enhanced performance measurement system based on DPSSSTATS.
- Received a National Association of Counties award for ground-breaking animal facility grading program. This program has received national attention and has been well received by business owners and pet owners in County.

### Major Objectives 2007-2008

- Accept major credit cards at all shelters as well as for online animal license renewals.
- Enhance available web services to allow e-mail alerts of impounded animals as well as the ability to search by breed.
- Increase organizational effectiveness by unveiling PAWSTATS, which will be a visual way for the staff to analyze the department's performance measurements.
- Complete evaluation and amendments/changes to Los Angeles County Code Title 10.



**Marcia Mayeda**

Director

(Appointed 07/23/01)



### Fiscal Year 2007-2008 Budget

Gross Total	\$27,493,000
Less Intrafund	
Transfer	\$0
Net Total	\$27,493,000
Revenue	\$12,682,000
Net County Cost	\$14,811,000

Positions 338.0



Supervisor Michael D. Antonovich presents "Bucky". This was Antonovich's 600th presentation of a shelter pet to promote adoptions.



Nearly 200 horses were evacuated from homes that were threatened by wildfires during firestorm 2007.



## General Government Services



**Rick Auerbach**  
Assessor  
(Elected 2000)

**Fiscal Year 2007-2008 Budget**

Gross Total	\$157,477,000
Less Intrafund	
Transfer	\$106,000
Net Total	\$157,371,000
Revenue	\$63,600,000
Net County Cost	\$93,771,000

Positions 1,515.0



Assessor greets future homeowners visiting his office.

**Assessor**

The mission of the **Los Angeles County Assessor** is to create an accurate assessment roll and provide the best possible public service. The annual assessment roll consists of more than 2.6 million assessments of real estate, personal property, and fixtures used by businesses, in addition to boats and aircrafts. Each property is listed by owner, location, and assessed value. The total assessed value of all properties for the 2007 assessment roll is \$1.050 billion.

**Major Accomplishments 2006-2007**

- Completed an historic \$1 trillion assessment roll on time, accurately reflecting the assessed value of property within Los Angeles County, according to Proposition 13 mandates.
- Improved public service by providing taxpayers access to the unsecured roll from the public service computers.
- Completed phase one of a program designed to process future residential real estate building records in a digitized format while in the field using portable hardware.
- Created a new methodology and secured legislation for the assessment of fractionally owned aircraft, which had previously escaped assessment.
- Scanned and indexed all Assessor maps for electronic retrieval by the staff via the Intranet.
- Enhanced the department's website to provide electronic parcel maps and parcel information that reflects weekly updates.

**Major Objectives 2007-2008**

- Finalize evaluations of vendors' reengineered solutions for improved business operations to assess secured property.
- Develop an imaging and workflow system for processing business property statements.
- Develop and implement an electronic program for the annual personal property canvass.
- Develop and implement a computer program to identify properties that may be eligible for a value reduction due to declining market conditions.
- Assist Registrar-Recorder/County Clerk with identification of unrecorded real property transfers that may be subject to payment of documentary transfer tax.



Assessor Rick Auerbach and honorees at the Annual Public Service Recognition Ceremony. Honorees were recognized for their extra special efforts in public service.



## Consumer Affairs

**The Department of Consumer Affairs (DCA)** provides consumer protection, counseling, complaint investigation, and mediation services to consumers and businesses in Los Angeles County through advocacy, empowerment and education. Staff investigates and mediates complaints of unethical and deceptive business practices between consumers and merchants. The department also conducts special investigations that are presented to prosecuting agencies for civil and criminal prosecution. DCA serves as the central reporting agency for real estate fraud and works closely with private industry groups, government agencies, and law enforcement agencies to detect and investigate real estate fraud. The new identity theft unit provides services to victims of identity theft by helping them restore their credit and prevent identity thieves from continuing to make fraudulent purchases.

The Small Claims Advisor Program helps litigants prepare and present their cases in Small Claims Court. The Dispute Settlement Service program provides mediation services to consumers, businesses, and neighbors to resolve disputes informally and divert cases from the courts. DCA's Adult Protective Services program provides consumer protection and holds educational forums for at-risk senior citizens. The department's Volunteer and Internship Program enhances consumer services and provides meaningful volunteer and internship opportunities for students and community members. DCA's Public Outreach section educates consumers and businesses through print publications, Internet resources, and community events. The department administers eight self-help legal access centers that operate at the Van Nuys, Inglewood, Pomona, Antelope Valley, Long Beach, San Fernando, Santa Monica, and Torrance courthouses.

### Major Accomplishments 2006-2007

- Launched new identity theft unit and partnered with Sheriff's Department and District Attorney's Office to help victims of identity theft.
- Developed partnership with Community Development Commission to provide consumer education training to residents of selected housing development sites across the County.
- Secured more than \$34 million in restitutions for County residents through consumer protection and real estate fraud investigations.
- Conducted a special investigation that led to the arrest of two criminals that had illegally taken possession of approximately 100 homes and helped displaced residents regain the rights to their homes.
- Utilized volunteers and interns for consumer counseling and mediation services, which provided services valued at more than \$475,000.
- Counseled more than 135,000 small claims litigants in person and over the phone through the Small Claims Advisor Program.

### Major Objectives 2007-2008

- Build upon the success of the department's new website to provide more online information and enhanced services for consumers and redesign the website using the new lacounty.gov format.
- Expand the Small Claims Advisor Program to provide more assistance at branch offices using increased revenue from court filing fees.
- Implement staff training initiative to ensure that the department's staff members and volunteers continue to be national leaders in the area of consumer protection.
- Establish DCA communication group to promote plain language and enhance the quality of written materials published by the department.
- Translate consumer information brochures into Spanish to increase the public's accessibility to consumer information.
- Enhance the department's *Performance Counts!* measures to develop new methods of evaluating the impact of various programs and measuring their success.



**Pastor Herrera, Jr.,**  
Director  
(Appointed 03/19/91)



### Fiscal Year 2007-2008 Budget

Gross Total	\$7,413,000
Less Intrafund	
Transfer	\$467,000
Net Total	\$6,946,000
Revenue	\$1,978,000
Net County Cost	\$4,968,000

Positions 55.0



*Director Pastor Herrera, Jr. speaks about foreclosures at a DCA-sponsored workshop.*



*DCA staff and volunteers respond to consumers' questions and complaints.*

## General Government Services



**Donald L. Wolfe**  
Director  
(Appointed 07/27/05)

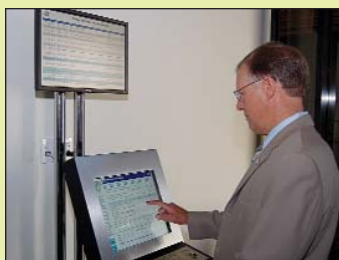
**Fiscal Year 2007-2008 Budget**

Gross Total	\$1,698,877,000
Less Intrafund	
Transfer	\$521,549,000
Net Total	\$1,177,328,000
Revenue	\$1,166,224,000
Net County Cost	\$11,104,000

Positions 4,086.0



Students learn about stormwater protection during Earth Day event.



Public Works Director Donald L. Wolfe checks out new information kiosk.

## Public Works

**The Department of Public Works** is responsible for designing, constructing, operating and maintaining roads and highways, flood control and water conservation facilities, and water and sewer systems; operating airports; administering public transit programs; managing capital projects for other County departments; meeting and monitoring environmental requirements; and providing general engineering and building regulation services for the unincorporated areas of the County. In addition, Public Works provides services to many cities within the County on a contract basis.

**Major Accomplishments 2006-2007**

- Restored 90 percent of the 251 roadways closed as a result of the 2005 storms.
- Implemented the full, remotely controlled synchronization of the "First 51" traffic signals in the South Bay area of the County.
- Completed airport improvement construction projects totaling more than \$4.9 million.
- Implemented aquifer storage and recovery program to store 3,100 acre-feet of treated surface water in the groundwater basin so that it may be pumped and used in dry years.
- Restored water services to Malibu within 18 hours after a broken pipeline in the Pacific Coast Highway caused a 45-foot wide, 30-foot deep sinkhole.
- Received the Quality and Productivity Million Dollar Club Award for project to stabilize and restore Hume Road from landslide damage, which achieved cost avoidance of \$1 million and an annual savings of \$1.15 million.
- Received the Productivity and Quality award for developing and implementing a service locator on department website, which is a "one-stop" customized search of services that Public Works offers.
- Conducted more than 25 events in April 2007 to educate and promote recycling and environmental friendly practices.
- Implemented the Graffiti Abatement Referral System that allows dispatchers to enter graffiti reports from the public and have the reports automatically assigned to contractors to clean up the graffiti. Cities and other agencies are also notified if graffiti is in their jurisdiction.
- Installed new information kiosk to assist the public in locating services or departments in the Public Works headquarters. The kiosk includes information on job listings, GIS maps and the Public Works Intranet.

**Major Objectives 2007-2008**

- Begin construction of the seismic rehabilitation and spillway modification of the Big Tujunga Dam.
- Continue stormwater inspections throughout the unincorporated areas and contract cities in compliance with Board of Supervisors' ordinance to conduct annual stormwater inspections. These inspections ensure facility compliance to safeguard stormwater runoff from pollutants. Public Works has inspected 3,800 sites in the unincorporated areas and 1,200 in 10 cities.
- Complete evaluation of the structural conditions of the County's sewer pipes using closed circuit television evaluation equipment.



Public Works crews work around the clock to repair a water pipe on Pacific Coast Highway.



A Star Ship jet takes off at one of the five airports managed by Public Works.

## Regional Planning

**The Department of Regional Planning** provides the necessary planning policy, review and analysis for land use, subdivision processing, general plan development and implementation in the County. The department maintains a long-range process for the physical, social and economic development of the County. It prepares the Countywide General Plan, including area and community plans. It administers zoning ordinances and develops and maintains an information base on demographic conditions in the County. The department encourages business retention and promotes a positive business atmosphere in the unincorporated area.

### Major Accomplishments 2006-2007

- Conducted 346 one-stop counseling sessions regarding land development; provided information and counsel to more than 14,400 people in the downtown office and more than 26,600 in the field offices.
- Handled more than 90,400 telephone inquiries and 2,000 letters, faxes and e-mail inquiries from the public.
- Reviewed more than 7,400 zoning violation reports and 347 condition checks and conducted special enforcement activities.
- Received 255 final map/parcel map waiver approvals.
- Reviewed 277 new/revised maps at 52 weekly Subdivision Committee meetings.
- Completed more than 30 reviews in 11 Significant Ecological Area Technical Advisory Committee and 14 Environmental Review Board (ERB) meetings.
- Processed 107 environmental documents, including 62 initial studies, 33 screen check environmental impact reports, seven drafts and five final environmental impact reports.
- Reviewed more than 800 certificate of compliance-related applications. Reduced average processing time from four to two months.
- Received 2,593 plot plan and 1,132 zoning conformance review applications in the downtown and field offices. Processed more than 1,700 plot plans.
- Processed more than 1,000 business license referrals and DMV referrals.
- Prepared 136 rebuild letters and processed 25 temporary use permits.

### Major Objectives 2007-2008

- Maintain Land Development Coordinating Center, one-stop counseling and field office services.
- Maintain proactive zoning enforcement activities and continue to respond to reports of zoning code violations in a timely and efficient manner.
- Continue to determine compliance of development proposals with land use regulations, the County General Plan and the zoning and subdivisions ordinances.
- Continue implementation of the departmental strategic plan and audit recommendations.
- Continue to manage case processing activities conforming to all County, state and federal codes, including the California Environmental Quality Act.
- Continue to expand web-based public access to geographical information system and project-related data.
- Complete preparation of zoning studies and/or community standards districts for the communities of Lake Los Angeles and Altadena.
- Complete preparation of the Joint Santa Clarita Valley General Plan.
- Continue community, areawide and coastal planning programs in areas, including Palmer Canyon CSD, Santa Catalina Island LCP and Antelope Valley Area Plan.



**Bruce McClendon**  
Director  
(Appointed 9/25/06)



### Fiscal Year 2007-2008 Budget

Gross Total	\$25,252,000
Less Intrafund	
Transfer	\$158,000
Net Total	\$25,094,000
Revenue	\$8,628,000
Net County Cost	\$16,466,000

Positions 204.0



Department clients consult with Land Development Counseling Center staff.





## General Government Services



**Dean C. Logan**  
Acting Registrar-Recorder/  
County Clerk  
(Appointed 1/4/08)

**Fiscal Year 2007-2008 Budget**

Gross Total	\$178,572,000
Less Intrafund	
Transfer	\$479,000
Net Total	\$178,093,000
Revenue	\$154,202,000
Net County Cost	\$23,891,000

Positions 1,130.0



Former Registrar-Recorder/  
County Clerk Conny McCormack  
and staff with prestigious  
Quality & Productivity Golden  
Eagle Award.



Newly acquired election  
operation center in Santa Fe  
Springs

## Registrar-Recorder/County Clerk

**The Department of Registrar-Recorder/County Clerk (RR/CC)** registers voters, maintains voter files, conducts federal, state, local and special elections and verifies initiatives, referendums and recall petitions. Los Angeles County, with more than 500 political districts and 3.8 million registered voters, is the largest and most complex election jurisdiction in the country. The department conducts primary and general elections and approximately 200 city, school and special district elections annually.

The RR/CC also records real property; maintains vital records of birth, death and marriage; issues marriage licenses; and processes business filings and other documents. Annually, the RR/CC records 3 million real estate documents, issues 1 million vital record certified copies, issues 59,000 marriage licenses, and processes more than 200,000 fictitious business name filings. The RR/CC operation services an estimated 3,500 customers daily.

### Major Accomplishments 2006-2007

- Conducted the November 2006 General Election using InkaVote Plus enhanced voting system at all 5,028 polling locations.
- Implemented the new Enterprise Recording Archive (ERA) property document recording system designed, developed and programmed by departmental staff to automate manual processes, streamline property document examination and cashing procedures and enhance efficiency in collecting and distributing more than \$350 million in fees annually.
- Completed final integration production testing of upgraded absentee voting scanning equipment, improving customer service to absentee voters.
- Conducted critical training for more than 1,800 attendees on diversity, ADA, employment discrimination prevention and sexual harassment prevention.
- Aligned *Performance Counts!* measures with annual budget reporting consistent with County's mission to improve departmental operations and provide excellent customer service.
- Received 21st Annual Quality and Productivity Golden Eagle Award, Top 10 Award and Million Dollar Club Award for the ERA property document recording system and recognition award for implementation of HAVA compliant voting systems.

### Major Objectives 2007-2008

- Conduct the November 2007 consolidated, the February 2008 Presidential Primary and the June 2008 Primary elections in compliance with the Secretary of State's voting systems standards and regulations.
- Commence system development programming and testing for the vital records system within ERA structure to improve customer copy application/issuance process.
- Complete tenant improvements at the new election operation center in time to house the new HAVA-compliant voting systems and conduct the election assembly operations for the November 2007 Consolidated Elections.
- Upgrade three major information technology infrastructure components, to enhance networking and authentication capabilities; to improve communication and shared data capabilities between hardware and software applications; and to augment e-mail, calendaring and scheduling features.
- Establish procedures to comply with state redaction bill requiring the truncation of Social Security numbers on 3-4 million recorder documents.
- Conduct testing of candidate filing system to produce official sample ballot booklets, absentee voting guides and voter pages for elections.
- Complete update of campaign finance filing system to comply with County's campaign finance reform measure.
- Implement a comprehensive departmental health and safety program.
- Complete project plans for ERA internal system upgrades for continued customer service enhancements and compliance with electronic recording regulations.

## Treasurer and Tax Collector

**The Treasurer and Tax Collector (TTC)** is the primary agency to bill, collect, disburse, invest, borrow and safeguard monies and properties on behalf of the County, other governmental agencies and entities, and private individuals as specified by law. TTC provides cash management services to 17 cities/agencies, 120 school districts/organizations and administers approximately 300 bank accounts for County departments, school districts and special districts. It also provides enforcement, auditing, consulting, education, estate administration, trust accounting, property management and public information services.

The department issues and collects fees for approximately 10,000 business licenses, and collects transient occupancy, utility and business taxes in the unincorporated area. It also collects money from parking meters.

### Major Accomplishments 2006-2007

- Provided no-cost online V-check option to customers of the Department of Public Works – Waterworks for water utility bill payment. More than 10,200 payments were received for approximately \$820,000 in collections.
- Implemented 25 of 31 Public Administrator audit recommendations.
- Established a group banking program for County employees that provided enhanced and special bank products and additional service benefits.
- Implemented two new e-commerce applications for the acceptance of credit card payments (event registrations and the purchase of auction book materials).
- Transitioned two existing e-commerce applications to the new County e-commerce platform with enhanced security and lower processing costs.
- Completed a review and enhancement of business continuity plan by implementing comprehensive emergency preparedness operational procedures in cooperation with partners and stakeholders.
- Implemented a departmental Intranet webpage for enhanced internal communication.
- Expanded website to provide enhanced public information.
- Upgraded communication technology for transmitting data files to and from banks.
- Received Fourth Annual Countywide Information Systems Recognition award for best departmental security program of 2006.

### Major Objectives 2007-2008

- Develop and implement an outreach program to coordinate business continuity efforts with treasury pool participants to focus on the benefits of integrated emergency plans.
- Secure a modern, accessible warehouse facility to replace leased space in Pico Rivera that will accommodate the increased storage needs of the Public Administrator and Public Guardian as well as provide enhanced traffic flow areas for monthly public auctions.
- Continue development of replacement system for decedent and conservatee case management and personal property auctioneering services at Public Administrator.
- Continue to expand e-commerce and V-check services, offering these options for payment of business license renewal fees.

*Tax and License Field Inspector Ray Hocking collects public health permit fees from vendors at the LA County Fair in Pomona.*



**Mark J. Saladino**  
*Treasurer and Tax Collector*  
(Appointed 04/15/98)



### Fiscal Year 2007-2008 Budget

Gross Total	\$66,004,000
Less Intrafund	
Transfer	\$9,629,000
Net Total	\$56,375,000
Revenue	\$31,729,000
Net County Cost	\$24,646,000
Positions	560.0



*Property owners line up to pay their taxes on final day to avoid penalties.*







celebration, adding to the enjoyment for parade spectators. The special event allows the County to showcase services it provides to the public and the great team of employees who deliver those services. The Fourth Annual Los Angeles County Day is scheduled for Sunday, Sept. 7, 2008.



## Masters of Public Service







## Masters of Public Service

### It was a Banner Year

County employees and friends employed an array of banners to get their messages across during the parade at the Los Angeles County Day at the Los Angeles County Fair in September 2007. The Registrar of Voters sandwiched employees with message boards to recruit pollworkers; the Department of Military and Veterans Affairs publicized its advocacy efforts; and the Human Relations Commission utilized youths in its No Haters Here program to promote harmony. Residents dressed in their native costumes carried a “We ♥ L.A. County!” banner, and leading the parade was the “L.A. County: Masters of Public Service” banner—the theme for the special event.





## It's All About the Beads

To add a Mardi Gras flavor to the Los Angeles County Day parade at the Los Angeles County Fair, elected officials and department officials riding on two county floats are given beads to throw to the fairgoers. Reluctant at first, the officials soon warm to the idea as they discover how much fun it is and how much the people lining the parade route enjoy the activity, competitively vying for the beads and proudly wearing them around their necks the rest of the day. The smiles capture the spirit and tell the story better than can words.



**Masters of  
Public Service**







## Masters of Public Service

### Remembering Our Veterans and Their Families

Between 4,000 and 5,000 people attend the annual "Remembering Our Veterans and Their Families: Past, Present and Future" sponsored by Supervisor Michael D. Antonovich and the County of Los Angeles. More than 120 agencies participate, offering immunizations, haircuts, manicures, health screenings, employment information, veteran's benefits information and legal assistance. The purpose of the event is to ensure service men and women, veterans and their families receive vital information regarding benefits, entitlements and services available to them. The 2008 event will be held May 24 from 10 a.m. to 3 p.m. at Arcadia County Park. It will include skydivers, flyovers, a Wall of Remembrance for attendees to place photos, displays of military vehicles and equipment, food booths and entertainment. Photos on this page are from the 2007 event.



## Central Support Services





## Central Support Services



**Dennis A. Tafoya**  
Director  
(Appointed 11/10/98)

**Fiscal Year 2007-2008 Budget**

Gross Total	\$12,953,000
Less Intrafund	
Transfer	\$6,515,000
Net Total	\$6,438,000
Revenue	\$2,571,000
Net County Cost	\$3,867,000

Positions 87.0



OAAC conducts outreach to Local Worker Hiring program participants.



OAAC provides County departments with ADA reasonable accommodation training.

## Affirmative Action Compliance

**The Office of Affirmative Action Compliance (OAAC)** coordinates the implementation of Countywide affirmative action programs and diversity program initiatives; conducts civil rights-related training; ensures compliance with all Equal Employment Opportunity/Affirmative Action (EEO/AA) laws; and ensures that all complaints of employment discrimination filed under County, state or federal law are investigated and offered mediation.

The OAAC monitors County government compliance with the Americans with Disabilities Act (ADA) of 1990, and all construction contracts for EEO/AA compliance, and contracts covered by the Living Wage Ordinance. The OAAC coordinates the Community Business Enterprise Program, encouraging small, minority, women, disadvantaged, and disabled veteran-owned business enterprise participation in contracting; and ensures that eligible small businesses participate in the County's Local Small Business Preference Program.

### Major Accomplishments 2006-2007

- Entered into a shared services agreement with the Department of Public Health to conduct employment discrimination investigations and continued to provide investigation services to the Fire, Public Works, Health Services and Sheriff departments.
- Monitored 1,620 construction projects valued at \$1.6 billion for EEO compliance.
- Assisted more than 2,000 individuals seeking employment information on construction and non-construction job opportunities through the LAC+USC Medical Center Replacement Project's Local Worker Hiring program.
- Conducted 846 training sessions on diversity awareness, sexual harassment and/or employment discrimination prevention for more than 18,500 County employees.
- Resolved more than 20 ADA Title II discrimination complaints involving public access and provided County departments with 268 architectural barrier assessment reports.
- Assessed 1,207 complaints of employment discrimination for jurisdiction; monitored more than 560 complaints; investigated 350 cases; and achieved six no-fault settlement agreements worth an estimated \$888,000 in County savings.
- Engaged in 177 mediation sessions; successfully facilitated 126 no-fault settlement agreements, achieving a 72% settlement rate. Of these successful mediations, 38 were identified as high-risk cases, resulting in an estimated savings of \$9 million in potential litigation/liability.
- Published guidelines and trained County departments on state and federal interactive requirements for managing employee requests for disability reasonable accommodations.

### Major Objectives 2007-2008

- Work with the Public Library and County Counsel to develop a comprehensive plan to ensure that all Public Library programs are accessible and usable by persons with disabilities.
- Train all County commissioners on cultural diversity and sexual harassment prevention by June 2008.
- Expand OAAC shared services agreements for conducting employment discrimination investigation services to the Departments of Public Social Services, Probation, Mental Health, and Children and Family Services.

## Auditor-Controller

**The Auditor-Controller** provides the County with financial leadership and expert advice on a wide range of fiscal matters, and advocates for financial integrity and accountability in all county business practices.

The Auditor-Controller is responsible for establishing County fiscal and internal control policies and procedures; operating eCAPS, the County's integrated accounting and disbursing system; administering the County payroll; conducting audits and fraud investigations; responding to requests by the Board of Supervisors for special reviews and investigations; providing fiscal, payroll, and procurement services for 20 client departments; monitoring social service contracts; performing mandated property tax functions; disbursing warrants to vendors, child support recipients, judgment and damages to claimants and providing system development and support to a variety of countywide financial systems; and providing the state and other agencies with mandated reports, including the Comprehensive Annual Financial Report.

### Major Accomplishments 2006-2007

- Collaborated with the Chief Executive Office (CEO) and the Internal Services Department to successfully implement the eCAPS Phase II budget and procurement and time collection, and capital assets modules. Obtained Board of Supervisors' approval for Phase III human resources module (eHR).
- Expanded the shared services program by adding the CEO's Office of Emergency Management, including fiscal accounting oversight and grant management, and the Office of Public Safety. Added fiscal functions for Alternate Public Defender, County Counsel, and Human Resources.
- Developed enhanced succession planning and employee mentoring program. Achieved a 6% position vacancy factor, down from 12%, through aggressive campus recruitment, online marketing, and continual networking with County departments.
- Obtained computer-assisted auditing tools as part of the multi-faceted approach for minimizing fraud in County operations. Conducted 12 fraud awareness training classes and implemented the enhanced Fraud Hotline Tracking and Management System.
- Piloted the use of automated transaction monitoring tools to detect questionable/potentially fraudulent transactions or transactions that do not comply with County fiscal requirements.
- Established a multi-discipline team to provide timely assistance to departments with operational problems or to implement new projects or programs.

### Major Objectives 2007-2008

- Develop web-based interactive training and other ways to expand knowledge of eCAPS and to promote enhanced department business processes.
- Establish an eCAPS user group to provide and exchange system information with departmental eCAPS users, including enhancing eCAPS reporting functionality.
- Evaluate the feasibility of implementing Shared Services Phase III.
- Implement a pilot project to offer direct deposit to 500 procurement vendors to evaluate the feasibility and cost savings by expanding direct deposit usage.
- Leverage contract development and monitoring expertise by training 200 contract monitors in the six departments with the most social service contracts.
- Complete final phase of Community Redevelopment Agency accounting system.
- Complete the Auditor-Controller's business continuity plan.
- Expand the use of automated transaction monitoring tools to provide continuous monitoring of financial transactions to detect potentially fraudulent or questionable transactions.
- Develop plans for a County integrated property tax system in collaboration with County property tax departments, the CEO, and Chief Information Office.



**J. Tyler McCauley**  
Auditor-Controller  
(Appointed 05/30/00)



### Fiscal Year 2007-2008 Budget

Gross Total	\$93,444,000
Less Intrafund	
Transfer	\$47,010,000
Net Total	\$46,434,000
Revenue	\$22,924,000
Net County Cost	\$23,510,000

Positions 593.0



Auditor-Controller Tyler McCauley, Wendy Watanabe, Judy Thomas and John Naimo receive a NACO award from Supervisor Zev Yaroslavsky.



Members of the executive office of Auditor-Controller: Tyler McCauley, Maria Oms, Wendy Watanabe, John Naimo and Robert Davis.



## Central Support Services

**Sachi A. Hamai**

*Executive Officer  
(Appointed 04/17/06)*

**Fiscal Year 2007-2008 Budget**

Gross Total	\$120,329,000
Less Intrafund	
Transfer	\$9,362,000
Net Total	\$110,967,000
Revenue	\$8,319,000
Net County Cost	\$102,648,000
Positions	322.0



*Marci Garcia, Sharon Robinson and Ester Bryant with Supervisor Yvonne B. Burke at swearing-in ceremony for new Chief Executive Officer Bill Fujioka.*



*Bella Verzosa and Ester Bryant with Supervisor Michael D. Antonovich and his children at annual veterans celebration in Arcadia.*

## Board of Supervisors

**The Board of Supervisors**, as the governing body of the County of Los Angeles, enacts ordinances and rules in the administration of County government, directs overall operation of County departments and districts, and oversees the delivery of governmental services to all of the people who live within the County's boundaries.

**The Executive Office** provides support services to the Board of Supervisors, including preparing the Board's weekly agendas and its statements of proceedings, maintaining the Board's official records, and providing technological support, accounting, procurement, personnel, payroll, facility management and other administrative services.

Other services include staffing various County commissions, committees, and task forces; and administering the Assessment Appeals Boards, the County lobbyist ordinance and the County's economic disclosure programs under California's Political Reform Act

**Major Accomplishments 2006-2007**

- Made significant upgrades to the information technology infrastructure.
- Implemented an offsite information technology disaster recovery infrastructure to maintain business continuity in the event of a local or natural disaster.
- Implemented a new strategic plan for the Executive Office focusing on innovation, customer service and workforce development.
- Published regular meeting statements of proceedings online within four days to allow for quicker access by departments/Board offices and the general public.
- Processed, for the sixth consecutive year, 99% of all valid taxpayer assessment appeals applications and scheduled appeal hearings within the first year of the two-year statute.
- Automated various human resources processes.
- Implemented a quarterly department newsletter.

**Major Objectives 2007-2008**

- Develop an organizational structure and culture that fosters teamwork, improved communication, and collaboration in the Executive Office and with other County departments.
- Implement Microsoft SharePoint to develop an Intranet site that will improve internal collaboration, provide real time access to documents and information and automate the workflow environment.
- Implement a new electronic content management system to streamline and automate various processes throughout the Executive Office.
- Develop web applications and online filing systems accessible to the public.
- Install public kiosks to provide easier access to information.
- Complete the installation of a new public address system in the Kenneth Hahn Hall of Administration.



*Dana Kelsey, Carla Little, Mike Cieplik and Emma DeJesus at the County Wellness Fair.*

- Restructure the physical layout of the Executive Office to provide a secure work environment for human resources staff, develop a customer-service-oriented environment and maximize the use of space.
- Implement the County Learning Net online system and use it to encourage and promote training opportunities for all staff.

## Chief Executive Office

**The Chief Executive Office** develops recommendations on fiscal and policy matters for the Board of Supervisors, provides effective leadership of the County organization in carrying out the Board's policy decisions, oversee the operations of the County's 39 business units and departments, and ensures financial stability.

### Major Accomplishments 2006-2007

- Completed the implementation of the budget development and submission process for 22 County departments for the countywide budget system.
- Provided leadership on behalf of the Guiding Coalition in conducting two executive strategic planning conferences, one developing a third update to the County Strategic Plan, and the other on implementation of the Board-approved administrative reorganization to create a chief executive officer.
- Completed integration of Performance Counts! (PC!) with the budget process by aligning PC! and budget programs for remaining County departments.
- Led implementation of the countywide Plain Language Initiative to improve both internal and external communication.
- Initiated Valinda Community Enhancement Team (CET) effort, identifying a core team of departments that will lead the development of significant focus areas involving key County departments and community leadership.
- Completed an emergency management recovery guide for the unincorporated area community of Topanga Canyon.
- Coordinated the local Project Homeless Connect Day with support from various County departments through eight different sites across all five supervisorial districts.
- Developed the "Healthier Communities, Stronger Families, and Thriving Children (HST)," the County's community-based, prevention umbrella that promotes the health, safety, and well-being of children, families, and their communities.
- Restructured the Children and Families Budget (CFB) for FY 2007-08 to a more integrated, performance-based budget.
- Launched the Steps to Excellence Program (STEP), a child care program quality rating and support system in nine communities within the County.
- Continued to administer Homeland Security grants in excess of \$46.9 million to support the ongoing countywide effort to prepare for all types of terrorist attacks.

### Major Objectives 2007-2008

- Create, in conjunction with departments, a new County website portal that will provide easy access to information and a unified look-and-feel.
- Develop and provide expanded PC! training and guidance to strengthen the County's performance management capacity, including reinforcement of fundamental concepts and support for advanced performance-based decision-making models.
- Lead County departments in reassessing and streamlining the format and structure of the County Strategic Plan, strengthening its linkage to departmental plans and department head goals, and ensuring that it serves as an overarching strategic guide to priority County initiatives.
- Complete a CET guidebook for the development of CETs in other County unincorporated areas.
- Develop a funding mechanism for the County Flood District to provide infrastructure compatible with the Federal Clean Water Act requirements.
- Continue to execute all programs of the Homeless Prevention Initiative to include both public and private funded partners.
- Provide an expanded menu of training opportunities for STEP participants and other child care providers.
- Release Part II of the restructured CFB, highlighting budget actuals for selected health and human service programs, along with a population profile on transition age youth.



**William T Fujioka**

*Chief Executive Officer  
(Appointed July 20, 2007)*



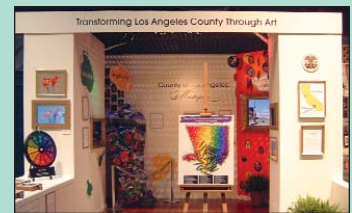
### Fiscal Year 2007-2008 Budget

Gross Total	\$104,941,000
Less Intrafund	
Transfer	\$34,227,000
Net Total	\$70,714,000
Revenue	\$29,512,000
Net County Cost	\$41,202,000

Positions 523.0



*A representative from Toyota's Mobile Hybrid Experience, a simulated driving exhibit, guides CEO Bill Fujioka through the dynamics of hybrid technology at the 2007 Civic Center Clean Air/Rideshare Fair.*



*The County's exhibit at the California State Fair was awarded a gold ribbon and best marketing award. The exhibit, developed by the Public Affairs Office, used civic art as its theme.*



## Central Support Services



**Jon W. Fullinwider**  
Chief Information Officer  
(Appointed 01/21/97)

**Fiscal Year 2007-2008 Budget**

Gross Total	\$6,247,000
Less Intrafund	
Transfer	<u>\$0</u>
Net Total	\$6,247,000
Revenue	<u>\$17,000</u>
Net County Cost	\$6,230,000

Positions 26.0



CIO Jon Fullinwider was invited to participate in an eGovernment workshop and conference in Harbin, China in January 2007.



## Chief Information Office

**The Chief Information Office (CIO)** provides vision and strategic direction for the effective use of information technology (IT) to achieve business objectives and improve the delivery of services throughout the County. Within the CIO, the Information Security Office establishes and publishes countywide information security policies and standards to mitigate risks to computer assets and data.

CIO management staff support County departments by providing business and technical analysis of IT projects and initiatives, request-for-proposals (RFP), and contracts. The CIO's oversight responsibilities facilitate departmental alignment with the County's strategic plan and compliance with technology standards. To accomplish this objective, the CIO coordinates the departmental business automation planning (BAP) process, and publishes the Annual Integrated Business Automation Plan (IBAP) to report on departmental accomplishments, major strategies and the tactical application of technology in the County.

**Major Accomplishments 2006-2007**

- Established and gained Board approval of a semi-annual consolidated computer purchase program, resulting in savings exceeding \$20 million.
- Completed the regional aerial imagery project supporting multiple County departments, 37 cities, state and federal agencies, providing high quality aerial imagery and savings in excess of \$6 million.
- Gained approval to design, develop and implement a new County portal infrastructure and Internet portal.
- Gained approval for the development of a new BAP/IBAP process to refine and improve the implementation of the FY 2008-09 budget process.
- Established a Countywide geographic information system (GIS) program allowing for ubiquitous departmental access of base-map data resources.
- Gained Board approval for an enterprise content management software license and master services agreement, in which the RFP has been released and evaluation completed.
- Developed and received Board adoption of a formal information security strategic plan identifying a tactical plan for implementing key initiatives.
- Developed and received Board approval for multiple master service agreements allowing departments to expedite the delivery of technology-based services.

**Major Objectives 2007-2008**

- Establish a formal executive governance body chartered to approve/endorse Countywide IT strategies and directions, initiatives, policies and guidelines, and standards.
- Develop and implement the newly designed and developed departmental business automation planning process.
- Complete the design and development for the implementation of the new County portal infrastructure and Internet portal.
- Gain Board approval for an enterprise content management software license and master services agreement.
- Work with the Internal Services Department to gain Board approval of agreement(s) for a Countywide carrier services (telecommunications services) contract.
- Develop and coordinate opportunities for the regional application of technology-based solutions by collaborating with other government agencies.
- Provide GIS assets and services as a countywide solution.
- Continue the development and adoption of information security strategies (i.e., security methods, processes, products and services).
- Work in collaboration with the Chief Executive Office to establish information technology as an enterprise asset supporting both departmental business objectives as well as cluster and enterprise objectives.

## County Counsel

**The County Counsel** acts as the legal advisor to the Board of Supervisors, County officers and departments, special districts and certain other public agencies, such as the Metropolitan Transportation Authority and the Southern California Regional Rail Authority. The office works to protect the County from loss and risk associated with its day-to-day operations. Legal assistance encompasses advising on the law as it applies to County operations, drafting legal documents, representing the County in civil actions, workers' compensation matters, and dependency court cases, and serving as issuer's counsel on funding issues. County Counsel also assists in presenting the County's position in the state Legislature and before state and federal regulatory agencies and administrative hearing boards.

### Major Accomplishments 2006-2007

- Participated in successful proceedings before the California Supreme Court interpreting recent legislative reforms to Workers' Compensation law, thereby reducing employee liability for Workers' Compensation claims and saving the County an estimated \$3-4 million annually.
- Strengthened County emergency legal preparedness by acting as legal advisor during a first-in-the-nation functional bioterrorism response exercise that tested the ability of the County's Department of Public Health to collaboratively investigate a bioterrorism incident with both federal and local law enforcement agencies.
- Received an award from the Quality and Productivity Commission for participation in the County's Residential Placement Protocols Task Force, which assisted in the evacuation and relocation of residents of the Ararat Royal Palace residential facility following the facility's red-tagged closure.
- Developed and began implementation of the litigation severity index and management protocol to focus and maximize County resources devoted to the handling and oversight of litigation.
- Prosecuted a contractor and several developers for unlawful development of residential properties in violation of the Los Angeles County Code and California Unfair Competition Law.
- Worked with the Board of Supervisors and the Chief Executive Office in supporting legislation authorizing the sheriff to implement electronic monitoring in the jail system, which will reduce jail overcrowding.
- Prevailed in 90% of the 45 appellate court decisions in FY 2006-07.
- Developed and conducted various client training programs on topics including ethics, the County contracting process and best practices and procedures for dependency cases.
- Worked with the Public Administrator and Public Guardian to obtain and implement Lexus-Nexus people-finder research capability, including assistance with staff training, as a means to improve their ability to locate family members in their cases.

### Major Objectives 2007-2008

- Fully implement the litigation severity index and management protocol.
- Continue working with the Chief Executive Office and the Department of Health Services to reopen Martin Luther King Jr. – Harbor Hospital, whether through a private party or as a County-operated facility.
- Progress in the evaluation of a third party electronic billing review system for the office.
- Develop and implement a software program to be administered countywide under the Simple Notice Application Program (SNAP) that would automate the Indian Child Welfare Act (ICWA) notice process.
- Work with the Sheriff's Department and/or the Department of Probation to fully implement electronic monitoring when authorized by the Board of Supervisors.
- Continue to assess the legal training needs of all clients and schedule appropriate client training programs by in-house staff to successfully meet these needs.



**Raymond G. Fortner, Jr.**  
County Counsel  
(Appointed 11/17/04)



### Fiscal Year 2007-2008 Budget

Gross Total	\$87,595,000
Less Intrafund	
Transfer	\$65,991,000
Net Total	\$21,604,000
Revenue	\$16,401,000
Net County Cost	\$5,203,000

Positions 565.0



Receiving an award from the Quality and Productivity Commission for participation in the County's Residential Placement Protocols Task Force were (left to right): Richard Weiss, Andrew Owens, Parjack Ghaderi, Raymond G. Fortner, Jr., Stephanie Jo Farrell, Sari Steel, Richard Mason and Veritta Smith.



Dependency Division's legal staff Takin Khorram and Sarah Zimble at Edmund D. Edelman Children's Court.



## Central Support Services



**Michael J. Henry**  
Director of Personnel  
(Appointed 12/01/94)

**Fiscal Year 2007-2008 Budget**

Gross Total	\$46,374,000
Less Intrafund	
Transfer	<u>\$23,650,000</u>
Net Total	\$22,724,000
Revenue	<u>\$13,470,000</u>
Net County Cost	\$9,254,000

Positions 290.0



Seven kiosks were installed to help public access job listings and bulletins via the website.



Employees attend interpersonal relations class.

## Human Resources

**The Department of Human Resources (DHR)** is committed to enhance public service through recruitment, retention and development of employees committed to quality performance. The department continues to focus on strategic planning with an emphasis on its role in making the County an “employer of choice.” To carry this out, DHR delivers services which include workplace planning, employee recruitment and retention, benefits administration, employee performance management, and training and development. The office also partners with line human resources operations to provide an integrated approach to human resources management with a centralized-decentralized balance. Its goal is to deliver the mission, vision and strategic direction of the County to employees – the individuals who make the difference in providing services for the citizens of County of Los Angeles.

### Major Accomplishments 2006-2007

- Installed seven touch screen computers in the Employment Information Services Office lobby for the public to access the County job listing and job bulletins via the website.
- Implemented the new veterans intern program by opening six veterans intern examinations with various specialties to enable departments to hire veterans.
- Developed and/or updated approximately 40 recruitment plans for critical classifications.
- Developed and uploaded three new information guides (basic statistics, interview success, and mechanical aptitude) to the online test preparation system. In an effort to provide departments with relevant workforce data upon which to base decision-making, began extensive collection of employee turnover data.
- Re-evaluated outreach strategy for clerical and general positions. Prioritized events that yielded quality candidates and eliminated those with low return. Participated in 48 job fairs.
- Conducted a Countywide job analysis study to develop a new, more comprehensive written test for the intermediate typist clerk classification that evaluates applicants on an expanded list of dimensions.
- Implemented the new Countywide management mentoring program.
- Significantly expanded Academy courses, specifically the delivery of community college skill building programs for employees.
- Worked with Internal Services Department (ISD), Chief Information Office (CIO), and other County departments to complete solicitation process of the new employee performance system.
- Continued to develop departmental performance work plans for Countywide, cross-departmental, and department specific classifications. Continued to conduct facilitator training programs and meet with organized labor representatives to review work plan development.
- Continued the rollout of the Countywide Learning Management System (LMS).

### Major Objectives 2007-2008

- Continue to implement the LMS working with the CIO, ISD and other County departments.
- Plan the implementation of the Countywide employee performance system.
- Implement a new benefits hotline call center.
- Continue the planned implementation of the various aspects of eHR.
- Review and update the strategic workforce planning program.
- Develop self-assessment tools and performance measures for Countywide human resource operations.
- Develop a Countywide training program for human resource professionals involved in the administration of human resource operations.

## Internal Services

**The Internal Services Department** supports the County by providing direct and advisory services in purchasing, contracting, facility maintenance, energy management, information technology, and other essential support and administrative functions. The department's strategic plan focuses on continued improvement in the areas of customer service, new technology, building infrastructure, energy conservation, and employee training. ISD is also recognized as having a successful youth career development program which provides on-the-job training to emancipated foster youth.

### Major Accomplishments 2006-2007

- Implemented eCAPS materials management module (eProcurement), a countywide program that streamlines the purchasing process for County departments.
- Implemented a small business enterprise prompt payment program, which establishes a 15-day payment goal for certified small business enterprises.
- Developed and implemented the countywide energy and green building policy that was approved by the Board of Supervisors in January 2007.
- Increased the number of small and medium-sized County departments with reliable, available and secure information technology services through ISD's information technology shared services initiative.
- Expanded countywide business intelligence infrastructure for County departments that will reduce costs for software, hardware, and support staff and better leverage technical expertise and creation of an environment that facilitates electronic information sharing.
- Advanced the use of new alternate fuels and hybrid vehicle technologies in support of County operations.

### Major Objectives 2007-2008

- Develop an environmental programs digital dashboard that measures the performance and status of implementation of various aspects of the County's energy and environmental policy.
- Develop and implement countywide "green" purchasing policies and standards in support of the County's energy and environmental policy.
- Develop and implement a master agreement with vendors that provide energy efficiency projects and services.
- Implement a new telecommunications services agreement that provides the County with local and long distance telephone services and managed Internet protocol services.
- Implement eCAPS, Phase II that will enhance ISD and county departments' capability to monitor purchases and acquisition activities from requisition to payment.
- Create a plain-language pamphlet, useful to vendors, that summarizes County standard contract terms and conditions.



Vehicle fleet maintenance



Information technology main server



**David Lambertson**  
Director  
(Appointed 11/17/04)



### Fiscal Year 2007-2008 Budget

Gross Total	\$444,394,000
Less Intrafund	
Transfer	\$344,833,000
Net Total	\$99,561,000
Revenue	\$87,085,000
Net County Cost	\$12,476,000

Positions 2,362.0



ISD sign shop



Information technology help desk





## Masters of Public Service

### East Los Angeles County Hall

The East Los Angeles County Hall, dedicated Jan. 31, 2007, serves as a “city hall” to residents of the unincorporated area, bringing services closer to the community. The facility is a significant milestone of the East Los Angeles Civic Center project, initiated in 1999 by Supervisor Gloria Molina to establish a central location where the local community could easily access county services. County Hall includes Molina’s district office and staff from the Public Works (Building and Safety), Consumer Affairs, Parks and Recreation, Regional Planning, Public Health and Fire departments. Hundreds of East L.A. residents, merchants, students (including the color guard and marching band from Garfield High School), artists and civic officials celebrated the grand opening of the building. East Los Angeles is the first unincorporated area to have a new county hall. The County Hall, located at 4801 E. 3rd Street, is located adjacent to the





new East L.A. Library, the refurbished Belvedere Lake, Superior Court, the East L.A. Sheriff's Station, and the Roybal Comprehensive Health Center. When the Gold Line Eastside Extension opens in 2009, the civic center will be one of the light rail line's stops. Milestones of the East L.A. Civic Center project include the groundbreaking in 2002, the shopping center grand opening in 2003, Belvedere Lake dedication and Civic Center Way construction in 2004, the County Hall dedication in 2007, the Transit Center in 2007 and the Eastside Gold Line in 2009.



## Masters of Public Service







## Masters of Public Service

### Volunteers

Volunteers are an important partner in providing County services to residents. With limited resources, departments would not be able to provide certain services were it not for volunteers. In 2006, 42,000 volunteers donated 3.6 million hours, performing such services as mentoring youth in housing projects, caring for animals in the shelters, working at hospital gift shops, and patrolling neighborhoods. Volunteer of the Year honorees are nominated annually by departments and are recognized at a luncheon at the Music Center. The 79 honorees in 2007 ranged from age 9 to 82 and included a resident who had volunteered more than 33,800 hours over 20 years. The 26th Annual Volunteer of the Year celebration will be April 21, 2008. The volunteer program, created in 1981 by a motion of Supervisor Michael D. Antonovich, won the Quality and Productivity Commission's Mega Million Dollar Platinum Award in 2005.



# **Adopted Capital Projects and Refurbishments Summarized by Supervisorial District Fiscal Year 2007-2008**







East Los Angeles Civic Center



LAC+USC Medical Center



Bell Gardens Library



Belvedere Skate Park

## Adopted Capital Projects and Refurbishments Summarized by Supervisorial District Fiscal Year 2007-08

	Appropriation	Revenue	Net County Cost
<b>First District</b>			
Affirmative Action Hall of Administration	4,000	0	4,000
Animal Control Baldwin Park	1,500,000	0	1,500,000
Assessor	2,400,000	0	2,400,000
Auditor-Controller Hall of Administration	3,005,000	0	3,005,000
Community & Senior Services Los Nietos Senior Center	36,000	0	36,000
Consumer Affairs Various First District Projects	142,000	0	142,000
Coroner Coroner's Building	27,764,000	176,000	27,588,000
County Counsel Hall of Administration	3,394,000	0	3,394,000
Criminal Justice Facilities Temp. Const. Fund South Gate Courthouse	420,000	420,000	0
East Los Angeles Civic Center East Los Angeles Civic Center	778,000	586,000	192,000
Executive Office Hall of Administration	72,000	0	72,000
Fire Department ACO Fund Command and Control	3,000,000	3,000,000	0
Fleet Management Facility	100,000	100,000	0
Klinger Headquarters	50,000	50,000	0
Health Services Central Health Center	240,000	0	240,000
Edward R. Roybal Comp. Health Ctr.	45,000	0	45,000
El Monte Comp. Health Center	400,000	0	400,000
LAC+USC Medical Center	25,157,000	0	25,157,000
Internal Services Department ISD Headquarters	129,000	0	129,000
LAC+USC Medical Center Replacement LAC+USC Medical Center	89,060,000	89,060,000	0
Mental Health Hall of Records	313,000	0	313,000
Military And Veterans Affairs Patriotic Hall	44,436,000	0	44,436,000

	Appropriation	Revenue	Net County Cost
<b>Parks and Recreation</b>			
Allen J. Martin Park	1,080,000	382,000	698,000
Amelia Mayberry Park	1,000	1,000	0
Atlantic Avenue Park	283,000	228,000	55,000
Bassett County Park	5,329,000	3,101,000	2,228,000
Belvedere Community Reg. County Park	4,939,000	3,669,000	1,270,000
City Terrace Park	313,000	286,000	27,000
Dalton County Park	729,000	224,000	505,000
East Agency Headquarters	265,000	0	265,000
Eddie Heredia Eastside Boxing Club	8,000	8,000	0
Eugene A. Obregon Local Park	2,214,000	1,606,000	608,000
Franklin D. Roosevelt Park	2,436,000	1,217,000	1,219,000
Rimgrove County Park	221,000	215,000	6,000
Rio Hondo River Trail	200,000	200,000	0
Ruben F. Salazar Memorial County Park	1,956,000	1,881,000	75,000
San Angelo Park	172,000	147,000	25,000
Santa Fe Dam Regional Park	586,000	558,000	28,000
Saybrook Local Park	1,000	1,000	0
Sorensen Park	72,000	72,000	0
Sunshine Local Park	490,000	418,000	72,000
Valleydale Park	24,000	10,000	14,000
Various First District Projects	2,902,000	2,902,000	0
Whittier Narrows Recreation Area	2,419,000	2,059,000	360,000
<b>Probation Department</b>			
Central Juvenile Hall	2,052,000	0	2,052,000
<b>Public Health Department</b>			
Central Health Center	40,000	0	40,000
<b>Public Ways/Facilities</b>			
Avocado Heights Local Park	200,000	0	200,000
Gage Park	1,500,000	1,500,000	0
Various First District Projects	129,000	0	129,000
Various First District Roads	12,563,000	0	12,563,000
<b>Public Works - Airports</b>			
El Monte Airport	1,379,000	1,379,000	0
<b>Public Works - Road</b>			
Whittier Road Maintenance Division	500,000	500,000	0
<b>Sheriff Department</b>			
Biscailuz Center	24,751,000	0	24,751,000
Communications & Fleet Mgmt. Bureau	1,075,000	0	1,075,000
East Los Angeles Station	406,000	375,000	31,000
Industry Station	224,000	224,000	0
Men's Central Jail	16,000,000	0	16,000,000
Pico Rivera Station	8,000	0	8,000
Sybil Brand Institute	111,894,000	0	111,894,000
<b>Treasurer And Tax Collector</b>			
Hall of Administration	131,000	0	131,000
<b>Trial Courts</b>			
Clara Shortridge Foltz Crim. Justice Ctr.	1,318,000	1,208,000	110,000
<b>Various Capital Projects</b>			
City of Santa Fe Springs	2,960,000	0	2,960,000
El Pueblo	6,031,000	0	6,031,000
Grand Avenue	5,000	5,000	0



Atlantic Avenue Park Pool



City Terrace Park Pool



Mayberry Splashpad



Fitness Zone, Belvedere Park





Athens Sheriff's Station



Harbor-UCLA Rendering



Tile, Ted Watkins Memorial Regional Park



Helen Keller Park Pool

	Appropriation	Revenue	Net County Cost
Hall of Justice	3,570,000	3,471,000	99,000
Hall of Records	897,000	0	897,000
Kenneth Hahn Hall of Administration	101,193,000	0	101,193,000
Patriotic Hall	1,500,000	1,500,000	0
Various First District Projects	12,491,000	227,000	12,264,000
Whittier Narrows Recreation Area	150,000	0	150,000
<b>Subtotal - First District by Operating Budget/Program</b>	<b>\$ 532,052,000</b>	<b>122,966,000</b>	<b>409,086,000</b>

### Second District

Childcare Facilities			
Various Second District	550,000	0	550,000
Community & Senior Services			
Florence Firestone Service Center	1,436,000	0	1,436,000
Willowbrook Senior Center	36,000	0	36,000
Health Facilities Cap. Improvement Fund			
Harbor-UCLA Medical Center	73,147,000	73,147,000	0
M. L. King Jr. - Harbor Hospital	6,563,000	6,563,000	0
Health Services			
Humphrey Comp. Health Center	485,000	0	485,000
Harbor-UCLA Medical Center	1,575,000	0	1,575,000
M. L. King Jr. - Harbor Hospital	5,817,000	292,000	5,525,000
Human Resources			
3333 Wilshire Boulevard	473,000	0	473,000
Mental Health			
Harbor-UCLA Medical Center	2,500,000	0	2,500,000
Museum of Natural History			
Museum of Natural History	5,005,000	2,005,000	3,000,000
Parks and Recreation			
Alondra Regional Park	17,986,000	152,000	17,834,000
Bodger Local Park	72,000	0	72,000
Chester Washington Golf Course	2,004,000	0	2,004,000
Colonel Leon Washington Park	550,000	264,000	286,000
Del Aire Local Park	1,918,000	1,918,000	0
Earvin "Magic" Johnson Rec. Area	2,831,000	2,831,000	0
Enterprise Park	4,403,000	1,167,000	3,236,000
George Washington Carver Park	1,247,000	1,004,000	243,000
Helen Keller Park	6,817,000	1,269,000	5,548,000
Jesse Owens Community Regional Park	61,000	50,000	11,000
Kenneth Hahn Recreation Area	3,815,000	3,768,000	47,000
Ladera Park	736,000	549,000	187,000
Lennox Local Park	5,064,000	961,000	4,103,000
Maggie Hathaway Golf Course	794,000	592,000	202,000
Mary M. Bethune Park	3,292,000	361,000	2,931,000
Mona Park	3,238,000	651,000	2,587,000
Roy Campanella Park	3,260,000	574,000	2,686,000
Ruben Ingold Park	2,298,000	2,231,000	67,000
Ted Watkins Memorial Regional Park	8,600,000	7,100,000	1,500,000
Various Second District Projects	7,480,000	3,766,000	3,714,000



	Appropriation	Revenue	Net County Cost
Probation Department			
Centinela Office Building	19,472,000	0	19,472,000
Public Library			
Compton Library	2,100,000	0	2,100,000
Gardena Library	1,291,000	0	1,291,000
Lawndale Library	12,528,000	7,381,000	5,147,000
Lennox Library	1,140,000	0	1,140,000
Public Ways/Facilities			
Various Second District Roads	4,700,000	0	4,700,000
Public Works - Airports			
Compton Airport	796,000	796,000	0
Sheriff Department			
Athens Station	36,553,000	10,776,000	25,777,000
Carson Station	1,383,000	157,000	1,226,000
Compton Station	1,443,000	0	1,443,000
Lennox Station	1,250,000	1,250,000	0
Trial Courts			
Airport Courthouse	673,000	0	673,000
Various Capital Projects			
Lennox Community Building	1,250,000	0	1,250,000
Various Second District Projects	16,766,000	0	16,766,000
Victoria Golf Course	2,311,000	2,310,000	1,000
<b>Subtotal - Second District by Operating Budget/Program</b>	<b>\$ 277,709,000</b>	<b>133,885,000</b>	<b>143,824,000</b>



Lawndale Library



Compton Creek and Bike Path

### Third District

Beaches and Harbors			
Broad Beach	419,000	179,000	240,000
Dan Blocker Beach	1,882,000	835,000	1,047,000
Malibu Beach	900,000	86,000	814,000
Point Dume Beach	956,000	120,000	836,000
Surfrider Beach	1,411,000	232,000	1,179,000
Topanga State Beach	956,000	124,000	832,000
Various Third District County Beaches	352,000	352,000	0
Venice Beach	1,920,000	0	1,920,000
Will Rogers State Beach	4,455,000	1,712,000	2,743,000
Zuma Beach	1,659,000	449,000	1,210,000
Childcare Facilities			
Various Third District Projects	10,000	0	10,000
Fire Department ACO Fund			
Fire Station 71 - Malibu	1,000,000	1,000,000	0
Pacoima Facility	5,369,000	5,369,000	0
Health Services			
Mid-Valley Comprehensive Health Ctr.	6,757,000	2,600,000	4,157,000
Sun Valley Health Center	1,193,000	129,000	1,064,000



Chatsworth Office, Children & Family Services



Fire Station 72





Tujunga Wash Greenbelt



Marie Canyon Watershed Improvement



Venice Beach



Los Angeles River Project

	Appropriation	Revenue	Net County Cost
<b>Parks and Recreation</b>			
El Cariso Community Regional Park	9,086,000	5,982,000	3,104,000
Hollywood Bowl	651,000	391,000	260,000
John Anson Ford Amphitheatre	1,284,000	300,000	984,000
La Sierra Canyon	428,000	45,000	383,000
Mission Canyon Trail	1,718,000	1,068,000	650,000
Santa Monica Mountains	800,000	0	800,000
Topanga Canyon	2,417,000	0	2,417,000
Various Third District Projects	5,176,000	5,176,000	0
Virginia Robinson Gardens	936,000	733,000	203,000
<b>Public Library</b>			
Topanga Library	14,257,000	111,000	14,146,000
<b>Public Works - Airports</b>			
Whiteman Airport	1,184,000	1,184,000	0
<b>Public Works - Road</b>			
Agoura Road Maintenance Division	172,000	172,000	0
<b>Trial Courts</b>			
Malibu/Calabasas Courthouse	400,000	0	400,000
San Fernando Courthouse	38,000	0	38,000
<b>Various Capital Projects</b>			
John Anson Ford Amphitheatre	89,000	0	89,000
Point Dume Beach	3,597,000	0	3,597,000
Surfrider Beach	1,151,000	107,000	1,044,000
Topanga State Beach	1,312,000	107,000	1,205,000
Van Nuys Courthouse	260,000	0	260,000
Various Third District County Beaches	4,900,000	0	4,900,000
Various Third District Projects	35,680,000	0	35,680,000
Zuma Beach	7,269,000	0	7,269,000
<b>Subtotal - Third District by Operating Budget/Program</b>	<b>\$ 122,044,000</b>	<b>28,563,000</b>	<b>93,481,000</b>

#### Fourth District

<b>Beaches and Harbors</b>			
Dockweiler State Beach	6,907,000	4,283,000	2,624,000
Manhattan Beach	350,000	0	350,000
Marina del Rey Beach	531,000	159,000	372,000
Redondo Beach	3,008,000	710,000	2,298,000
Torrance Beach	480,000	411,000	69,000
Various Fourth District County Beaches	933,000	933,000	0
<b>Community &amp; Senior Services</b>			
Various Fourth District Projects	2,500,000	0	2,500,000
<b>Health Facilities Capital Improvement Fund</b>			
Rancho Los Amigos Medical Center	12,165,000	12,165,000	0
<b>Health Services</b>			
Rancho Los Amigos Medical Center	713,000	0	713,000
<b>Human Resources</b>			
Rancho Los Amigos South Campus	180,000	0	180,000



	Appropriation	Revenue	Net County Cost
Internal Services Department			
Rancho Los Amigos South Campus	61,685,000	54,698,000	6,987,000
Marina del Rey ACO Fund			
Marina del Rey Beach	4,601,000	4,601,000	0
Parks and Recreation			
Adventure Park	355,000	0	355,000
Amigo Park	53,000	0	53,000
Bill Blevins Park	182,000	92,000	90,000
Carolyn Rosas Park	472,000	322,000	150,000
Cerritos Community Regional Park	2,005,000	772,000	1,233,000
Countrywood Park	83,000	19,000	64,000
Friendship Community Regional Park	416,000	24,000	392,000
Los Amigos Golf Course	3,420,000	875,000	2,545,000
Los Robles Park	100,000	38,000	62,000
Los Verdes Golf Course	2,627,000	2,627,000	0
Manzanita County Park	63,000	0	63,000
Pathfinder Community Regional Park	13,700,000	0	13,700,000
Pepperbrook Park	426,000	0	426,000
Peter F. Schabaram Regional Park	2,656,000	63,000	2,593,000
Rowland Heights Park	350,000	153,000	197,000
South Coast Botanic Gardens	111,000	111,000	0
Various Fourth District Projects	4,898,000	4,898,000	0
William Steinmetz Park	232,000	232,000	0
Probation			
Los Padrinos Juvenile Hall	1,256,000	0	1,256,000
Rancho Los Amigos South Campus	2,000,000	0	2,000,000
Public Health Department			
Rancho Los Amigos South Campus	450,000	450,000	0
Public Library			
East San Gabriel Valley Library	27,925,000	0	27,925,000
Public Library Headquarters	600,000	0	600,000
Sheriff Department			
STARS Center	990,000	0	990,000
Trial Courts			
Long Beach Courthouse	9,390,000	9,366,000	24,000
Various Capital Projects			
Avalon Lifeguard/Paramedic Station	1,500,000	0	1,500,000
Marina del Rey Beach	700,000	0	700,000
Marina del Rey Station	5,000,000	4,999,000	1,000
Rancho Los Amigos North Campus	4,800,000	4,800,000	0
Rancho Los Amigos South Campus	11,402,000	6,500,000	4,902,000
Various Fourth District Projects	46,615,000	1,003,000	45,612,000
<b>Subtotal - Fourth District by Operating Budget/Program</b>	<b>\$ 238,830,000</b>	<b>115,304,000</b>	<b>123,526,000</b>



Carolyn Rosas Park



Data Center



Lakewood Sheriff's Station



Dockweiler Beach Rededication





Castaic Lake Aquatic Center



Fire Station 156



Acton Park ballfields



Hasley Canyon Equestrian Center

**Fifth District**

	Appropriation	Revenue	Net County Cost
<b>Animal Care and Control</b>			
Castaic Lake Recreation Area	1,500,000	0	1,500,000
East Antelope Valley Animal Shelter	14,998,000	3,000,000	11,998,000
Lancaster Shelter	2,000,000	0	2,000,000
<b>Auditor-Controller</b>			
Alhambra Office	1,000,000	0	1,000,000
<b>Community &amp; Senior Services</b>			
Altadena Senior Center	36,000	0	36,000
Antelope Valley Senior Center	36,000	0	36,000
<b>Del Valle ACO Fund</b>			
Del Valle Training Center	976,000	976,000	0
<b>Fire Department ACO Fund</b>			
Camp 16	750,000	750,000	0
Fire Station 108 - Santa Clarita Valley	462,000	462,000	0
Fire Station 114 - Lake Los Angeles	500,000	500,000	0
Fire Station 128 - Santa Clarita Valley	1,000,000	1,000,000	0
Fire Station 136 - Palmdale	6,882,000	6,882,000	0
Fire Station 139 - Palmdale	100,000	100,000	0
Fire Station 142 - South Antelope Valley	100,000	100,000	0
Fire Station 150 - Santa Clarita Valley	100,000	100,000	0
Fire Station 156 - Santa Clarita Valley	555,000	555,000	0
Fire Station 93 - Palmdale	6,643,000	6,643,000	0
<b>Health Facilities Capital Improvement Fund</b>			
High Desert Health System MACC	9,120,000	9,120,000	0
Olive View Medical Center	30,055,000	30,055,000	0
<b>Health Services</b>			
High Desert Hospital	714,000	0	714,000
Olive View Medical Center	1,281,000	0	1,281,000
<b>Mental Health</b>			
Olive View Medical Center	7,355,000	4,150,000	3,205,000
<b>Museum of Natural History</b>			
William S. Hart Regional Park	54,000	54,000	0
<b>Parks and Recreation</b>			
96th Street Trail	87,000	87,000	0
Acton Park	994,000	902,000	92,000
Altadena Golf Course	3,000,000	250,000	2,750,000
Altadena Pocket Park	10,000	10,000	0
Arcadia Community Regional Park	5,382,000	5,046,000	336,000
Arrastre Canyon Trail	94,000	94,000	0
Castaic Lake Recreation Area	13,110,000	1,235,000	11,875,000
Castaic Regional Sports Complex	1,000,000	1,000,000	0
Charter Oak Local Park	616,000	616,000	0
Copperhill Park	1,260,000	864,000	396,000
Crescenta Valley Community Reg. Park	122,000	122,000	0
Dave March Park	500,000	0	500,000
Everett Martin Park	1,724,000	1,665,000	59,000
Frank G. Bonelli Regional Park	5,758,000	3,293,000	2,465,000
George Lane Park	1,431,000	1,373,000	58,000
Hasley Canyon Park	200,000	0	200,000
Indian Falls Trail	100,000	100,000	0

	Appropriation	Revenue	Net County Cost
Jake Kuredjian Park	580,000	580,000	0
Knollwood Golf Course	175,000	175,000	0
Knollwood Pool	1,005,000	964,000	41,000
Loma Alta Park	3,703,000	919,000	2,784,000
Los Angeles County Arboretum	960,000	960,000	0
Marshall Canyon Regional Park	4,305,000	3,609,000	696,000
Michillinda Park	178,000	178,000	0
North County	98,000	98,000	0
Pacific Crest National Trail	443,000	368,000	75,000
Pamela Park	288,000	288,000	0
Peck Road Water Conservation Park	200,000	200,000	0
Pickens Canyon Park	250,000	250,000	0
Placerita Canyon Natural Area	4,368,000	3,967,000	401,000
Richard Rioux Memorial Park	700,000	0	700,000
San Dimas Canyon Community Reg. Park	176,000	176,000	0
Significant Ecological Area	100,000	100,000	0
Stephen Sorensen Park	10,008,000	1,721,000	8,287,000
Val Verde Community Regional Park	159,000	159,000	0
Various Fifth District Projects	2,050,000	1,750,000	300,000
Vasquez Rocks Natural Area	3,514,000	3,014,000	500,000
Veteran's Memorial Community Reg. Park	124,000	124,000	0
Walnut Creek Community Regional Park	237,000	237,000	0
William S. Hart Regional Park	2,687,000	1,228,000	1,459,000
Probation			
Barry J. Nidorf Juvenile Hall	9,298,000	0	9,298,000
Camp Challenger	2,447,000	0	2,447,000
Camp Holton	130,000	130,000	0
Camp Munz	152,000	150,000	2,000
Camp Rockey	1,400,000	0	1,400,000
Camp Scott	1,400,000	0	1,400,000
Public Health			
Monrovia Health Center	227,000	0	227,000
Public Library			
Acton/Agua Dulce Library	11,691,000	4,614,000	7,077,000
Castaic Library	2,000,000	0	2,000,000
La Crescenta Library	11,846,000	1,888,000	9,958,000
Lake Los Angeles Library	115,000	0	115,000
San Gabriel Library	1,086,000	0	1,086,000
Public Works - Airports			
Brackett Field	100,000	100,000	0
General William J. Fox Airfield	2,135,000	2,135,000	0
Public Works - Flood			
Public Works Headquarters	3,695,000	3,695,000	0
San Dimas Yard	630,000	630,000	0
Sheriff Department			
Altadena/Crescenta Valley Station	1,217,000	0	1,217,000
Mira Loma Detention Center	130,000	0	130,000
Peter Pitchess Honor Rancho	135,912,000	1,369,000	134,543,000
Palmdale Station	66,000	0	66,000
Santa Clarita Valley Station	493,000	24,000	469,000
Temple Station	15,937,000	3,713,000	12,224,000
Trial Courts			
Lancaster Juvenile Court	799,000	0	799,000



Loma Alta Gym



Acton-Agua Dulce Library



Palmdale Sheriff Station



San Dimas Sheriff Station





Crime Lab



Hollywood Bowl Reforestation



Public Health Lab

South Los Angeles  
Administration Building

	Appropriation	Revenue	Net County Cost
Michael D. Antonovich			
Antelope Valley Courthouse	3,949,000	3,949,000	0
Santa Anita Courthouse	356,000	0	356,000
Various Capital Projects			
Public Works-Building & Safety			
Antelope Valley Office	610,000	0	610,000
Various Fifth District Projects	39,582,000	1,103,000	38,479,000
<b>Subtotal - Fifth District by Operating Budget/Program</b>	<b>\$ 405,316,000</b>	<b>125,669,000</b>	<b>279,647,000</b>
<b>Non-District</b>			
Fire Department			
Various Fire Facilities	5,500,000	5,500,000	0
Health Services			
Various Health Facilities	18,394,000	0	18,394,000
Parks and Recreation			
Parks and Recreation Headquarters	56,000	0	56,000
Public Library			
Various Library Facilities	836,000	0	836,000
Sheriff Department			
Various Sheriff Facilities	18,243,000	6,000	18,237,000
Various Capital Projects			
Various Capital Projects	62,003,000	4,123,000	57,880,000
<b>Subtotal - Non-District</b>	<b>\$105,032,000</b>	<b>\$9,629,000</b>	<b>\$ 95,403,000</b>
<b>Grand Total</b>	<b>\$ 1,652,446,000</b>	<b>506,109,000</b>	<b>1,146,337,000</b>

## **2007 County Progress Report**







## The County Progress Report 2007

### Overview

Welcome to the fourth annual County Progress Report (CPR). This report is provided to the public to promote awareness of how the County is performing in providing essential services to the residents of Los Angeles County. Since this report is in its fourth year of publication, you will be able to observe multi-year trending. In some instances, you will find that with an increased focus on measuring results, services and outcomes for various programs have continued to improve.

The CPR is an annual publication designed to give the public a succinct overview of some of the programmatic services provided to Los Angeles County residents. The CPR is organized according to the County's Strategic Plan's four programmatic goal areas; Children and Families' Well-Being, Community Services, Health and Mental Health, and Public Safety.

This year's publication begins with:

- Why is the CPR important;
- What is contained within the CPR;
- What does the CPR mean to the residents of Los Angeles County;
- Highlights from this year's CPR;
- Opportunities for improved County performance; and
- How are we looking to improve the CPR.

### Why is the CPR important?

The CPR offers a big-picture viewpoint of the services that the County provides and reports on outcome data that demonstrate to the public how the community is impacted both directly and indirectly by these services. This publication enhances accountability by reporting the results of the services provided and educates the public on important trends within the County of Los Angeles. The CPR also offers insight into understanding the complexity of providing a broad range of services to an ethnically, economically, and culturally diverse population.

### What is contained within the CPR?

The CPR is comprised of three parts: the *Countywide Condition*, the *Indicator of County Performance*; and the narrative. The *Countywide Condition* is a statistical representation of the quality of life issue or the need for service in Los Angeles County before an agency intervention, and could address issues extending beyond the jurisdiction of Los Angeles County authority. The *Indicator of County Performance* is a quantifiable representation of the impact that the County agency intervention has had on the overall countywide condition.

The narrative is composed of two parts, *Why is this important?* and *How are we doing?* The narrative is designed to support and explain the statistical information contained within the *Countywide Condition* and the *Indicator* sections. In some cases, in a prior year publication, there may have been references to a new program or service that was not statistically represented. In those instances, updates have been given within this year's narrative and the performance results of those programs and/or services may appear in this or subsequent publications.



## **What does the CPR mean to the residents of Los Angeles County?**

The CPR offers the residents of Los Angeles County feedback on how their tax dollars are being used to impact the communities in which they live. With increased experience in measuring and reporting results, the County enhances its ability to make appropriate modifications in the delivery of programs and services, improve outcomes for program and service participants, and improve understanding of the impact of those services on the community.

### **Highlights from this year's CPR**

- From 2002-06, there has been an **11%** decrease in violent crimes within the jurisdiction of the Los Angeles County Sheriff's Department.
- In 2005-06, **95.8%** of former foster youth who received Independent Living Services were living in safe and affordable housing upon service termination at age 21.
- In 2006-07, **30%** of CalWORKs participants were employed at an average hourly wage of \$9.25 at placement; and, more than **50%** of CalWORKs participants who entered the workforce were still employed after 12 months.
- In 2006, the State of California recognized the County of Los Angeles' ambitious implementation of innovative recycling programs and environmental initiatives.
- The Proposition 36 Alcohol and Drug Program has resulted in a **savings** to taxpayers of **\$2.50** for each **\$1.00** allocated to the program.
- **Eighty-four percent** of retail food establishments received an "A" rating on routine inspection.
- Child support collection rates on current child support due have continued to exceed the federal performance standard of 40% for the last four years. In 2006-07, collection rates on current collections reached **45.4%** with a total collection amount of **\$494.2 million**.

### **Opportunities for improved County performance:**

- Only **30%** of CalWORKs participants were employed in 2006-07, falling below the federal work participation standard of 50%.
- Only **67%** of former foster youth that received Independent Living Services, including life skills training, employment and housing, were employed full or part-time.
- As of June 30, 2006, six of the 82 cities with retail food establishments have not adopted the County grading ordinance requiring retail food establishments to adhere to proper food safety practices.
- Only **32%** of children and youth with mental health issues were provided services and **69%** of those children living at or below 200% poverty level were provided mental health services.

### **How are we looking to improve the CPR?**

We will be looking to streamline the information contained within this report to focus only on those programs and services that are most important to the residents of Los Angeles County. Our plan is to identify clearer linkages between the outcomes that you see within the performance report and the direct and indirect impact to the community. We will also endeavor to report how many of our programs and services save taxpayer dollars by implementing new and innovative ways to deal with emergent issues, employing efficiencies to reduce costs.



## Children and Families' Well-Being

### Overview

**Goal Statement—** Improve the well-being of children and families in Los Angeles County as measured by the achievements in five outcome areas: good health; economic well-being; safety and survival; social and emotional well-being; and, educational/workforce readiness.

The goal of the County of Los Angeles to improve the well-being of children and families is a collaborative effort between numerous County departments. By helping to improve the physical, social, economic and emotional conditions of children and families, the social problems associated with poverty and marginalization diminish, thus improving community stability as a whole.

Contained within this publication is a snapshot of some of the service outcomes provided by the County and its partners. The public can see how this particular population is faring and how the County is performing in rendering key services.

This section focuses specifically on County services, indicators and measures related to:

- Immunization Program
- Child Support Collections
- Crisis Intervention of Child Abuse
- Permanency
- Intensive Services
- Youth Development Services: Independent Living Services
- Greater Avenues of Independence
- Workforce Investment Act Youth Program.



## Immunization Program

**Countywide Condition:** Children ages 19-35 months in need of Center for Disease Control and Prevention (CDC) recommended immunizations<sup>1</sup>

**300,993** (est.) Children in Los Angeles County between the ages of 19-35 months<sup>2</sup>

**Indicator of County Performance:** Children ages 19-35 months appropriately immunized

### In 2006:

**81.3%** of children ages 19-35 months appropriately immunized for the 4:3:1:3:3 series, which included the following vaccines:

- 4 doses of diphtheria-tetanus-pertussis vaccine (Tdap)
- 3 doses of polio vaccine (Polio)
- 1 dose of measles/mumps/rubella vaccine (MMR)
- 3 doses of H. influenzae type b vaccine (Hib), and
- 3 doses of hepatitis B vaccine (HepB)

**78.5%** of children ages 19-35 months appropriately immunized for the 4:3:1:3:3:1 series; included the 4:3:1:3:3 series plus one or more doses of varicella vaccine (VAR).

### Why is it important?

Immunizations are one of the most efficient and cost-effective ways to keep people healthy by preventing illnesses that can cause death. Nationwide, the key indicator of childhood immunization is the percentage of children between the ages of 19 and 35 months who have been immunized appropriately. By completing all recommended childhood immunizations (the 4:3:1:3:3:1 series) within this 16-month window, children will be protected against vaccine preventable diseases before the time at which they are most susceptible to them. After many years of following trends of disease contraction, this key indicator has become the national standard.

### How are we doing?

Immunization levels in Los Angeles County remain among the highest for large urban areas in the United States.<sup>3</sup> In 2006:

- 81.3% of children (ages 19-35 months) in Los Angeles County were appropriately immunized for the 4:3:1:3:3 series, as compared to 80.3% of children in the entire State of California, and 80.6% nationally.
- 78.5% of children (ages 19-35 months) in Los Angeles County were appropriately immunized for the 4:3:1:3:3:1 series, which is slightly less than the 78.6% of children in the entire State of California, but higher than the 77% nationally.

Los Angeles County also met the Healthy People 2010 objective to have at least 90% of children (ages 19-35 months) immunized for the majority of childhood vaccines: measles/mumps/rubella (92% immunized), hepatitis B (93.5%), H.influenzae type b (92.9%), and polio (93.5%).

Los Angeles County has several programs that seek to increase the percentage of children (ages 19-35 months), who receive their CDC- recommended vaccines on time. Two of the most important are the Los Angeles-Orange Immunization Network (LINK)<sup>4</sup> and multi-component outreach and education interventions.



1 Note important change for 2006: Percentages reflect a recent modification in the standard series used by the Center for Disease Control and Prevention (CDC) for ranking immunization coverage rates. This key indicator is now the 4:3:1:3:3:1 series as opposed to the 4:3:1:3:3 series used in previous reports. For the purposes of this report, both series are included.

2 This number is a rough estimate drawn from the California State Department of Finance population figures.

3 The National Immunization Survey (NIS), the CDC standard for measuring young children's immunization coverage, is used to measure immunization rates in Los Angeles County. It is a national survey that samples households and does not allow for exact local population calculations.

4 Los Angeles-Orange Immunization Network (LINK) is an Internet-based immunization registry partnership between Los Angeles County Public Health, the Orange County Health Care Agency, the City of Pasadena Public Health Department and the City of Long Beach Department of Health and Human Services. LINK is used by providers and other approved agencies to keep track of client immunizations.



## County Progress Report

**Child Support Collections****Countywide Condition:** Child support collections**In 2006-07:**

**2.73 million** Children ages 0-17 in Los Angeles County; **23% (approx. 630,000)** living in poverty.

**51%** Children in low-income households.

**1.70 million** Child support cases statewide and **28% (approx. 471,000)** managed by the County.

**514,000** Average number of child support collections per month

**Indicator of County Performance:** Current and past-due child support collections**In 2006-07:**

**45.4%** Current collections

**47.1%** Collections on arrears

**\$494.2** Total collections

**Why is it important?**

According to the “*Basic Facts About Child Support*,” published by the Urban Institute and the Center for Law and Social Policy, child support when received, comprises 31% of the family income of poor single mother families. It is also the second largest source of income after earnings; however, only 43% of poor single custodial mothers receive child support. Based on the “*2007 State of Women in Los Angeles County*,” published by United Way of Greater Los Angeles, 40% of single mother families with children under 18 are poor. The figures above show the importance of child support and the necessity that parents support their children according to their respective abilities.

Child support collections are comprised of payments of current support and payments on past due support, also called child support arrears. Approximately 75% of the monies collected by the Child Support Services Department (CSSD) are provided directly to families. The importance of collecting child support arrears is two-fold as arrearages are provided either to families or to the County for reimbursement of monies paid in welfare assistance.

**How are we doing?**

The federal performance standard (FPS) for all local child support agencies requires the collection of 40% of current child support due. In 2006-07 collections of current child support were reported at **45.4% (5.4% more than the FPS)**, and collections on arrears at **47.1% (7.1% over the FPS)**. In fact, during the last four federal fiscal years, the County has exceeded the FPS and more recently, has maintained a collection rate of more than 45%. To increase collections, CSSD implemented several innovative performance improvement programs. In particular, the Judgment Debtor Examinations Project requires that parents delinquent in paying child support appear in court and provide information concerning his or her income and assets. In less than one year, the project yielded collections of approximately \$267,000 and the location of 901 new employers for the issuance of wage assignments to collect support.

The County also increased staffing in the Criminal Prosecution Division for the purpose of prosecuting the most egregious and delinquent child support cases. Next fiscal year, CSSD will team with the District Attorney’s Office to increase the number of criminal filings. The County continues to utilize all federal and state enforcement remedies available for the collection of support. In fact, in June 2006, CSSD recorded one of the largest single child support collections in the United States through the Federal Passport Denial program. A record-breaking \$311,491 was collected for one Los Angeles family,

and the County expects to increase collections of support for families through continued collaborative activities with its federal and state partners and other County agencies.

**Percentage of Child Support owed that is Collected  
and Total Amount of Collections**

	Federal Standard	Current Collections	Arrears Collections	Total Collections (millions)
2002	40%	33.3%	42.9%	\$465.3
2003	40%	37.3%	47.1%	\$489.5
2004	40%	41.9%	46.5%	\$501.0
2005	40%	43.0%	46.8%	\$505.3
2006	40%	45.4%	47.0%	\$494.9
2007	40%	45.4%	47.1%	\$494.2

**Crisis Intervention of Child Abuse**

**Countywide Condition:** Child abuse intervention

**In 2006-07:**

**150,137** Referrals for child abuse and/or neglect received

**8,791** Children receiving family preservation services

**Indicator of County Performance:** Absence of the recurrence of maltreatment

**In 2005-06<sup>5</sup>:**

**87%** Children who did not receive family preservation services and were victims of abuse and/or neglect, who did not experience a recurrence of maltreatment 12 months from the first occurrence of substantiated abuse

**91%** Children who received family preservation services who did not have a recurrence of substantiated abuse and/or neglect within 12 months from the first occurrence of substantiated abuse

**Why is this important?**

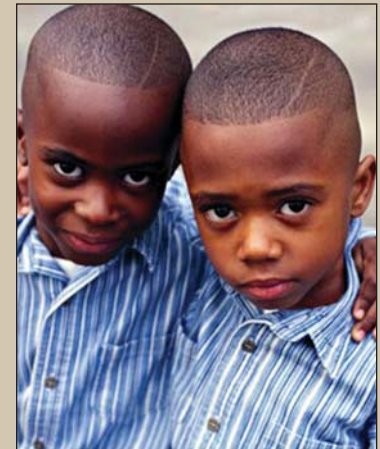
Crisis intervention services continue to improve outcomes for children and families through a comprehensive service delivery system that thoroughly assesses the needs of children and families when first referred to the Department of Children and Family Services (DCFS). DCFS and its community partners have continued to reduce subsequent maltreatment of children, the most vulnerable population, and provide a comprehensive child protection system of prevention, preservation and permanency.

**How are we doing?**

Los Angeles County focuses on providing family-centered, strength-based planning processes such as Structured Decision-Making (SDM), Point of Engagement, Team Decision Making, and Family Preservation Services. These initiatives have enhanced the effectiveness of case planning efforts.

DCFS is committed to reducing the incidents of maltreatment by using assessments such as SDM, a simple, objective and reliable tool to determine safety and risk factors in children. This assessment tool gives social workers the information necessary to make the most appropriate individualized decisions for children.

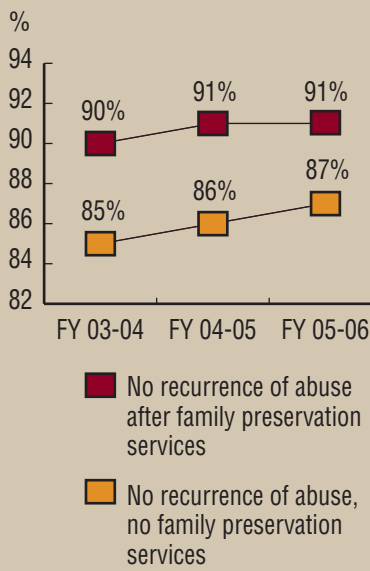
Additionally, DCFS has implemented Point of Engagement (POE), a collaborative public and private initiative that provides a community safety net for children and families. POE



<sup>5</sup> Data for 2006-07 will not be available until September 30, 2008.

## County Progress Report

## Recurrence of Abuse



utilizes a multidisciplinary approach that focuses on children while in their own home. This approach provides a faster response for the provision of services which includes engagement with the family and the use of teams in the process of selecting and planning for the delivery of needed services. POE maintains an emphasis on shared decision-making and comprehensive case evaluation and investigations.

DCFS continues to enhance its efforts to provide families with family preservation services. For example, in FY 2005-06, 91% of children whose families received family preservation services did not have a recurrence of substantiated abuse within 12 months, in comparison to an 87% recurrence rate of abuse for all children with a previous substantiated allegation.

## Permanency

**Countywide Condition:** Children living in out-of-home care**In 2006-07:**

**20,302** Children in out-of-home care

**2,173** Finalized adoptions

**Indicator of County Performance:** Permanency realized for children**In 2006-07:**

**6,083** Children in out-of-home care returned home.

**59%** Children in out-of-home care returned home within 12 months of removal.

**24%** Children adopted within 24 months of removal from home of parent.

**Why is this important?**

DCFS is committed to legal permanency and stability for children under its care. Legal permanency is defined as a safe and stable nurturing family relationship. Family reunification is the preferred permanent plan as it preserves family connections; however, when it is not possible, adoption or legal guardianship (with relatives and non-relatives) is pursued.

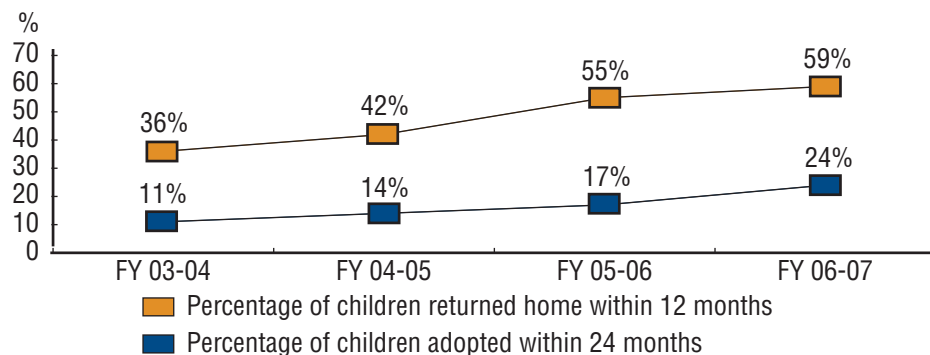
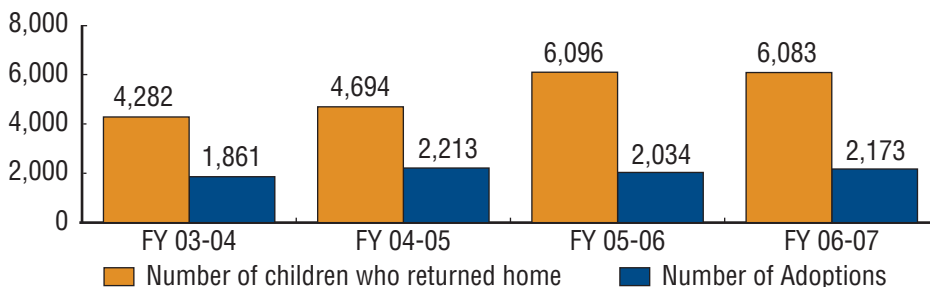
**How are we doing?**

DCFS continues to make improvements in the rate of timely permanency for the children in out-of-home care in Los Angeles County. The County's efforts to promote more stable and permanent placements are evidenced by enhanced risk and safety assessments, the engagement of parents and communities to identify a family's strengths and needs, and streamlining workflow to allow tasks to be completed concurrently rather than sequentially (Concurrent Planning Redesign).

The County has also implemented the Consolidated Home Study Process which allows resource families to provide foster care for children while simultaneously becoming approved as adoptive parents. This reduces the waiting period for children in foster care awaiting permanency.

During 2006-07, DCFS increased the number of children who returned home from **6,096** in 2005-06 to **6,083** in 2006-07. Similarly, from 2005-06 to 2006-07, there was an increase in the rate of children who returned home within 12 months of removal from **55%** in 2005-06 to **59%** in 2006-07. DCFS has also increased the number of adoptions from **2,034** in 2005-06 to **2,173** in 2006-07; and, increased the percentage of children who are adopted within 24 months from **17% to 24%**.



**Legal Permanence****Intensive Services****Countywide Condition:** Family support and preservation**In 2006-07:****1,652** Children in foster family home**10,753** Children in relative care**1,618** Children who received wraparound services**12,543** Number of team decision-making conferences**Indicator of County Performance:** Strength-based initiatives improve families**In 2005-06<sup>6</sup>:****97%** Children remaining in the home with a parent or guardian at least 12 months after case closure.**In 2006-07:****75%** Sibling sets, involving at least two siblings, placed together in out-of-home care.**88%** Children with only one or two placements within 12 months of removal from home.**Why is this important?**

Through intensive services such as team decision-making and wraparound services, families are preserved and supported. Children in out-of-home care are able to reside in safe, stable, nurturing and healthy environments.

**How are we doing?**

DCFS has improved the lives of children and families in Los Angeles County by increasing the use of strength-based, family-centered initiatives. This change in practice and culture has resulted in a focus on family strengths instead of deficits. This increased use of the family-centered initiative and removing children from the home in only the most appropriate cases has resulted in a decrease of children in out-of-home care. Between 2005-06 and 2006-07, the number of children in out-of-home care decreased **2%** (from 20,709 to 20,302).



<sup>6</sup> Data for 2006-07 will not be available until September 30, 2008.

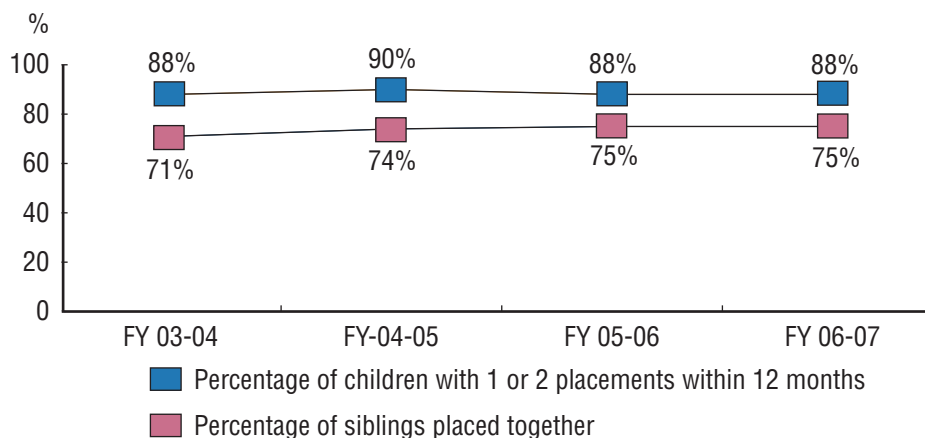
## County Progress Report



Positive outcomes for children and families have also resulted from the engagement of parents and the community in a process of investing, facilitating and supporting the family's well-being through the use of team decision-making and wraparound services consisting of an integrated, multi-agency effort to support families to safely and competently care for their children.

Between 2004-05 and 2005-06, the percentage of children who remained in the home at least 12 months after case closure remained constant at **97%** and for the period between 2005-06 and 2006-07, the percentage of children with only one or two placements within 12 months of removal from home remained constant at **88%**.

### Safe, Stable and Nurturing Placements



### Youth Development Services: Independent Living Services

**Countywide Condition:** Living independently – former foster youth

**In 2005-06:**

**2,200** Youth exited out-of-home care through emancipation.

**8,317** DCFS youth receiving Independent Living Services.

**Indicator of County Performance:** Living self-sufficiently – former foster youth that received Independent Living Services

**In 2005-06:**

**96%** Youth receiving Independent Living Services who lived in safe and affordable housing upon service termination at age 21.

**\$2,656** Average amount of money youth saved in trust fund upon turning 21.

**In 2006-07:**

**67%** Youth who received Independent Living Services employed full or part-time.

### Why is this important?

Independent Living Services provide current and former foster youth with needed life skills training and information, employment, housing, and educational services to enable them to live successfully on their own. Without the assistance of the County in preparing youth for adulthood, these former foster youth have an increased risk for experiencing negative consequences, such as homelessness, unemployment, and dependence on the receipt of public assistance, or may become incarcerated.

### How are we doing?

Los Angeles County is committed to providing current and former foster youth with the skills and the means to live successfully on their own. The Transitional Housing Program is a

major contributing factor, allowing youth to have a trust fund when they leave the program. In the Transitional Housing Program, youth are required to save up to 50% of their monthly income in an interest-bearing savings account. The youth will receive monthly food vouchers, rent and transportation during their participation in the program, for a maximum of 18 months, but not to extend beyond the age of 21. Los Angeles County has limited subsidized housing; however, these youth are better positioned to secure housing using the money saved while in the program.

Los Angeles County continues to improve the number of Independent Living youth that are employed full or part-time. In addition to vocational skills contracts with nine service providers, DCFS participates in a joint demonstration grant with the Department of Labor for foster youth. This grant supports two community agencies in providing vocational skills and mentoring to foster youth.

### **Greater Avenues for Independence (GAIN)**

**Countywide Condition:** Participants of California Work Opportunities and Responsibility to Kids (CalWORKs) receive services from Greater Avenues for Independence (GAIN)

#### **In 2006-07:**

**94,859** Adults receiving CalWORKs (cash assistance) for their families.

**56,676** CalWORKs participants required to be employed or receive GAIN services.

**18,177** CalWORKs participants financially sanctioned because they did not participate in GAIN.

**Indicator of County Performance:** Increased employment and participation in GAIN among CalWORKs participants

#### **In 2006-07:**

**30%** CalWORKs participants employed; the average hourly wage at placement was \$9.25.

**More than 50%** CalWORKs participants who entered the workforce still employed after 12 months.

**22%** Sanctioned CalWORKs participants resolving the barriers preventing them from participating in GAIN.

### **Why is this important?**

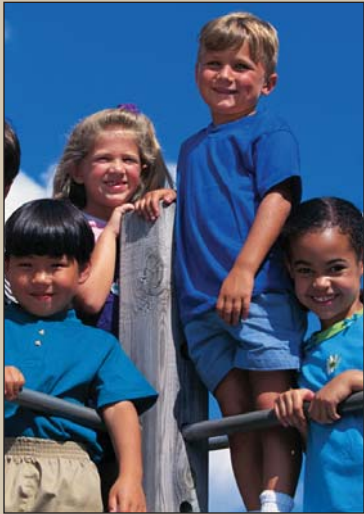
CalWORKs is California's cash assistance and employment services program for families with children. As CalWORKs is time-limited for the adult in the family, it is important to engage a high number of CalWORKs participants in employment services to obtain a job before exhausting their 60 months maximum benefit allowance.

The County of Los Angeles Department of Public Social Services (DPSS) provides employment services to its CalWORKs participants to assist them in obtaining employment and achieving self-employment through the GAIN program. GAIN's employment services include case management, education/training, job search assistance, as well as services to address domestic violence, substance abuse, and mental health barriers. In addition, GAIN covers the cost of child care, transportation, and books and the tools needed for work-related activities.

If individuals fail to participate in GAIN, they can be financially penalized with a reduction in the family's cash aid amount. While early and up-front engagement is important, it is also crucial to outreach to sanctioned individuals to resolve barriers to participation so that they can resume the activities in GAIN that lead to employment.







Also, with Congress' reauthorization of the Temporary Assistance to Needy Families (TANF) program in 2006, stringent work participation requirements were imposed on states, requiring 50% of TANF/CalWORKs participants to be employed or in work activities. Financial sanctions can be imposed on states failing to meet this standard. In California, this penalty could be more than \$180 million and can be passed on to counties not meeting the goal.

#### **How are we doing?**

In 2005-06, **26%** of CalWORKs participants were employed. With the implementation of additional strategies to increase employment, including subsidized opportunities, the percentage increased to **30%** in 2006-07. The average hourly wage at placement in 2005-06 was **\$8.52**. Through special job development efforts throughout the year, the average hourly wage at placement increased to **\$9.25** in 2006-07. In addition, participants are not only obtaining jobs, but are also keeping them. More than half of all participants who became employed were still employed after one year.

Special efforts were taken in 2006-07 to outreach to sanctioned individuals. In June 2006, there were more than **18,000** sanctioned individuals with barriers to participation; as of June 2007, that number was reduced to about **14,000**, resulting in a **22%** reduction in sanctioned families.

With focused activity on increasing employment, wages, and GAIN participation, DPSS is well on its way to achieving the 50% federal work participation standard.

The table below indicates improvements in the delivery of service in the CalWORKs program.

#### **Improvements in the Delivery of Service in the CalWORKs Program**

	% of Cal WORKS Participants Employed	Job Retention Rate	% of Participants Resolving Non-participation Issues
<b>2005-06</b>	26%	42.80%	19%
<b>2006-07</b>	30%	54.27%	22%

#### **Workforce Investment Act (WIA) Youth Program**

**Countywide Condition:** Participants of California Work Opportunities and Responsibility to Kids (CalWORKs) receive services from Greater Avenues for Independence (GAIN)

##### **In 2006-07:**

**2,937** Economically disadvantaged youth, ages 14-21, participating in the WIA youth program and were comprised of:

**2,476** Younger youth, ages 14-18; and,

**461** Older youths, ages 19-21.

**Indicator of County Performance:** Youth that are employed, in the military, or enrolled in post-secondary education within nine months of exiting the WIA Youth Program

**75%** Younger youths obtaining a high school diploma or GED.

**76%** Younger youths achieving program goals and remaining in employment or an educational activity leading to employment.

**84%** Older youths achieving program goals and remaining in employment or an educational activity leading to employment.

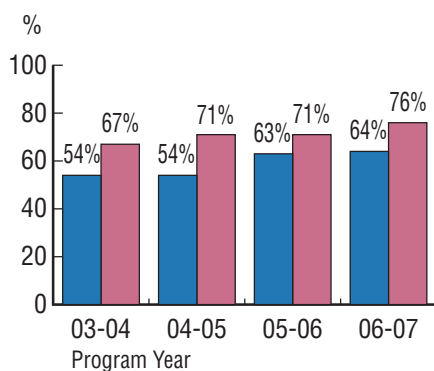
**75%** Older youths entering employment.

**Why is this important?**

Economically disadvantaged and/or unemployed youth between the ages of 14-21 years are more likely to succeed in becoming self-sufficient if they receive support and assistance to complete school or training. The WIA Youth Program provides a range of services to low-income youth to motivate them to stay in school, increase their job training skills, and assist them in obtaining and maintaining work. WIA Youth Program participants receive tutoring, job shadowing, work experience, adult mentoring, and comprehensive guidance and counseling, and assistance toward the completion of secondary education.

**How are we doing?**

For program year 2006-07, the WIA Youth Program provided services to 2,937 low-income youth participants between the ages of 14-21. The younger youth population had a 76% retention rate and the older youth population had an 84% retention rate. As shown in the chart below, the WIA Youth Program has exceeded the state-mandated goal for both the younger youth and older youth retention rates for the last four years. The higher rate of success can be attributed to the participants being retained in the program and provided access to tutoring, counseling, mentoring, leadership, alternative education, summer youth employment, internships, and support services.

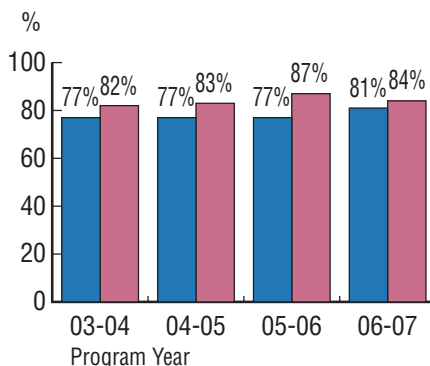
**Retention Rate, Younger Youth**

■ Performance Goal  
■ Actual Performance

**Younger Youth Performance Goals**

Performance goals for younger youth (ages 14-18) are measured by the following three criteria:

- Diploma or GED attainment
- Skills attainment rate
- Younger youth retention rates

**Retention Rate, Younger Youth**

■ Performance Goal  
■ Actual Performance

**Older Youth Performance Goals**

Performance goals for older youth (ages 19-21) are measured by the following four criteria:

- Entered employment rate
- Diploma/credential rate
- Earnings change
- Older youth retention rates



## Community Services

### Overview

**Goal Statement—** Improve the quality of life for the residents of Los Angeles County's unincorporated communities by offering a wide range of department-coordinated services responsive to each community's specific needs.

The County of Los Angeles community and municipal service departments provide programs and services that enhance the quality of life, environmental conditions and health for all of the residents of Los Angeles County. Countywide services include parks, museums, beaches, arts and culture. Additionally, the Board of Supervisors serves as the governing body for approximately one million persons who live in the unincorporated County areas. The County operates as the "city" for these areas and provides municipal services related to roads, bridges, sewers, water supply, land use, zoning enforcement and environmental reviews.

This section focuses specifically on County services, indicators and measures related to:

- Quality of Infrastructure – Roadway Pavement Conditions
- Traffic Mobility – Congestion at Intersections
- Neighborhood Enhancement Team
- Graffiti Abatement
- Solid Waste Management/Recycling
- Pest Detection
- Adult Participation in Physical Activities and Programs
- Los Angeles County Arts Commission





**Quality of Infrastructure – Roadway Pavement Condition**

**Countywide Condition:** Roadway Pavement Surface Condition in Los Angeles County

**In 2006-07:**

**71%** Roads rated satisfactory or better for pavement condition.

**Indicator of County Performance:** Roadway Pavement Surface Condition in Unincorporated County areas

**In 2006-07:**

**88%** Roads in the unincorporated County areas rated satisfactory or better for pavement condition.

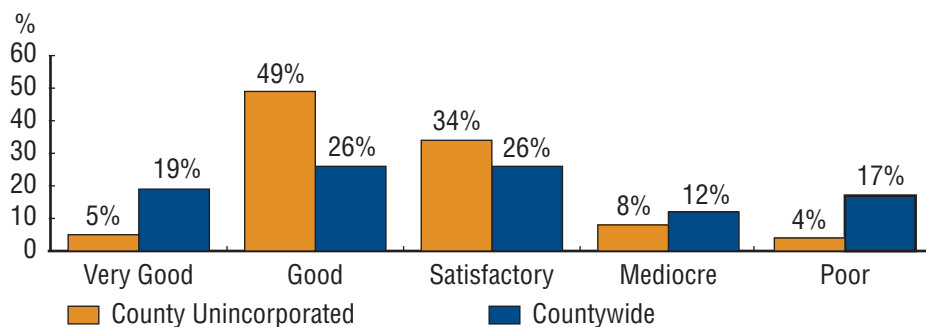
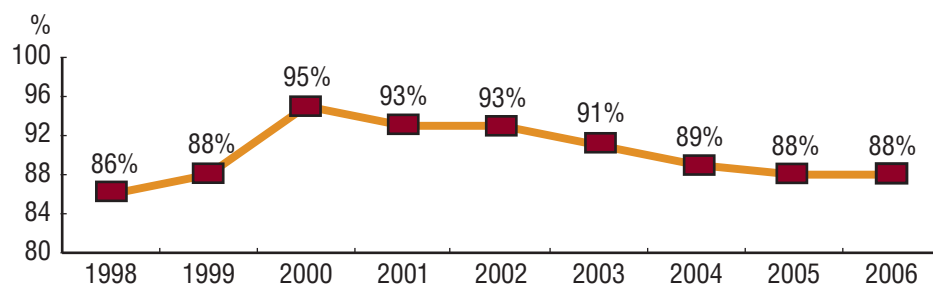
**Why is this important?**

Well-maintained roads provide a comfortable ride, improve overall user safety, and reduce vehicle maintenance costs. In most cases, road construction is limited to the off-peak commuting hours and, in some cases nighttime work, to minimize the impacts on traffic flow.

The quality of the countywide road system is the responsibility of multiple government agencies. The following chart provides a comparison between the pavement condition of the countywide (Los Angeles Basin) road system and the roads in unincorporated County areas, which are maintained by the Los Angeles County Department of Public Works (DPW).

**How are we doing?**

DPW reviews the condition of roads in unincorporated County areas every year. As shown in the chart entitled, "Percentage of County Unincorporated Roads Pavement Rated Satisfactory or Better," pavement conditions remained steady in 2006. Improvements in the pavement condition have been difficult to realize due to state cuts in transportation funding over the last few years.

**Rating of the Condition of County Road System in 2006****Percentage of County Unincorporated Roads Pavement Rated Satisfactory or Better**



### **Traffic Mobility – Congestion at Intersections**

**Countywide Condition:** Traffic flow at major street intersections in Los Angeles County

**In 2006-07:**

**69%** Monitored intersections countywide rated not congested during the A.M. peak hour.

**57%** Monitored intersections countywide rated not congested during the P.M. peak hour.

**Indicator of County Performance:** Traffic flow at major street intersections in unincorporated County areas

**In 2006-07:**

**73%** Monitored intersections in unincorporated County areas rated not congested during the A.M. peak hour.

**73%** Monitored intersections in unincorporated County areas rated not congested during the P.M. peak hour.

#### **Why is this important?**

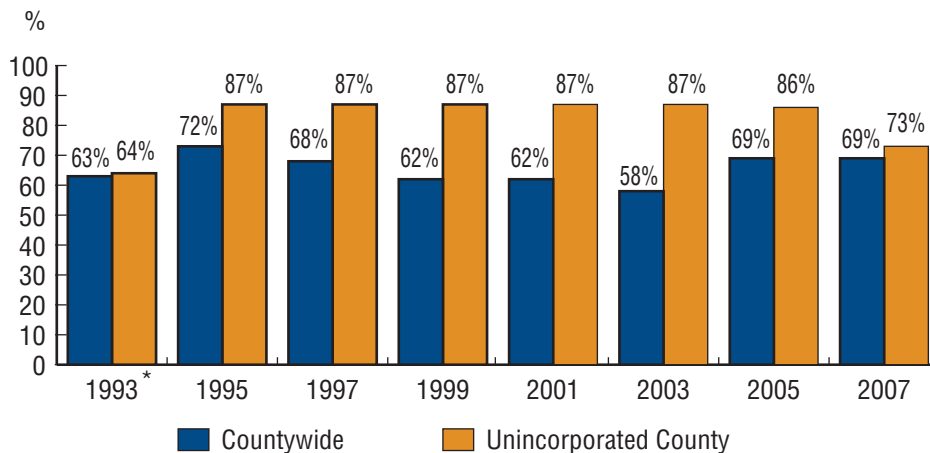
The amount of congestion at intersections greatly impacts the amount of traffic that can freely travel along major streets during peak hours. The gauge for measuring congestion at intersections is the level of service (LOS). The LOS is based on a grading system of "A" through "F", with "A" representing free flow traffic conditions and "F" representing severely congested conditions. Intersections with a LOS of "E" or "F" are considered to be the most congested and where motorists would likely wait through several light cycles. These delays result in lost time for the traveling public, longer commutes, increased fuel usage and air pollution.

#### **How are we doing?**

Out of 164 monitored intersections countywide, 15 are located within the unincorporated communities. In 2007, it was determined that a few of these intersections became more congested in the AM peak hour. The increased congestion may be attributed to a couple of factors, including a state highway project which reduced the number of travel lanes for one of the monitored intersections, and increased traffic on freeways that consequently congested traffic on adjacent arterials. Residential development in Riverside and San Bernardino Counties and the ensuing commutes to job centers in Los Angeles County may have also contributed to the increased traffic.

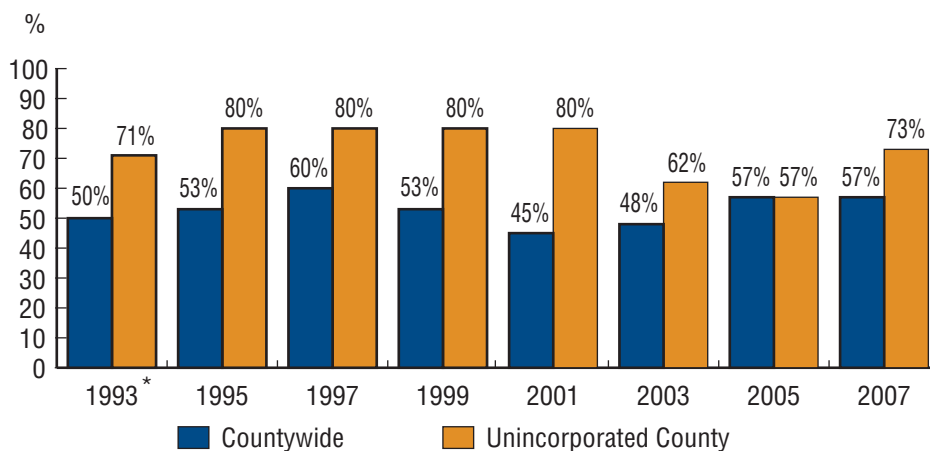
The construction of additional traffic lanes is proposed for three of the unincorporated County intersections. However, improvements are difficult because of funding constraints and the lack of adjacent land to build additional traffic lanes. For other County intersections, projects are being pursued to install intelligent transportation systems (ITS), which will allow for better management of traffic flow and congestion. ITS strategies will seek to optimize the efficiency of traffic signal operations through advanced computerized control to minimize the impact to traffic flow caused by incidents and special events.

**Percent of Major Intersections Not Congested  
(LOS A-D) in the AM Peak Hour**



\* Under the Metropolitan Transportation Authority's Congestion Management Plan, Level of Service analysis is done in odd number calendar years.

**Percent of Major Intersections Not Congested  
(LOS A-D) in the PM Peak Hour**



\* Under the Metropolitan Transportation Authority's Congestion Management Plan, Level of Service analysis is done in odd number calendar years.

**Neighborhood Enhancement Team (NET)**

**Countywide Condition:** Zoning regulations – accountability and awareness in the unincorporated areas of Los Angeles County

**In 2006-07:**

**1,092,001** Residents in the unincorporated areas of Los Angeles County

**2,638** Square miles, unincorporated area of Los Angeles County

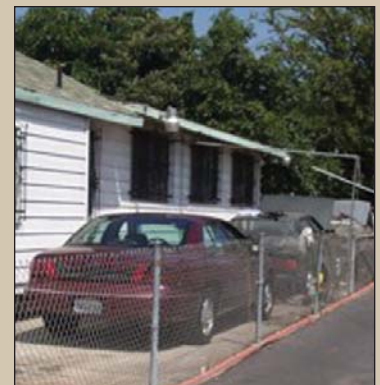
**8,800** Total zoning violations

**Indicator of County Performance:** Impact of the NET in the unincorporated areas of Florence-Firestone and Walnut Park

**In 2006-07:**

**1,095** Total violations

**760** Violations brought into compliance







### **Why is this important?**

The NET was officially established in 2004 to strategically and immediately deal with building and zoning violations that lead to the decline of a neighborhood. This program employs an approach to handling common blighting code violations such as the storage of inoperable vehicles, junk and salvage, and overgrown vegetation on residential property.

Representatives from the Board of Supervisors, and the Departments of Regional Planning, Public Works, Health Services, and the Sheriff are assigned to the NET, and are responsible for identifying solutions to improve community zoning enforcement services and increase accountability to residents. Feedback from the residents of Florence-Firestone and Walnut Park has been largely positive. Many residents have expressed appreciation to the NET for showing an interest in the area and encouraging the aesthetic improvement of their neighborhoods.

### **How are we doing?**

The First and Second Supervisorial District teams conduct weekly, proactive property-by-property, block-by-block surveys in the targeted areas of Florence-Firestone and Walnut Park in order to abate a large number of these blighting violations in a short timeframe. For the 60,000 residents and 3.6 square miles within these unincorporated areas, the result is a dramatic visual improvement. Since the introduction of NET, the residents of Florence-Firestone and Walnut Park have taken initiative to maintain their properties free of zoning violations.

On average, 63% of NET cases are brought into compliance within two weeks of initial violation. Approximately 25% of the remaining NET cases are brought into compliance within 30 days to six months, bringing the total to 88% of properties surveyed with the Los Angeles County zoning ordinance.

### **Graffiti Abatement**

#### **Countywide Condition: Graffiti removal in Los Angeles County**

##### **In 2006-07:**

**50 million (est.)** Square feet of graffiti removed countywide, including highways and transit systems and 88 cities in Los Angeles County

#### **Indicator of County Performance: Graffiti management in the unincorporated areas of Los Angeles County**

##### **In 2006-07:**

**12.5 million** Square feet of graffiti removed from unincorporated road rights-of-way, private properties and flood control channels

**77%** of all Zero Tolerance Zones with a grade of "B" or above

**95%** of all Zero Tolerance Zones with a grade of "C" or above

### **Why is this important?**

Families need to feel safe in their neighborhood, but the appearance of graffiti undermines feelings of safety and diminishes property value. Thus, the County's approach to eliminating graffiti is three-fold: eradication, education and enforcement.

The County of Los Angeles has established 19 Zero Tolerance Zones as a remedy to fight the problem areas where graffiti is prevalent. Graffiti removal sends a message to vandals that lawlessness and intimidation will not be tolerated. In an effort to keep unincorporated areas clean, graffiti in the Zero Tolerance Zones is typically removed within 48 hours of reporting.

The Department of Public Works (DPW) staff works closely with the Los Angeles County Sheriff's Department to enforce the zero tolerance policy by providing support, information and photos of graffiti offenses. Additionally, DPW conducts outreach efforts to motivate and educate children about graffiti and its consequences and encourages students to become active community members that take pride in their neighborhood.

### **How are we doing?**

The County's graffiti hotline receives and responds to more than 30,000 calls annually. In 2006-07, contractors removed more than 12.5 million square feet of graffiti in road rights-of-way, private property, and flood control channels. Countywide, it is estimated that approximately 50 million square feet of graffiti was removed last year.

The Totally Against Graffiti Program (TAG) sponsored by Los Angeles County has been recognized as one of the nation's best public works programs. TAG is a powerful reward program that empowers kids and the community to work together to fight graffiti vandalism. Posters and fliers are distributed to schools to make students aware of awards they can win by NOT participating in graffiti, and the TAG program rewards kids for reporting graffiti. As a result of this education program and outreach efforts, more than 210,000 teachers, parents, students, as well as more than 2 million residents of Los Angeles County, were exposed to anti-graffiti messages.

### **Solid Waste Management/Recycling**

#### **Countywide Condition: Landfill and solid waste conditions in Los Angeles County In 2006-07:**

##### **Solid Waste Condition:**

**9.4 million** Tons of solid waste disposed in Los Angeles County

##### **Landfill Capacities:**

**98 million** Tons of remaining countywide landfill capacity

**54 million** Tons of remaining unincorporated area landfill capacity

#### **Indicator of County Performance: Impact of countywide recycling programs**

##### **In 2006-07:**

**686,300** Gallons of household hazardous waste<sup>7</sup> (HHW) collected at 59 events

**2,631,750** Pounds of electronic waste<sup>8</sup> (e-waste) collected

**16,200** Waste tires recycled through six countywide collection events

**79** Smart gardening workshops conducted; attended by 2,300 residents

**400,000** Students educated about the "3 R's": reduce, reuse, recycle

### **Why is this important?**

Environmentally conscientious solid waste management and recycling practices are critical to conserving diminishing landfill space, preserving natural resources, and protecting public health, safety and the environment.

The California Integrated Waste Management Act of 1989 (AB 939) mandates each jurisdiction to divert 50% of solid waste away from landfills or otherwise be subject to a \$10,000 daily fine. Despite efforts to comply with the mandate, landfill capacity will inevitably diminish, necessitating alternative disposal methods such as transporting trash to distant landfills by rail or converting it into renewable energy. It is estimated that, within eight years, between 50% to 80% of waste will need to be exported out of the County. Prudent waste management and recycling practices will decelerate the rate at which landfills reach capacity.



<sup>7</sup> Examples of HHW include paints, used motor oil, solvents, cleaners.

<sup>8</sup> Examples of e-waste include TVs, computers, printers, cell phones.

## County Progress Report



Also important in preserving the environment and protecting the health and safety of Los Angeles County residents is the proper management and disposal of potentially hazardous discards such as HHW, e-waste, and tires. When negligently disposed, such materials may contaminate the groundwater and create other unhealthy environmental conditions.

### How are we doing?

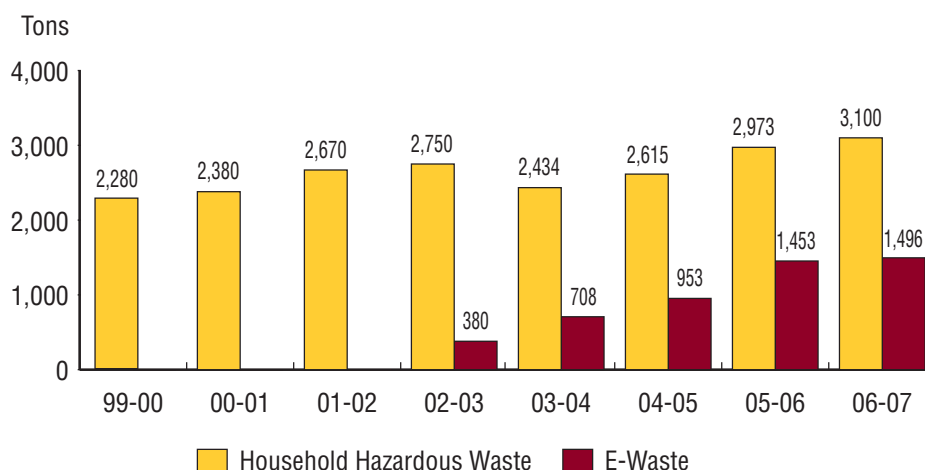
The County implements, evaluates, and enhances a wide variety of waste reduction and recycling programs countywide. Many of the programs are set up to optimize waste diversion through recycling and materials reuse, and include extensive public outreach components to encourage recycling and other practices that are conducive to environmental stewardship.

Los Angeles County administers the largest HHW collection program in the nation. Collection events are conducted countywide on a weekly basis to provide residents with a convenient means to manage their HHW. In 2002, the program was expanded to include e-waste. Public participation as well as the amount of materials collected at these events increased over the last five years. Approximately 95% of the HHW and 100% of e-waste collected are recycled.

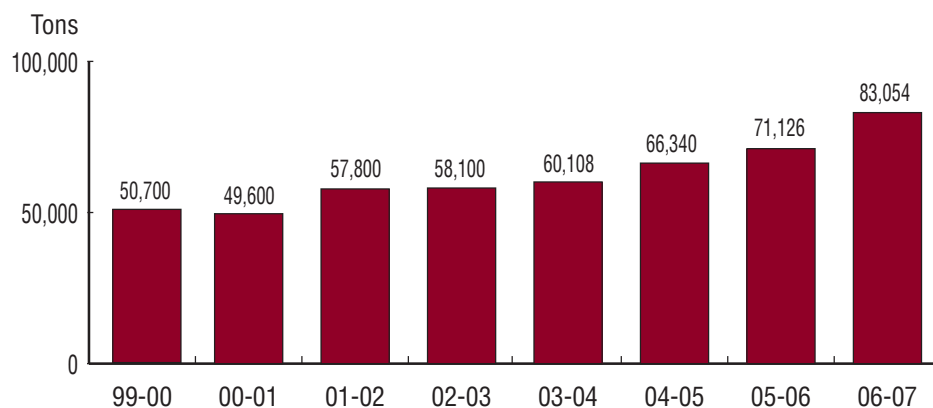
In 2006, the County completed a study that successfully documented a 53% diversion rate for 2004. As a result, the state determined that the County was compliant with the requirements of AB 939, and recognized the ambitious implementation of innovative recycling programs and environmental initiatives.

Also in 2006, the County implemented five new franchise solid waste collection areas, through which recycling was enhanced by automating residential solid waste collection. Additionally, the County administered programs such as the Smart Business Recycling, residential recycling, Smart Gardening, tire recycling, youth education, and conversion technologies.

### Total Household Hazardous Waste and E-Waste Diverted from Landfills in Los Angeles County





**Number of Household Participants in Household Hazardous Waste Events****Pest Detection**

**Countywide Condition:** Prevent the establishment of exotic invasive fruit flies

**In 2006-07:**

**4,084** Square miles in Los Angeles County

**0** Square miles placed under quarantine

**\$250 Million** Approximate annual fruit and vegetable production and sales within and surrounding areas of Los Angeles County

**Indicator of County Performance:** Management of exotic fruit flies to prevent infestations

**In 2006-07:**

**100%** Prevention of the establishment of exotic invasive fruit fly infestations

**Why is this important?**

California has the largest agricultural industry in the nation and the establishment of just one type of exotic fruit fly in the state could inflict billions of dollars in agricultural damage annually. By nature, exotic fruit flies do not occur in Los Angeles County; they are periodically introduced from other countries through the illegal importation of uninspected fruit. In their immature (or maggot) stage, these fruit flies eat and destroy a wide array of fruits and vegetables.

The establishment of fruit flies, and invasive exotic pests reduces the yield of crops, increases the use of pesticides, and most importantly, is a basis of quarantine restrictions that prevent Los Angeles County and California farmers from selling to customers throughout the world.

**How are we doing?**

In 2006-07, four infestations of three different exotic fruit flies were detected in four separate localized areas. "Infestation" means that multiple flies of the same species or specimens in more than one life stage were discovered. The number of fruit flies trapped in 2006-07 was the same as 2005-06 and four less than 2004-05. Resulting pesticidal bait treatments and the number of square miles quarantined follows a similar pattern. All indicators point to continued successful management of exotic pest infestations in the County.



## County Progress Report



The program identified, treated, and prevented all targeted fruit flies from becoming established in Los Angeles County or California. Program success was achieved without aerial application of pesticide baits, a previously used technique that was met with disapproval and concern from the general public. Eradication techniques now employ localized pesticide bait spot treatments and the release of billions of sterile flies (in the case of the Mediterranean and Mexican Fruit Fly), to interrupt the breeding process.

### Detection and Management of Fruit Fly Infestations

Detection of Exotic Fruit Flies	2003-04	2004-05	2005-06	2006-07
Fruit Flies Trapped	21	26	22	22
No. of Infestations	1	3	4	4
No. of Quarantines	0	1	1	0
No. of Miles Quarantined	0	67	10	0
Percentage of infestations managed preventing establishment of the pest within the County	100	100	100	100

Quarantines are triggered upon the capture of a predetermined number of a single species of fruit fly, indicating a breeding population. As shown below, the square miles placed under quarantine and the number of pests detected have varied over the past four years.

### Adult Participation in Physical Activities and Programs

#### Countywide Condition: Adult physical activity and programs

##### In 2006-07:

**38.63%** Adults who achieved recommended physical activity levels in Los Angeles County

#### Indicator of County Performance: Adult participation in organized physical activity programs at local parks operated by Los Angeles County

##### In 2006-07:

**600,000 (approx.)** Participants

**5.6% (approx.)** Increase from 2005-06

#### Why is this important?

More than half (55%) of the Los Angeles County adults are either overweight or obese, according to Dr. Jonathan E. Fielding, M.D., County director of public health and health officer. Overweight and obesity have increased significantly in all age, income, educational and ethnic groups.

Overweight and obesity contribute to the rising rates of related diseases, including type-2 diabetes in adults—and a recent new trend, type-2 diabetes in children. Individual weight loss, of as little as five or 10 pounds can delay or prevent the onset of type-2 diabetes, metabolic syndrome, hypertension, etc., and help prevent chronic disease-related healthcare costs.

Physical activity lowers the risk for debilitating and fatal diseases, but surveys indicate that less than half of adults in Los Angeles County engage in physical activities at recommended levels.<sup>9</sup>

<sup>9</sup> Los Angeles County Department of Health Services – Health Official Promote Heart Health Month with the Introduction of Prevention Matters! to encourage Women's Heart Health

**How are we doing?**

In response to the alarming number of overweight adults, children and teens, the County Department of Parks and Recreation has implemented the "Healthy Parks" program. This program offers family-oriented and culturally-informed, health, nutrition and exercise programs. Participation in park activities and programs is generated and encouraged through word-of-mouth, park staff, brochures, flyers, surveys and community meetings.

The major barriers most people face when trying to increase physical activity are lack of time, lack of access to convenient facilities, and lack of safe environments in which to be active.<sup>10</sup> County local and regional parks are the most accessible, affordable and convenient facilities for providing residents with opportunities for physical exercise.

In 2006-07, approximately 74% of the adult population in the Los Angeles County unincorporated areas participated in physical activities, which is an additional 3% from last year. Also, the Department of Parks and Recreation worked diligently with the County Office of Public Safety to patrol parks on a scheduled basis, which has assisted with motivating park patrons to participate in activities in the evenings.

**Los County Arts Commission****Countywide Condition:** Participation in arts programs**In 2006-07:**

**14,835,782** Participants attending County-funded arts programs

**10,236,689** Participants attending free arts programs and events

**88%** Funded projects serving children ages 5-18

**Indicator of County Performance:** Increased participation in County-funded arts programs from 2005-06:**In 2006-07:**

**25%** Increased attendance at County-funded arts programs

**35%** Increased attendance at free arts programs and events

**1%** Increase in funded projects that served children ages 5-18

**Why is this important?**

A stable cultural infrastructure is an essential element in the quality of life for Los Angeles County residents. Arts organizations are the heart of the County's creative economy and help to support the environment for, and the development of, people who analyze, create solutions, think outside the box and innovate. In awarding grants, the County Arts Commission seeks to strengthen the quality of services and the ability of grantees to deliver a broader range of services to a more diverse population.

**How are we doing?**

Not only are nonprofit arts organizations across the County serving more residents of Los Angeles County than in previous years, they are also reaching out to new audiences and developing future audiences. Significant jumps in attendance at County-funded programs attest to the growing capacities of County arts organizations.

Nearly 70% of the admittances in 2006-07 were at no charge to participants, representing an increase of more than a third over the previous year. Additionally, 88% of funded projects serve children, nurturing a future audience that with exposure to the arts will be better able to expand their minds, open their worlds, and use their imaginations.



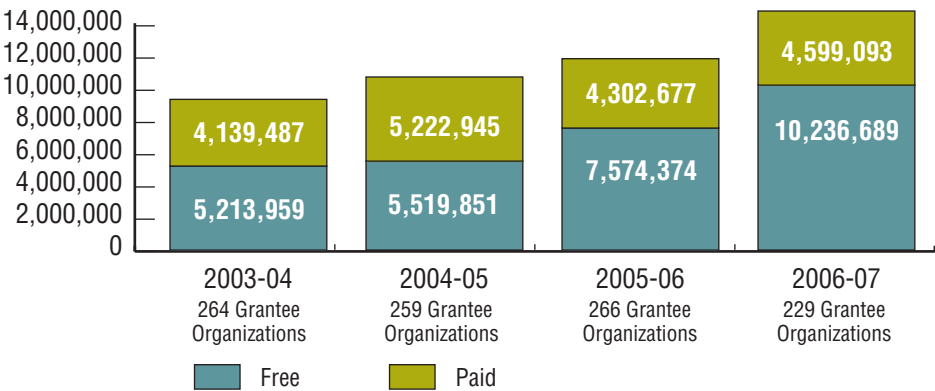


County Progress Report



The graph below shows the growth in participation or attendance, and admissions that were free, at County-funded arts programs.

Arts Program Admittances



## Health and Mental Health

### Overview

**Goal Statement—**Improve health and mental health outcomes and maximize efficient utilization of scarce resources, by promoting population-based prevention principles and implementing a client-centered, coordinated, and information-based services delivery system that provides cost-effective and quality services across County departments.

Good health and access to good health care are basic human needs. County government provides health care and emergency services for the more than 2 million county residents without health insurance, and the 250,000 residents requiring mental health services each year.

To promote and protect the public health for all residents within Los Angeles County, the County is responsible for ensuring that the drinking water remains safe, children are properly vaccinated, and among other things, the food is safe for consumption.

This section focuses specifically on County services, indicators and measures related to:

- Environmental Health
- Children's Mental Health Services
- Alcohol and Drug Program
- AIDS Program and Policy



## County Progress Report

**Environmental Health**

**Countywide Condition:** Safe food preparation and handling practices in retail food establishments

**In 2006-07:**

**38,415** Retail food establishments in Los Angeles County

**63,389** Inspections of retail food establishments by the County Department of Public Health

**Indicator of County Performance:** Retail food establishment ratings

**In 2006-07:**

**84%** Retail food establishments receiving an "A" rating on routine inspection

**16%** Retail food establishments receiving a "B" or "C" rating on routine inspection

**<1%** Retail food establishments receiving less than a "C" rating on routine inspection<sup>11</sup>

**Why is this important?**

Assuring proper food safety practices in the retail food service industry protects public health and safety. This is done by inspecting retail food establishments to identify factors that contribute to food borne illness, such as improper holding times and temperatures, contaminated equipment, cross contamination, poor employee hygiene, foods provided from unsafe sources, and inadequate cooking of foods. Retail food establishment operators are then required to comply with the corrective orders issued by the inspector. If there is an immediate danger to the public's health and safety, the inspector may suspend the establishment's permit and require immediate closure.

The environmental health retail food establishment grading program is designed to issue a score based on the presence of risk factors observed during the course of a routine inspection at a retail food establishment. Risk factors that are more commonly associated with food borne illness are weighted with a higher point-deduction (from a beginning total of 100 points). High-risk violations are worth six points; moderate-risk, four points; and low-risk, one point.

Grades and their corresponding inspection scores are determined as follows:

"A" = 90-100 points, "B" = 80-89 points, "C" = 70-79 points. Grades are not issued to establishments scoring less than 70 points. As such, a key indicator of the proper implementation of appropriate food safety practices in retail food establishments is the distribution of food establishment grades.

**How are we doing?**

With 38,415 retail food establishments, Los Angeles County has the second largest retail food establishment inventory in the nation. As of 2007, 77 of the 82 cities with food establishments had adopted the County grading ordinance. Of the cities that have not adopted the ordinance, their food establishments comprise less than 1%. A 2001 survey revealed that 91% of Los Angeles County residents liked the grading program.

Routine inspections, combined with the retail food establishment grading program, provide an incentive for operators to improve or maintain proper food safety practices.

<sup>11</sup> Percentages add up to slightly greater than 100 percent based on rounding.



The following table shows current year results in comparison to previous years.

#### **Retail Food Establishment Grades 2002-2007**

Fiscal Year	A	B and C	<C
FY 02-03	77%	23%	0.4%
FY 03-04	79%	20%	0.3%
FY 04-05	83%	17%	0.2%
FY 05-06	84%	16%	0.1%
FY 06-07	84%	16%	0.2%

#### **Children's Mental Health Services**

**Countywide Condition:** Children and youth in need of mental health services

**In 2006-07:**

**2.73 Million** Children ages 0-17 living in Los Angeles County

**218,282** (est.) Children and youth in need of mental health services in Los Angeles County

**Indicator of County Performance:** Children and youth provided mental health services

**In 2006-07:**

**70,399** Children and youth who received mental health services in the County<sup>12</sup>:

- **69,480** Received outpatient services
- **3,216** Received day treatment services
- **898** Received inpatient services

**44%** Increase of children and youth provided mental health services from 2000 to 2007; from 49,032 in 2000-2001 to 70,399 in 2006-2007

#### **Why is this important?**

The Los Angeles County Department of Mental Health (DMH) provides mental health services to children and adults with psychological, emotional and other mental health disturbances, with the goal of assisting individuals to effectively function in school, work, and community settings. Three general types of services are provided: outpatient, day treatment, and 24-hour crisis services.

Outpatient mental health settings assist children and youth to gain the social and functional skills necessary for appropriate development and social integration. Services are provided through community mental health centers and clinics, in schools, in the community, and in homes. Outpatient mental health services are the least restrictive, allowing for free functioning and interaction within the community.

Half- or full-day treatment services are designed to provide organized and structured multi-disciplinary mental health treatment as an alternative to hospitalization. The goal is to help children and youth successfully perform basic daily activities in a community setting.

The 24-hour crisis services are for individuals who are a grave danger to themselves or others, or who are unable to function without close supervision due to a psychiatric condition. These services include hospitalization and psychiatric residential placements and are the most restrictive of services provided through DMH. Hospitalization time ranges from 24 hours to two weeks.



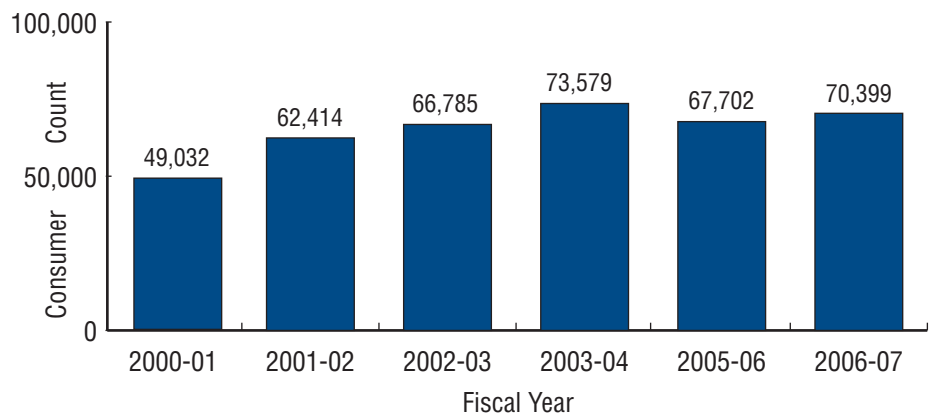
<sup>12</sup> Of the total number of children and youth served, some received more than one type of service. Each client is counted as an individual client within each service.

## County Progress Report

**How are we doing?**

Estimates provided by the California State Department of Mental Health indicate that 7.78% of children and youth age 17 and under in Los Angeles County experience severe emotional disturbance or serious mental illness and are in need of mental health services.

Between 2000 and 2007, mental health services to children and youth age 17 and younger increased by 44%, demonstrating that Los Angeles County is committed to improving access to services for this population. In 2007, 32% of the estimated need for mental health services among children and youth was being met. However, for children living at or below 200% poverty level, the County met 69% of the estimated need for mental health services.

**Mental Health Services to Children and Youth, 2006-07**

The Mental Health Services Act (MHSA)/Proposition 63 of 2004 provided an opportunity to further improve mental health services in Los Angeles County for children, youth, and adults. DMH, in collaboration with more than 60 community mental health stakeholders and thousands of community members, became committed to a structured planning process throughout fiscal year 2004-05 in order to develop the first of five substantial plans, the Community Services and Supports Plan.

The Community Services and Supports Plan will help structure services for people in communities throughout Los Angeles County who are severely challenged by mental health issues, or by severe emotional disturbances. Over the next three fiscal years, this plan will be funded by an estimated \$280 million, and an estimated 8,377 children and their families, 11,431 transition age youth and their families, 18,515 adults, and 7,296 older adults are proposed to receive services.

Additionally, it is projected that 55,560 adults, children and their families, older adults, and transition age youth and their families will receive alternative crisis services; 18,710 adults, children and their families, older adults, and transition age youth will receive help finding the community-based supports and services they need; and 45,000 adults, children and their families, older adults, and transition age youth will learn more about mental health issues, the Mental Health Services Act, and how to get involved with continual planning efforts.

**Alcohol and Drug Program**

**Countywide Condition:** Non-violent drug offenders—court sentencing and parole order

**In 2006-07:**

**9,664** Non-violent drug offenders sentenced by the court or ordered by parole into the Proposition 36 treatment program

**Indicator of County Performance:** Results of Proposition 36 participants

**In 2006-07:**

**71** Percentage of Proposition 36 participants entering a treatment program<sup>13</sup>

**32** Percentage of Proposition 36 participants completing the treatment program<sup>14</sup>

The benefit-cost ratio for taxpayers resulting from the Proposition 36 program was a savings of **\$2.50** for each **\$1** allocated to the program by lowering incarceration and parole costs.<sup>15</sup>

**Why is this important?**

The Proposition 36 program has significant benefits for both the County and nonviolent criminal offenders who enter and complete treatment. Studies have shown that the longer a person remains in treatment after entering a program, the more positive outcomes result after treatment completion.<sup>16</sup> The positive outcomes for participants that complete the treatment program include: 1) lower levels of drug use, unemployment, and recidivism; and 2) increased participation in health care services for other health needs.<sup>17</sup> The benefits include saving taxpayers \$2.50 for every \$1 allocated to the program by lowering incarceration and parole costs.

**How are we doing?**

The Proposition 36 program provided numerous Los Angeles County residents with a court-monitored alternative treatment to reduce their drug use and related criminal behavior. Cited studies have documented the many positive effects as a result of the program, including: a reduction in crime and drug use; increased well-being of offenders; and, the gradual reduction in the jail and prison population.

The following positive outcomes indicate the relative effectiveness of the Proposition 36 program. For Los Angeles County, the number of criminal offenders sentenced by the court or ordered by parole into the Proposition 36 program increased from 9,192 offenders in 2005-06 to 9,664 offenders in 2006-07.<sup>18</sup> Of those referred to the program, 70% entered treatment in 2005-06 compared to 71% this past year. The percentage of offenders completing treatment was 27% for 2005-06 compared to 32% in 2006-07.<sup>19</sup>

Los Angeles County performance was similar to findings in a University of California, Los Angeles study which found statewide Proposition 36 program results to be 74.9% entering treatment and 32% completing treatment.<sup>20</sup>

**AIDS Program and Policy**

**Countywide Condition:** AIDS and HIV testing

**In 2006-07:**

**13,000 to 15,000** (est.) People living in Los Angeles County not aware of their HIV-positive status



13 Estimated from Alcohol and Drug Program Administration, Los Angeles Treatment-Court-Probation Exchange, 2007.

14 Ibid.

15 Evaluation of the Substance Abuse and Crime Prevention Act, Final Report, University of California Los Angeles, Integrated Substance Abuse Programs, April 2007.

16 Simpson, 1979 and 1981.

17 Evaluation of the Substance Abuse and Crime Prevention Act, Final Report, University of California Los Angeles, Integrated Substance Abuse Programs, April 2007.

18 Alcohol and Drug Program Administration, Los Angeles Treatment-Court-Probation Exchange, 2007.

19 Ibid.

20 Evaluation of the Substance Abuse and Crime Prevention Act, Final Report, University of California Los Angeles, Integrated Substance Abuse Programs, April 2007.





**Indicator of County Performance:** HIV test results of people tested at the Los Angeles County Office of AIDS Program Policy (OAPP) funded testing sites\*

**In 2006-07:**

**29,552** HIV tests conducted

**762** New HIV-positive cases diagnosed

**88%** OAPP clients returning for their HIV test results this past year

■ **88%** HIV-negative clients returning for their HIV test result

■ **91%** HIV-positive clients returning for their HIV test result

\* January 2006-December 2006 – data is preliminary

**Why is this important?**

In Los Angeles County, there are currently 51,780 people living with AIDS<sup>21</sup> and 15,275 people living with HIV.<sup>22</sup> An additional 13,000-15,000 people are unaware that they are living with HIV. Individuals who are aware of their HIV-positive status are more likely to modify their risk behaviors to prevent the transmission of the virus. In addition, individuals that are diagnosed with HIV can be linked into care and treatment earlier. These efforts curtail HIV transmission and ultimately help to eliminate the HIV epidemic.

Strategies employed by the Department of Public Health (DPH) help to identify persons with undiagnosed HIV infection and include: 1) rapid HIV testing, 2) mobile HIV testing units, and 3) partner counseling and referral services (PCRS). Rapid HIV testing for example, is accurate, significantly increases disclosure rates, and allows immediate referral for evaluation and treatment. Expansion of such testing helps reach higher risk populations who otherwise might not receive such testing.

**How are we doing?**

DPH has partnered with the Los Angeles County Sheriff's Department to provide HIV testing to inmates as they enter the Men's Central Jail. In addition, four new mobile HIV testing units were purchased to travel to areas of Los Angeles County that have populations with a higher than average risk for HIV infection.

Beyond HIV testing, screening for other sexually-transmitted diseases and hepatitis are provided. In 2006 there were 3,592 HIV tests performed through the mobile testing units. Sixty results were identified as a new HIV-positive diagnosis.

In 2006 DPH conducted 3,047 more HIV tests at OAPP-funded test sites than the previous year and the number of people who returned for their HIV test results increased by 3% in 2006.

PCRS is an HIV prevention effort where providers assist HIV-positive persons as they disclose to their partners that they are infected. Data from a 2006 demonstration project showed that 2,771 of 3,097 clients (89%) agreed to utilize PCRS when the service was offered. In 2006, 133 partners were tested and five were confirmed as HIV positive. Most clients who were given the option of participating in PCRS were not aware that this service was available. Most participants felt that the services could be valuable in assisting HIV-positive individuals to disclose their status to their partners and to later offer couples guidance in prevention methods and communication skills.<sup>23</sup>

21 AIDS Semi-Annual Surveillance Summary Report-December 2006

22 Preliminary report from code-based reports, July 2002-April 2006, Department of Public Health, HIV Epidemiology Program

23 An Evaluation of Advancing HIV Prevention Demonstration Projects I and III.

## Public Safety

### Overview

**Goal Statement—** Increase the safety and security of all residents in Los Angeles County through the comprehensive integration of public safety information systems in coordination with local, County, state and federal agencies.

Maintaining personal and community safety is a bedrock quality of life concern that determines personal and communal comfort within the home and in the community. Law enforcement, emergency services and fire protection are basic services that are needed to create and maintain a safe community environment.

This section focuses specifically on County services, indicators and measures related to:

- Sheriff – Violent and Property Crimes
- Camp Community Transition Program
- Fire Department Emergency Response





### Sheriff – Violent and Property Crimes

**Countywide Condition:** Violent and property crimes (Part I crimes) in the County of Los Angeles per FBI Crime Index

**In 2006-07:**

**3,286** Violent and property crimes per 100,000 people

**65,047** Total violent crimes

- **1,012** Homicides
- **2,342** Forcible rapes
- **27,726** Robberies
- **33,967** Aggravated assaults

**Indicator of County Performance:** Crime rate for violent and property crimes (Part I crimes) per FBI Crime Index – Los Angeles County Sheriff's jurisdiction

**In 2006-07:**

**2,992** Violent and property crimes per 100,000 people

**18,427** Total violent crimes

- **319** Homicides
- **651** Forcible rapes
- **6,336** Robberies
- **11,121** Aggravated assaults

**Indicator of County Performance:** Trend in crimes and arrests by Los Angeles County Sheriff's Department

**From 2001 to 2006:**

**11%** Decrease in violent crimes (20,664 to 18,427)

**2%** Increase in property crimes (68,148 to 69,405)

**14%** Increase in total arrests (95,339 to 108,995)

**Indicator of County Performance:** Demand for patrol services – calls for service received by the Los Angeles County Sheriff's Department

**From 2005 to 2006:**

**5%** Decrease in total number of calls for service received (930,745 to 884,312)

**2%** Decrease in average minutes emergency response time (5.5 to 5.4)

**3%** Decrease in average minutes priority response time (11.2 to 10.9)

### Why is this important?

There are 48 municipal law enforcement agencies within the County of Los Angeles, besides the Sheriff's Department. The sheriff's jurisdiction includes 40 cities that contract sheriff's services, and various unincorporated areas that are governed by the County Board of Supervisors.

Law enforcement agencies report crimes within their jurisdiction consistent with the Uniform Crime Reporting Program (UCR), which is administered nationally by the Federal Bureau of Investigations (FBI) and at the state level by the Department of Justice (DOJ). These reported crimes are summarized in crime rates that describe the number of events that occur within a given population, typically per 100,000 people.

Crime rates are important because they establish crime patterns that are used by the Sheriff's Department to ensure that adequate resources are available to address the public safety requirements for its jurisdictions.



Additionally, law enforcement agencies report summary information to the DOJ on the crimes selected because of seriousness, frequency of occurrence and the likelihood of being reported to the police. The eight offenses, which are known as Part I crimes, are homicide, forcible rape, robbery, aggravated assault, burglary, larceny-theft, motor vehicle theft and arson. Part I crimes are further broken down by violent or property crimes:

- Violent Crimes - homicide, forcible rape, aggravated assault, and robbery.
- Property Crimes - burglary, larceny-theft, motor vehicle theft, and arson.

Part I crimes are used by law enforcement agencies in the United States to reveal the extent and trend of criminal activity. Any significant change from the anticipated crime patterns alert law enforcement administrators to possible problem areas.

### How are we doing?

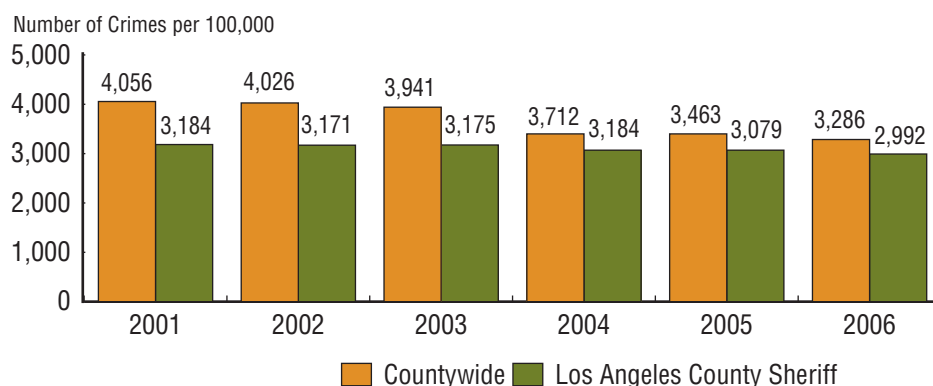
As indicated in Chart I, the overall crime rate within Los Angeles County has steadily decreased from 2001 through 2006, due in part to recent hiring efforts, additional Community-Oriented Policing Services (COPS) resources, enhancement of unincorporated area patrol services, and advancements in technology.

In the Los Angeles County Sheriff's Department's jurisdiction, several factors affect the rate of crime. These factors include:

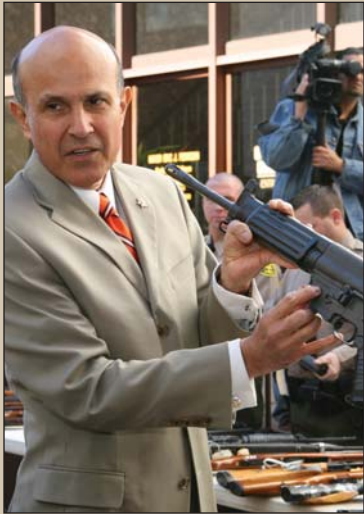
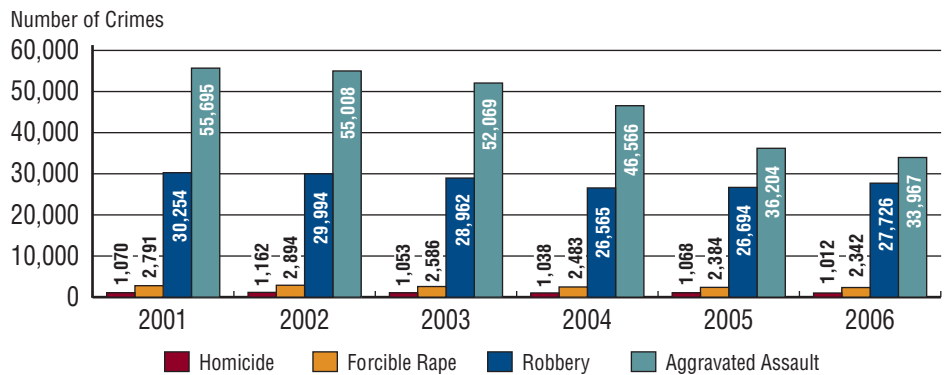
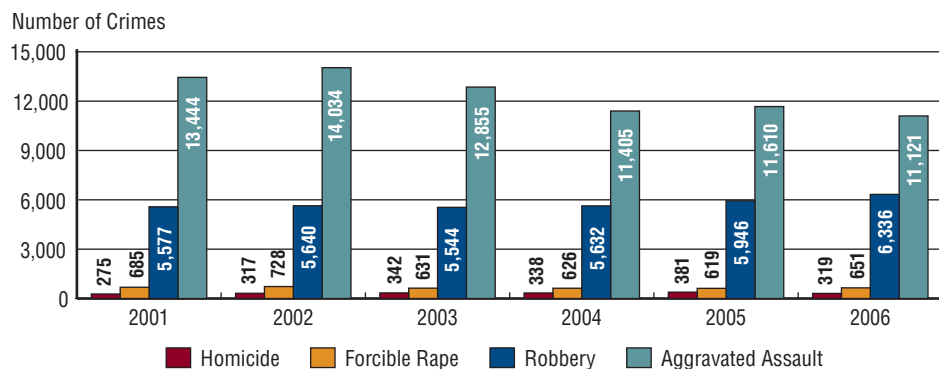
- Crime reporting practices of citizens
- Economic factors
- Demographics of the population, including the age, sex, race, and ethnicity
- Population density and community characteristics: commercial, educational, recreational, and economic
- Public attitude toward crime and law enforcement
- Number of police employees per unit of population
- Policies of prosecuting officials and courts

In evaluating percentage changes, consideration must also be given to the dates during which changes took place, as well as the actual number of crimes upon which the percentage is based.

**Chart I: Countywide and Los Angeles County Sheriff's Department Part I Crimes per 100,000 Population, 2001-06**



## County Progress Report

**Chart II: Los Angeles County Violent Crimes, 2001-06****Chart III: Los Angeles County Sheriff's Department Violent Crimes, 2001-06****Camp Community Transition Program (CCTP)**

**Countywide Condition:** Probation youth transitioned from probation camps back into the community

**In 2006-07:**

**2,865** Probation camp youth transitioned back into the community

**Indicator of County Performance:** Youth successfully transitioned back into the community as a result of family-focused interventions

**In 2006-07:**

**75%** Youth having an appointment with a school to enroll within 48 hours of release from camp

**92%** Youth having deputy probation officer contact within 24 hours of camp release

**78%** Families linked to a social support network prior to youth's termination of probation services

**Why is this important?**

CCTP seeks to empower parents with the skills, resources and support needed to effectively parent their probation-involved son/daughter and to increase the family's protective factors while decreasing risk factors. In accordance with this strategy, CCTP case management interventions target family, peer, and school behavior domains, which are key determinants of delinquency and anti-social behavior. Research on the causes of delinquency and repeat offenses is correlated to delinquent peer groups, poor academic performance and low parental monitoring. By focusing on developing and re-enforcing family strengths, CCTP case management interventions disrupt the cycle of delinquent

peer associations and reverse the progression of underachieving school performance, through enhanced parental monitoring capacities.

### How are we doing?

In comparison to 2005-06, there has been a 17% increase in youth that have successfully completed probation without a subsequent sustained petition. Additionally, there has been a 13% increase in youth linked to social support networks prior to termination of probation services and a 5% increase in deputy probation officer contact within 24 hours of camp release. Consequently, CCTP promptly engages the youth and his/her family upon camp release and initiates services and interventions designed to enhance protective factors. Not only did CCTP participants encounter the juvenile justice system less frequently, but the increase in youth linkages to social support networks encouraged their efforts not to re-offend.

Indicators	2002-2007
Percent of youth who successfully complete probation with no subsequent sustained petition	90%
<b>Operational Measures</b>	
Percent of youth receiving face-to-face weekly deputy probation officer contact	72%
Percent of youth who have a school appointment to enroll within 48-hours of release from camp	75%
Number of youth served	2,865

### Fire Department Emergency Response

**Countywide Condition:** Emergency fire services – Los Angeles County Fire Department's jurisdiction

#### In 2006:

**10,333** Fire calls

**193,528** Emergency medical services (EMS) calls

**94,963** Other calls that include: false alarms, smoke scares, vehicle accidents and miscellaneous incidents

#### Fire Department – Lifeguard duty

##### In 2006:

**45,541,636** Beach visitors received lifeguard protection

**14,044** Medical calls

### Indicator of County Performance: Fire service outcomes

#### In 2006:

##### Average Response Time

**4.8** Minutes in urban areas

**6.4** Minutes in suburban areas

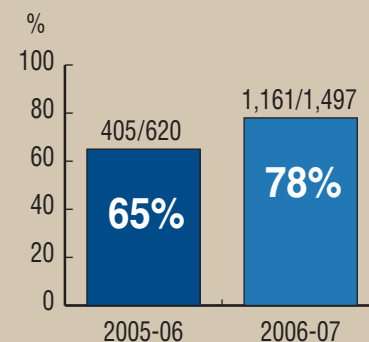
**9.8** Minutes in rural areas

#### Fire Department – Lifeguard duty

**10,101** Ocean rescues

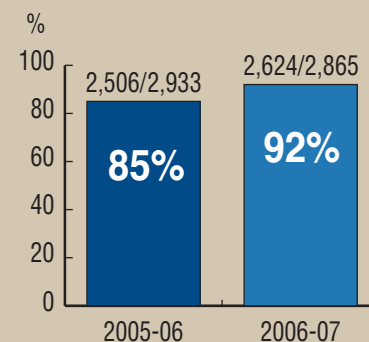
**100%** Rate of success on rescue attempts (on guarded beaches)

**Chart I:**  
**Family Social Support**



Percentage of families linked to social support network prior to termination of service

**Chart II:**  
**Youth/DPO Contact**



Youth with DPO contact w/in 24 hours of release





### Why is this important?

The Los Angeles County Fire Department protects the lives of more than 4 million residents in 58 cities and unincorporated areas of Los Angeles County. Residents and businesses in Los Angeles County rely on the department to provide effective, coordinated emergency services to save lives, reduce risk, and protect property and the environment.

Fire prevention plan-check and inspections are significant factors in decreasing property loss and structural damage throughout Los Angeles County. National statistics demonstrate that fire prevention plan review and follow-up help create safer buildings, resulting in less fire damage. Fire inspections, regulating building usage and commodities storage have been proven to reduce property loss from accidental fires. Proactive involvement in code development helps ensure safe commodity handling procedures and increases the number of fire resistant buildings. All these fire prevention activities are focused on reducing life and property loss from accidental or incendiary fires; and to protect the citizens of Los Angeles County.

### How are we doing?

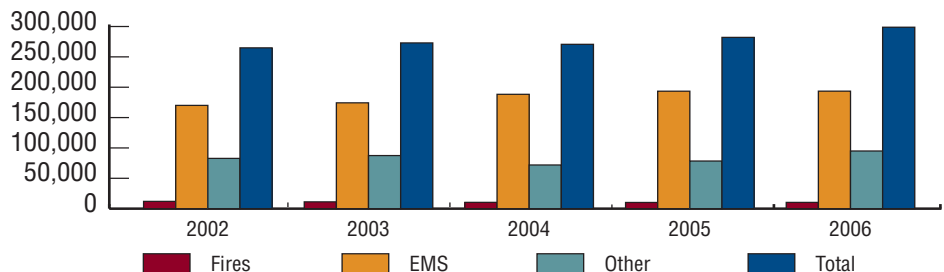
Based on the latest performance measures, the Los Angeles County Fire Department compares favorably with other fire departments of similar size. In 2006 County Fire personnel responded to almost 300,000 emergency (911) calls and over the past five years, there has been a 9.1% overall increase in total emergency calls.

Emergency response time is affected by many factors, including traffic patterns, population, structure density, and the number of businesses vs. residences. Response times are monitored separately for urban, suburban and rural areas, which have differences in the factors cited. Arriving quickly is important to increase the likelihood of success.

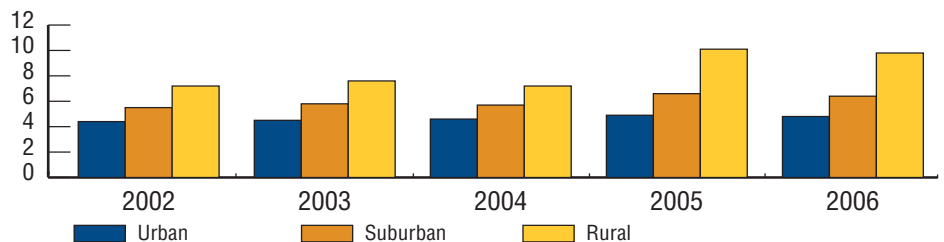
However, response time is only one indicator of effectiveness. The Fire Department also wants to examine its effectiveness after arrival. The department is beginning to measure and track data on other factors, such as structure fire containment to the area, room and building of origin. In 2006 the Fire Department set the following goals for structure fire containment:

- 24% of all structure fires contained to the area of origin,
- 41% contained to the room of origin, and
- 28% contained to the building of origin.

### Emergency Calls by Type



### Emergency Response Time









## Public Response Survey

We hope that you have found this report informative and useful. We seek to continually enhance the relevance and scope of the report in future editions and your input is of critical importance in this regard. Please take a few moments to answer the following questions and return this form to us or e-mail comments ([info@ceo.lacounty.gov](mailto:info@ceo.lacounty.gov)).

What information/data do you believe is extraneous and should be excluded?

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What information/data is missing and should be included? \_\_\_\_\_

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How do you believe the report is useful to the general public? To you? What feature did you most like? \_\_\_\_\_

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How might the usefulness of the report be improved? \_\_\_\_\_

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What other suggestions do you have to enhance the overall quality, usefulness and relevance of the report? \_\_\_\_\_

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## Progress Report Section

**On a scale of 1 – 5: (1=low, 5=high)**

1 2 3 4 5 Rate the County Progress Report (CPR) in terms of clarity (e.g., understandable) and ease of use.

1 2 3 4 5 Rate the CPR in terms of relevance to what you view as the major priority County service areas.

1 2 3 4 5 Rate the CPR in terms of relevance to County services and operations which touch your life.

Rate each section of the CPR for the appropriateness, completeness and quality of the data presented.

1 2 3 4 5 **Children and Families' Well-Being**

1 2 3 4 5 **Community Services**

1 2 3 4 5 **Health and Mental Health**

1 2 3 4 5 **Public Safety**



"Enriching Lives"

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